THE REPUBLIC OF UGANDA

OFFICE OF THE PRIME MINISTER

LOCAL GOVERNMENT MANAGEMENT OF SERVICE DELIVERY PERFORMANCE ASSESSMENT - 2020

NATIONAL SYNTHESIS REPORT

June, 2021

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Table of Contents

List of Figures ..... **ix**
List of Tables ..... **xiv**
List of Acronyms/Abbreviations ..... **xvi**

Foreword ..... **xx**

Executive Summary ..... **xxii**

Introduction ..... **xxii**
Overview of the LGMSD Results xxii
Summary of the Key Findings xxii
Overview of the results for Minimum Conditions and Performance measures xxiii
Crosscutting – Key Results xxiv
Education – Key Results xxvi
Health – Key Results xxviii
Water and Environment – Key Results xxx
Micro-Scale Irrigation – Key Results xxxii

PART A: INTRODUCTION **1**

1.0 Background and Overview **1**
1.1 Structure of the Synthesis Report **1**
1.2 Background to the Local Government Management of Service Delivery Assessment ... **1**
1.3 Objectives of the LG Management of Service Delivery Assessment **2**
1.4 Performance measures assessed in the Local Government Management of Service Delivery Assessment **2**
1.5 Reforms in the Assessment **3**
2.0 The Assessment Process **4**
2.1 Preparation for the assessment Exercise **4**
2.1.1 Preparation of the LGs for the LGMSD 4
2.1.2 Contracting and Training of the Assessment Firms and Quality Assurance firms 4
2.2 The LGMSD Exercise **5**
2.2.1 Team composition and organization 5
2.2.2 National level data collection 5
2.2.3 LG level data collection 5
2.2.4 Compilation of LG-specific reports 6

2.3 The LGMSD Spot Checks 6
2.3.1 Sampling of LGs 6
2.3.2 Spot check process 6
2.3.3 Compilation of LG specific spot check reports 6
2.4 The LGMSD Quality Assurance Process 7
2.4.1 Sampling of LGs for QA 7
2.4.2 National level data collection 7
2.4.3 LG level data collection 7
2.4.4 Compilation of LG specific reports 8
2.4.5 Compilation of Cluster Synthesis Reports 8
2.4.6 Comparison of LGMSD and QA reports 8
2.5 Process of compiling the National Synthesis Report 8
2.5.1 Computation of the Composite Score 9
2.6 Review and approval of the LGMSD Results 9
2.7 Use of the LGMSD Results and Impact 9
2.8 Dissemination of the LGMSD results to LGs 10
PART B: FINDINGS FROM THE 2020 LGMSD ASSESSMENT 11
3.0 Crosscutting Performance Assessment 12
3.1 Introduction to Crosscutting Performance Assessment 12
3.2 Overview of Crosscutting Performance Results-LGMSD 2020 14
3.2.1 Distribution of LGs across average score categories-LGMSD 2020 14
3.2.2 Ranking of LGs in Crosscutting Performance Areas 16
3.2.3 Best and Worst scoring indicators for Crosscutting measures 17
3.2.4 Snapshot of Crosscutting Performance Scores across the Country 19
3.3 Results on Crosscutting Minimum Conditions 19
3.3.1 Performance per Assessment Area under Health Minimum Conditions 19
3.3.2 Environment and Social Requirements (Minimum conditions) 20
3.4 Results on Crosscutting Performance Measures 24
3.4.1 Performance per assessment area for crosscutting performance measures 24
3.4.2: Local Government Service Delivery Results (Crosscutting Performance Measures) 25
3.4.3 Performance Reporting and Performance Improvement (Crosscutting . Performance Measures) 27

3.4.4 Human Resource Management and Development (Crosscutting Performance Measures) 28
3.4.5 Management, Monitoring and Supervision of Services 30
3.4.6 Investment Management (Crosscutting Performance Measures) 31
3.4.7 Environment and Social Safeguards (Crosscutting Performance Measures) .. 32
3.4.8 Financial Management (Crosscutting Performance Measures) 34
3.4.9 Local Revenues (Crosscutting Performance Measures) 35
3.4.10 Transparency and Accountability (Crosscutting Performance Measures) 36
3.5 Conclusion, Emerging Issues and Recommended actions for Crosscutting Performance Assessment – LGMSD 2020 38
4.0 Education Performance Assessment 40
4.1 Introduction to Education Performance Assessment 40
4.1.1 Education Minimum Conditions 40
4.1.2 Education Performance Measures 40
4.2 Overview of Education Performance Results-LGMSD 2020 41
4.2.1 Polarity of Scores for Education Performance 41
4.2.2 Average Scores for Education Minimum Conditions and Performance Measures-LGMSD 2020 41
4.2.3 Distribution of LGs across score categories-LGMSD 2020 42
4.2.4 Ranking of LGs in Education Performance Areas 44
4.2.5 Best and Worst scoring indicators for Education Assessment Areas 45
4.2.6 Snapshot of Education Performance Scores across the Country 46
4.3 Results on Education Minimum Conditions 46
4.3.1 Performance per Assessment Area under Education Minimum Conditions 46
4.3.2 Environment and Social Requirements- Education 47
4.3.3 Human Resource Management and Development-Education 48
4.4 Results on Education Performance Measures 49
4.4.1 Performance per Assessment Area under Education Performance Measures 49
4.4.2. Human Resource Planning and Development 49
4.4.3. Investment Management 51
4.4.4. Management, Monitoring and Supervision of Services 52
4.4.5. Local Government Service Delivery Results 54
4.4.6. Environment and Social Safeguards 56
4.4.7. Performance reporting and performance improvement 58

4.5. Conclusion, Emerging Issues and recommended action from the LGMSD 2020 .. 59

5.0 Health Performance Assessment 61

5.1 Introduction to Health Performance Assessment 61

5.1.1 Health Minimum Conditions 61

5.1.2 Health Performance Measures 62

5.2 Overview of Health Performance Results – LGMSD 2020 62

5.2.1 Polarity of Scores for Health Performance 62

5.2.2 Average Scores for Health Minimum Conditions and Performance Measures - LGMSD 2020 63

5.2.3 Distribution of LGs across score categories – LGMSD 2020 64

5.2.4 Ranking of LGs in Health Performance Areas 66

5.2.5 Best and Worst scoring indicators for Health Assessment Areas 67

5.2.6 Snapshot of Health Performance Scores across the Country 68

5.3 Results on Health Minimum Conditions 69

5.3.1 Performance per Assessment Area under Health Minimum Conditions 69

5.3.2 Human Resource Management and Development - Health 70

5.3.3 Environment and Social Requirements - Health 72

5.4 Results on Health Performance Measures 73

5.4.1 Performance per Assessment Area under Health Performance Measures 73

5.4.2 Local Government Service Delivery Results 74

5.4.3 Performance Reporting and Performance Improvement 77

5.4.4 Human Resource Management and Development 79

5.4.5 Management, Monitoring and Supervision of Services 82

5.4.6 Investment Management 84

5.4.7 Environment and Social Safeguards 85

5.5 Conclusion, Emerging Issues and Recommended actions for Health Performance Assessment – LGMSD 2020 87

6.0 Water and Environment Performance Assessment 88

6.1 Introduction to Water and Environment Performance Assessment 88

6.1.1 Water and Environment Performance Assessment Minimum Conditions 88

6.1.2 Water and Environment Performance Measures 88

6.2 Overview of Water and Environment Performance Results – LGMSD 2020 89

6.2.1 Polarity of Composite Scores for Water and Environment performance 89

6.2.2 Average score for Water and Environment minimum conditions and Performance Measures 89
6.2.3 Distribution of LGs across score categories 90
6.2.4 Ranking of LGs in Water and Environment Performance Areas 91
6.2.5 Top 10 and Bottom 10 performing indicators in LGMSD assessment for Water and Environment 92
6.2.6 Snapshot of Water and Environment Performance Scores across the Country ... 93
6.3 Results on Water and Environment Minimum Conditions 94
6.3.1 Performance per assessment area under and Environment Minimum Conditions .. 94
6.3.2 Human Resource Management and Development under Water and Environment .. 94
6.3.3 Environment and Social Requirements under Water and Environment 96
6.4 Results on Water and Environment Performance Measures 97
6.4.1 Performance per Assessment Area under Water and Environment Performance Measures 97
6.4.2 Performance Reporting and Performance Improvement 97
6.4.3 Management, Monitoring and Supervision of Services 98
6.4.4 Local Government Service Delivery 100
6.4.5 Investment Management 103
6.4.6 Human Resource Management Development 104
6.4.7 Environment and Social Requirements 106
6.5 Conclusion, Emerging issues and recommendations for Water and Environment .. 106
7.0 Micro Scale Irrigation Performance Assessment 109
7.1 Introduction to Micro - Scale Irrigation Performance Assessment 109
7.1.1 Micro-Scale Irrigation Minimum Conditions 109
7.1.2 Micro - Scale Irrigation Performance Measures 110
7.2 Overview of Micro-Scale Irrigation Performance Results – LGMSD 2020 110
7.2.1 Polarity of Scores for Micro-Scale Irrigation Performance 110
7.2.2 Average Scores for Micro Scale Irrigation Minimum Conditions and Performance Measures - LGMSD 2020 111
7.2.3 Distribution of LGs across average score categories – LGMSD 2020 112
7.2.4 Best and Worst scoring LGs for Small Scale Irrigation 112
7.2.5 Best and Worst scoring indicators for Micro Scale Irrigation 113
7.2.6 Snapshot of Micro-Scale Irrigation Performance Scores across the Country 114
7.3 Results on Micro-Scale Irrigation Minimum Conditions 115

7.3.1 Average Scores for Micro Scale Irrigation Minimum Conditions Per Performance Area 115

7.3.2 Performance per Assessment Area under Micro-Scale Irrigation Minimum Conditions 116

7.4 Results on Micro Scale Irrigation Performance Measures – LGMSD 2020 117

7.4.1 Performance per Assessment Area under Micro Scale Irrigation Performance Measures 117

7.4.2 Local Government Service Delivery Results 118

7.4.3 Performance Reporting and Performance Improvement 120

7.4.4 Human Resources Management and Development 121

7.4.5 Investment Management 123

7.4.6 Environment and Social Safeguards 124

7.4.7 Management, Monitoring, and Supervision of Service 125

7.5 Conclusion, Emerging Issues, and Recommended actions for Micro Scale – Irrigation Performance Assessment – LGMSD 2020 127

PART C: ANNEXES 129

Annex 1: Ranked Overall Performance Results and Scores per Performance Area for LGMSD 2020 129

Annex 2: Ranked Cross-cutting Performance Assessment Results 133

Annex 3: Ranked Education Performance Assessment Results 141

Annex 4: Ranked Health Performance Assessment Results 149

Annex 5: Ranked Water and Sanitation Performance Assessment Results 156

Annex 6: Ranked Micro Scale Irrigation Performance Assessment Results 162

List of Figures

Figure 1: Average Score per Assessment Area for Minimum Conditions and Performance Measures xxiii

Figure 2: Average Score per Assessment Area for Minimum Conditions and Performance Measures xxiv

Figure 3: Scores for Crosscutting Minimum Conditions per assessment area . xxv

Figure 4: Average Scores per Assessment area under crosscutting performance measures xxv

Figure 5: Distribution of LGs in Education across score categories xxvi

Figure 6: Scores for Education Minimum Conditions per Assessment Area xxvii

Figure 7: Education Performance Measure average scores xxvii

Figure 8: Distribution of all LGs in Health across score categories xxviii

Figure 9: Scores for Health Minimum Conditions per Assessment Area xxix

Figure10: Average Scores per Assessment Area under Health Performance Measures xxix

Figure 11: Distribution of LGs in Water and Environment across score categories.. xxx

Figure 12: Scores for Water and Environment Minimum Conditions per Assessment Area xxxi

Figure 13: Average score per assessment area for water and environment performance measures xxxi

Figure 14: Distribution of LGs across average score categories – LGMSD 2020 xxxii

Figure 15: Average Scores for Micro Scale Irrigation Minimum Conditions per thematic area xxxiii

Figure 16: Average Scores per Assessment Area under Micro Scale Irrigation Sector Performance measures xxxiv

Figure 17: Polarity of Composite Scores in Crosscutting measures 14

Figure 18: Distribution of LGs in Crosscutting across score categories 15

Figure 19: Distribution of DLGs in Crosscutting score categories 15

Figure 20: Crosscutting performance results for Municipal LGs 16

Figure 21: Heat-map of Crosscutting Performance Scores across LGs 19

Figure 22: Scores for Crosscutting Minimum conditions per assessment area... 20

Figure 23: Indicator scores under Environment and Social Requirements (Minimum conditions) 21

Figure 24: Scores under Financial Management and Reporting (Minimum conditions) 22

Figure 25: Scores under HR Management and Development (% of positions filled) - Minimum Conditions 23

Figure 26: If LG has recruited or requested for secondment of District Engineer/Principal Engineer 24

Figure 27: Average Scores per Assessment area under crosscutting performance measures 25
Figure 28: Indicator Scores - Local Government Service Delivery Results 26
Figure 29: Distribution of LGs across score categories for indicator on completion of DDEG funded investment projects 27
Figure 30: Indicator Scores - Performance Reporting and Performance Improvement (Crosscutting Performance Measures) 28
Figure 31: Indicator scores under Human Resource Management and Development 29
Figure 32: Distribution of LGs across score categories for access to the salary payroll 30
Figure 33: Average scores under Management, Monitoring and Supervision of Services 31
Figure 34: Distribution of LGs across score categories for indicators under Investment Management 32
Figure 35: Average scores for indicators under Environment and Social Safeguards 33
Figure 36: Average scores for indicators under Financial Management 34
Figure 37: Average scores for indicators under Local Revenues 35
Figure 38: Distribution of LGs across score categories for remittance of the mandatory LLG share of local revenues 36
Figure 39: Average scores under Transparency and Accountability 37
Figure 40: Distribution of LGs across score categories for Increase in Own Source Revenue (OSR) 37
Figure 41: Polarity of Composite Scores in Education 41
Figure 42: Average scores under Education MCs and PMs; disaggregated for MLGs and DLGs 42
Figure 43: Distribution of LGs in Education across score categories 42
Figure 44: Distribution of DLGs in Education across score categories 43
Figure 45: Distribution of MLGs in Education across score categories 43
Figure 46: Heat-map of Education Performance Scores across LGs 46
Figure 47: Scores for Education Minimum Conditions per Assessment Area 47
Figure 48: Scores for Education Minimum Conditions per Assessment Area 47
Figure 49: Distribution of LGs across score categories on Conducted ESIAs 48
Figure 50: Scores for Human Resource Management and Development under Education minimum conditions 48
Figure 51: Average scores per Assessment Area under Education Performance Measures 49
Figure 52: Education Performance Measures in Human Resource Planning and Development 50
Figure 53: Primary School Head teachers appraised 50

Figure 54: Secondary School Head teachers appraised 51
Figure 55: Education Performance Measure scores in Investment Management.. 52
Figure 56: Education Performance Measures in Management, Monitoring and Supervision of Services 53
Figure 57: Timely invoicing & communication of capitation grants to schools .. 54
Figure 58: Timely submission of warrants for school's capitation 54
Figure 59: Education Performance Measures in Local Government Service Delivery Results 55
Figure 60: Change in PLE pass rate 55
Figure 61: Change in UCE pass rate 56
Figure 62: Education Performance Measures in Environment and Social Safeguards 57
Figure 63: Education proof of Land ownership 57
Figure 64: Education Performance Measures in Performance Reporting and Performance Improvement 58
Figure 65: School compliance with MoES budgeting and reporting guidelines.... 59
Figure 66: Polarity of Composite Scores in Health 63
Figure 67: Average scores under Health MCs and PMs; disaggregated for MLGs and DLGs 64
Figure 68: Distribution of all LGs in Health across score categories 64
Figure 69: Distribution of DLGs in Health across score categories 65
Figure 70: Distribution of MLGs in Health across score categories 66
Figure 71: Heat-map of Health Performance Scores across LGs 69
Figure 72: Scores for Health Minimum Conditions per Assessment Area 70
Figure 73: Scores for Health MCs in Human Resource Management and Development 71
Figure 74: Recruitment of the District Health Officer for DLGs and Municipal Health Officer for MLGs 72
Figure 75: Scores for Health MCs in Environment and Social Requirements 73
Figure 76: Average Scores per Assessment Area under Health Performance Measures 74
Figure 77: Scores for Health PMs in Local Government Service Delivery Results 75
Figure 78: Average Score in RBF Quarterly Facility Assessment for HC IIIs and IVs 76
Figure 79: Completion of Health Sector Investment Projects as per Work 77
Figure 80: Scores for Health PMs in Performance Reporting and Performance Improvement 78
Figure 81: Health Facility Compliance to the Sector Budget and Grant Guidelines 79
Figure 82: Scores for Health PMs in Human Resource Management and Development 80

Figure 83: LG has Recruited Staff for all HC IIIs and HC IVs as per Staffing Structure 81
Figure 84: LG has Deployed Health Workers as per the Sector Guidelines 82
Figure 85: Scores for Health PMs in Management, Monitoring and Supervision of Services 83
Figure 86: Cores for Health PMs in Investment Management 84
Figure 87: Establishment of a Project Implementation Team for Health Projects 85
Figure 88: Scores for Health PMs in Environment and Social Safeguards 86
Figure 89: Polarity of composite scores for Water and Environment 89
Figure 90: Average scores for Performance Measures and Minimum Conditions under Water and Environment 90
Figure 91: Distribution of LGs in Water and Environment across score categories. 90
Figure 92: Heat-map of Water and Environment Performance Scores across LGs 93
Figure 93: Scores for Water and Environment Minimum Conditions per Assessment Area 94
Figure 94: Scores of Water and Environment MCsin Human Resource Management and Development 95
Figure 95: Scores of Water and Environment in MCs in Environment and Social Requirements 96
Figure 96: Water and Environment Performance Measure average scores 97
Figure 97: Score for Water and Environment PM on Performance Reporting and Performance Improvement 98
Figure 98: Score for Water and Environment PM on Management Monitoring and Supervision 99
Figure 99: Evidence that the District Water offices have monitored each of the WSS facilities at least Quarterly 99
Figure 100: Evidence that the DWO has prioritized budget allocations to Sub-counties that have safe water coverage below that of the district average in the budget for the current FY 100
Figure 101: Score for Water and Environment PM on Local Government Service Delivery 101
Figure 102: Increase in the Percentage of water supply facilities that are functioning 101
Figure 103: Change in functional WATSAN committees 102
Figure 104: Percentage of facilities with functional water & sanitation committees .. 102
Figure 105: Percentage of rural water sources that are functional 103
Figure 106: Score for Water and Environment PM on Investment Management 104
Figure 107: Scores for Water and Environment PM on Human Resource Management Development 105
Figure 108: Scores for Water and Environment PM on Environment and Social Requirements 106

Figure 109: Polarity of score for Micro–Scale irrigation performance measures 111
Figure 110: Average scores under Micro Scale Irrigation MCs and PMs 111
Figure 111: Micro-Scale irrigation performance scores distribution for 40 Districts . 112
Figure 112: Heat-map of Micro Scale Irrigation Performance Scores across LGs 115
Figure 113: Average Scores for Micro Scale Irrigation Minimum Conditions per thematic area 116
Figure 114: Scores for Micro-Scale Irrigation MCs in Human Resource Management and Development 116
Figure 115: Scores for Micro-Scale Irrigation MCs in Environment and Social Requirements 117
Figure 116: Average Scores per Assessment Area under Micro-Scale Irrigation Sector Performance measures 118
Figure 117: Local Government Service Delivery Results 119
Figure 118: Increased acreage of newly irrigated land 119
Figure 119: Micro-Scale Irrigation Scoring in Performance Reporting and Performance Improvement 120
Figure 120: Micro-Scale Irrigation Scoring in Human Resource Management and Development 121
Figure 121: Micro-Scale Irrigation scoring in Investment Management 123
Figure 122: Environment and Social Safeguards 124
Figure 123: Environmental and Social Requirements 125
Figure 124: Micro-Scale Irrigation performance scores on Management, Monitoring and Supervision of Service 126

List of Tables

Table 1: No. of LGs assessed in LGMSD 2020 xxii

Table 2: Top 10 Performing LGs in 2020 xxiii

Table 3: Bottom 10 Performing LGs in 2020 xxiv

Table 4: Example of the calculation of composite scores 9

Table 5: Scoring guide for Crosscutting Performance Minimum Conditions for LGMSD 2020 12

Table 6: Scoring guide for Crosscutting Performance Measures 13

Table 7: Ten (10) Overall Highest Scoring LGs in Crosscutting Performance Areas(Minimum conditions and Performance measures) 16

Table 8: Ten (10) Overall Lowest Scoring LGs in Crosscutting Assessment Areas (Minimum conditions & Performance measures) 17

Table 9: Five (05) Best Scoring Indicators for Crosscutting Minimum Conditions..17

Table 10: Five (05) Worst Scoring Indicators for Crosscutting Minimum Conditions.. 17

Table 11: Ten (10) Best and Worst Scoring Indicators for Crosscutting Performance measures 18

Table 12: Emerging Issues and recommended action from the LGMSD 2020 39

Table 13: Scoring guide for Education Performance Minimum Conditions for LGMSD 2020 40

Table 14: Scoring guide for Education Performance Measures for LGMSD 2020 .. 40

Table 15: Ten (10) Overall Highest Scoring LGs on Education Performance Areas (Minimum conditions and Performance Measures) 44

Table 16: Ten (10) Overall Lowest Scoring LGs on Education Assessment Areas (Minimum conditions and Performance Measures) 44

Table 17: Overview of the top 10 scoring indicators for Education MCs and PMs - 2020 45

Table 18: Overview of the bottom 10 scoring indicators for Education MCs and PMs -2020 45

Table 19: Emerging Issues and recommendations under Education measures 60

Table 20: Scoring guide for Health Performance Minimum Conditions for LGMSD 2020 61

Table 21: Scoring guide for Health Performance Measures for LGMSD 2020 62

Table 22: Ten (10) Overall Highest Scoring LGs on Health Performance Areas (Minimum conditions and Performance Measures) 66

Table 23: Ten (10) Overall Lowest Scoring LGs on Health Assessment Areas (Minimum conditions and Performance Measures) 67

Table 24: Overview of the top 10 scoring indicators for Health MCs and PMs – 2020.. 67

Table 25: Overview of the bottom 10 scoring indicators for Health MCs and PMs - 2020 68

Table 26: Emerging Issues and recommended actions from the LGMSD 2020 87
Table 27: Scoring guide for water and environment performance Minimum Conditions for LGMSD Assessment 2020 88
Table 28: Scoring guide for Water and Environment performance measures for LGMSD Assessment 2020 89
Table 29: Ten (10) Overall Highest Scoring LGs on Water and Environment (Minimum conditions and Performance Measures) 91
Table 30: Ten (10) Overall Lowest Scoring LGs on Water and Environment (Minimum conditions and Performance Measures) 91
Table 31: Overview of the top 10 scoring indicators for Water and Environment MCs and PMs - 2020 92
Table 32: Overview of the bottom 10 scoring indicators for Water and Environment MCs and PMs - 2020 92
Table 33: Districts that have not filled positions of Assistant Water Officer for mobilization and Natural Resource officer 96
Table 34: Districts that did not have a training plan for the Water staff 105
Table 35: Emerging issues and recommendations under Water and Environment .. 107
Table 36: Scoring guide for Micro-Scale Irrigation Performance Minimum Conditions for LGMSD 2020 110
Table 37:Scoring guide for Micro-Scale Irrigation Performance Measures for LGMSD 2020 110
Table 38: Ten (10) Overall Highest Scoring LGs on Micro Scale Irrigation Sector Performance 113
Table 39: Ten (10) Overall Lowest Scoring LGs on Micro Scale Irrigation Sector Performance 113
Table 40: Ten (10) Best Scoring Indicators for Micro Scale Irrigation Sector 114
Table 41: Ten (10) Worst Scoring Indicators for Micro Scale Irrigation Sector 114
Table 42:DLGS without Accurate information on filled extension staff positions .. 120
Table 43:Districts that did not budget for extension workers as per guidelines ... 122
Table 44:Districts that did not conduct Annual performance appraisals for extension workers 122
Table 45: Districts without an up-to-date database of farmer applications 123
Table 46: Districts that have not conducted Mobilization activities for farmers .. 126
Table 47: Districts that did not disseminate information on use of farmer co-funding .. 127
Table 48: Emerging Issues and recommended action from the LGMSD 2020 128

List of Acronyms/Abbreviations

AO	Accounting Officer
APA	Annual Performance Assessment
AWP	Annual Work Plan
BFP	Budget Framework Paper
BoQs	Bills of Quantities
BTI	Budget Transparency Initiative
CAO	Chief Administrative Officer
CB	Capacity Building
CC	Contracts Committee
CD	Capacity Development
CFO	Chief Finance Officer
CMU	Construction Management Unit
CRC	Centralized Grievance Redress Committee
CTL	Cluster Team Leader
DCAO	Deputy Chief Administrative Officer
DCDO	District Community Development Officer
DDEG	Discretionary Development Equalisation Grant
DE	District Engineer
DEC	District Executive Committee
DEO	District Education Officer
DES	Directorate of Education Standards
DHMT	District Health Management Team
DHO	District Health Officer
DHT	District Health Teams
DIS	District Inspector of Schools
DLGs	District Local Governments
DPO	District Production Officer
DPs	Development Partners
DPU	District Procurement Unit
DSC	District Service Commission
DTPC	District Technical Planning Committee
DWO	District Water Officer
DWSCC	District Water and Sanitation Coordination Committee
EIAs	Environmental Impact Assessments
EMIS	Education Management Information System
ENR	Environment and Natural Resources
ESIAs	Environmental Social Impact Assessments
ESM	Environment and Social Management
ESMPs	Environment and Social Management Plans

FDA	Fiscal Decentralisation Architecture
FDS	Fiscal Decentralisation Strategy
FD-SC	Fiscal Decentralisation Steering Committee
FD-TC	Fiscal Decentralisation Technical Committee
FY	Financial Year
GAPP	Governance Accountability Participation Programme
GAPR	Government Annual Performance Report
GoU	Government of Uganda
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
H/T	Head Teacher
HC	Health Centre
HLG	Higher Local Government
HMIS	Health Management Information System
HoD	Head of Department
HRIS	Human Resource Information System
HRM&D	Human Resource Management and Development
HSD	Health Sub-District
HUMC	Health Unit Management Committee
IA	Internal Audit
IFMIS	Integrated Financial Management Information System
IGFT	Intergovernmental Fiscal Transfer
IGFTR	Intergovernmental Fiscal Transfer Reform
IGG	Inspector General of Government
IPFs	Indicative Planning Figures
IPPS	Integrated Personnel Payroll System
IVA/F	Independent Virification Agent/Firm
LG	Local Government
LG PAC	Local Government Public Accounts Committee
LGDP	Local Government Development Plan
LGFAR	Local Governments Financial and Accounting Regulations
LGFC	Local Government Finance Commission
LGMSD	Local Government Management of Service Delivery
LGPA	Local Government Performance Assessment
LGPAM	Local Government Performance Assessment Manual
LGPATF	Local Government Performance Assessment Task Force
LGPIP	Local Government Performance Improvement Plan
LLGs	Lower Local Governments
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries

MCs	Minimum Conditions
MDAs	Ministries, Departments and Agencies
MEO	Municipal Education Officer
MHT	Municipal Health Team
MIS	Management Information System
MLGs	Municipal Local Governments
MMOH	Municipal Medical Officer of Health
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
MoLG	Ministry of Local Government
MoLHUD	Ministry of Lands Housing and Urban Development
MoPS	Ministry of Public Service
MOU	Memorendum of Understanding
MoWE	Ministry of Water and Environment
MTEF	Medium-Term Expenditure Framework
MTPC	Municipal Technical Planning Committee
NDP	National Development Plan
NEMA	National Environment Management Authority
NMS	National Medical Stores
NPA	National Planning Authority
NWR	Non-wage Recurrent
O&M	Operation and Maintenance
OAG	Office of the Auditor General
OBT	Output Budgeting Tool
ODI-BSI	Overseas Development Institute - Budget Strengthening Initiative
OPAMS	On-line Performance Assessment Management System
OPM	Office of the Prime Minister
OSR	Own Source Revenue
OTIMs	Online Transfer Information Management System
PAC	Public Accounts Committee
PAT-F	Performance Assessment Taskforce
PBB	Program Based Budgeting
PBS	Programme Budgeting System
PDU	Procurement and Disposal Unit
PEAP	Poverty Eradication Action Plan
PFM	Public Finance Management
PFMA	Public Finance Management and Accountability Act
PFO	Principal Finance Officer

PforR	Program for Results
PHC	Primary Health Care
PHRO	Principal Human Resource Officer
PIP	Perfomance Improvement Plan
PIT	Project Implementation Team
PMO	Principal Medical Officer
PMs	Performance Measures
PPC	Physical Planning Committee
PPDA	Public Procurement and Disposal of Public Assets Authority
PRDP	Peace, Recovery and Development Plan for Northern Uganda
PS	Permanent Secretary
PWDs	Persons with Disabilities
QA	Quality Assurance
QBPR	Quarterly Budget Performance Report
RBF	Result Based Financing
SAA	Senior Account Assistant
SAS	Senior Assistant Secretary
SFO	Senior Finance Officer
SMC	School Management Committee
STL	Sub-Team Leader
TEC	Technical Evaluation Committee
TF	Task Force
ToR	Terms of Reference
TPC	Technical Planning Committee
TSU	Technical Support Unit
UAAU	Urban Authorities Association of Uganda
UBOS	Uganda Bureau of Statistics
ULGA	Uganda Local Government Association
UPE	Universal Primary Education
USE	Universal Secondary Education
USMID	Uganda Support to Municipal Infrastructure Development
WSCs	Water and Sanitation Committees
WSSS	Water Supply and Sanitation Services

Foreword

The 2020 Local Government Performance Assessment (LGPA) has been revised and its framework improved as a whole. After 3 years of implementation of the assessment, there has been a need to refine some of the indicators and update them based on previous lessons learned. Therefore, a new assessment framework to incentivize improved management and service delivery has been developed. Accordingly, the assessment is now referred to as the Local Government Management of Service Delivery (LGMSD) Performance assessment. This is the first edition under the revised framework. The assessment guided by the LGMSD Manual was conducted between October – December 2020 with involvement of the appointed Task force, relevant Ministries, Departments and Agencies (MDAs), Local Governments and Development Partners. This report provides findings on performance of Local Governments, identifies issues constraining service delivery in Local Governments and proposes recommendations to address them. The focus is on ensuring that resources transferred to LGs are objectively distributed to finance local and national priorities and are duly accounted for. To achieve the above, the Government designed a system for assessing the performance of LGs to establish adherence to budgeting and accountability requirements, as well as compliance to crosscutting and selected sector systems and processes.

The revised assessment has been improved to include a number of reforms some of which include; introduction of; Minimum conditions (seen as core performance indicators) and performance measures (sectoral assessments) and Microscale Irrigation Performance area. Additionally, in order to directly measure service delivery, the assessment has been improved to include; indicators such as measuring pass rates for PLE and UCE, population accessing health care services among others. The assessment has also been improved to include Line Ministries, Departments, and Agencies which will be assessed in order to check their performance in oversight, technical support, and capacity building to LGs.

Overall, the 2020 assessment results indicate a 36% average performance of Local Governments in both minimum conditions and performance measures. The low performance in most LGs has been attributed to poor performance in the core performance indicators which largely focus on staffing, environmental and social safeguards which greatly determine the overall score.

My office extends special gratitude to the Performance Assessment Task Force (PATF), Ministries, Departments, and Agencies (MDAs) and Local Government representatives who contributed to the design of the LGMSD system, and participated in the assessment and reviewing of the results. I also wish to appreciate the Assessment and Verification Firms that were contracted to conduct the assessment and quality assurance tasks.

Finally, the Office of the Prime Minister acknowledges the financial and technical support from the UK Aid/ODI-BSI and the World Bank towards the design and implementation of the Local Government Management of Service Delivery Assessment.

I call upon all Local Governments and stakeholders to put to good use the findings and recommendations herein so that they can contribute to the efforts of improving LG performance and service delivery. I also urge MDAs to carry out their respective institutional roles of providing the required support and capacity building to Local Governments for a better coordinated and accountable Government.

For God and My Country

Kaima Godfrey

For PERMANENT SECRETARY

Executive Summary

Introduction

This report presents the synthesized results from the Local Government Management of Service Delivery Performance Assessment (LGMSD) for 2020; conducted between October - December 2020. The 2020 LGMSD assessment is the first edition under the revised framework.

The LGMSD has two dimensions i.e.; (i) Minimum conditions (MCs); (seen as core performance indicators) which focus on key bottlenecks for service delivery and safeguards management. ii) Performance Measures (PMs) which are sectoral assessments and will be used to evaluate service delivery in the Districts/ Municipalities as a whole. The total number of Local Governments (LGs) assessed is indicated in the table below;

Table 1: No. of LGs assessed in LGMSD 2020

No. of LGs Assessed	District Local Governments (DLGs)	134
	Municipal Local Governments (MLGs)	19
	Total Local Governments	153

The assessment for 2020 was conducted in 153 of the 175 LG Votes (District and Municipal Local Governments), of which 134 are DLGs and 19 are MLGs that were operational as of July, 2019. In addition to this, 22 MLGs were assessed under the Uganda Support to Municipal Infrastructure Development (USMID) program in the areas of Education and Health, which results are presented in a separate report (due to varying timing of the assessments).

The assessment results will be used to inform, among others: allocations of development grants for FY 2021/22, and the Government Annual Performance Report (GAPR) for FY 2020/21. The results will also be used to devise strategies for the redress of identified areas of weakness at both LG and Ministries, Departments and Agencies (MDA) levels.

Overview of the LGMSD Results

Summary of the Key Findings

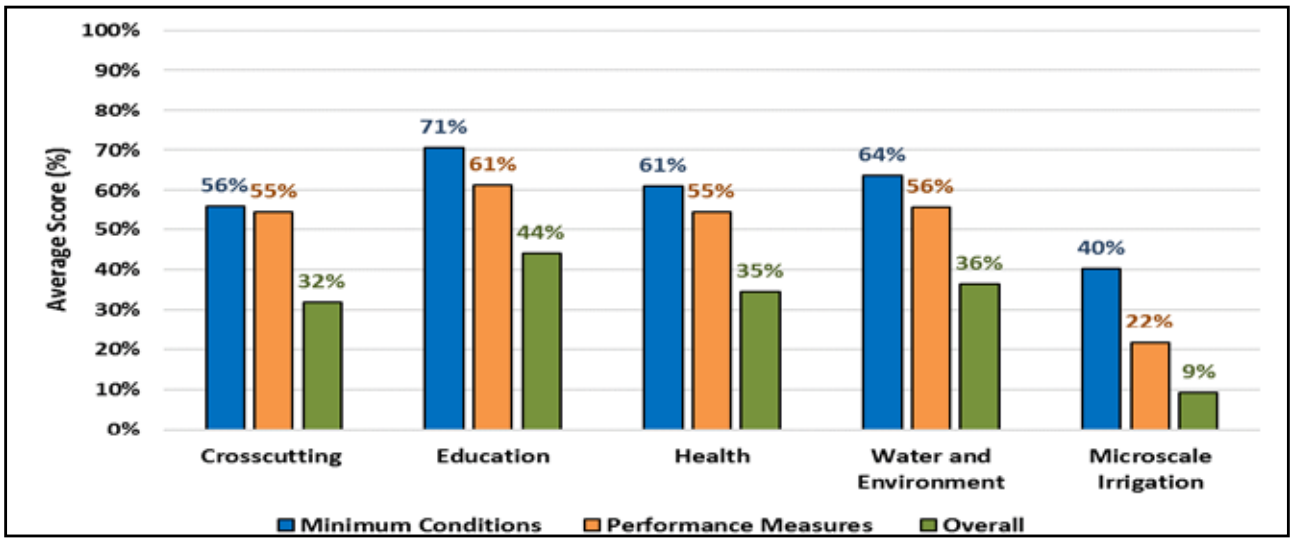
The key findings from the assessment are presented below while the details are presented in the main report (PART B) and in LG specific reports (which are up-loaded and accessible in OPAMS:http://budget.go.ug/budget/LGPAs and on the Office of the Prime Minister website: http://opm.go.ug/monitoring-and-evaluation/

Overview of the results for Minimum Conditions and Performance measures

The overall performance for all LGs assessed in 2020 across the four dimensions was only 37% with Education scoring 44%. The overall best performers include; Ibanda district scoring 82%, followed by Kabalore and Isingiro districts (each at 79%), Rubanda and Rubirizi districts scoring 72% and 68% respectively.

The worst performers on the other hand were; Bugweri district (5%), Madi-Okollo district (7%), Karenga (10%) while Abim and Kaabong districts each scored 11%.

Figure 1: Average Score per Assessment Area for Minimum Conditions and Performance Measures



No. of LGs assessed = 153

Tables 2 and 3 below show the top 10 and the bottom 10 performing LGs in the 2020 LGMSD assessment, including their ranks and scores.

Table 2: Top 10 Performing LGs in 2020

Vote Name	Rank LGMSD 2020	Score LGMSD 2020
Ibanda District	1	82%
Kabarole District	2	79%
Isingiro District	2	79%
Rubanda District	4	72%
Rubirizi District	5	68%
Ngora District	6	66%
Mbarara District	7	65%
Masindi Municipal Council	7	65%
Mpigi District	9	64%
Bushenyi- Ishaka Municipal Council	10	62%

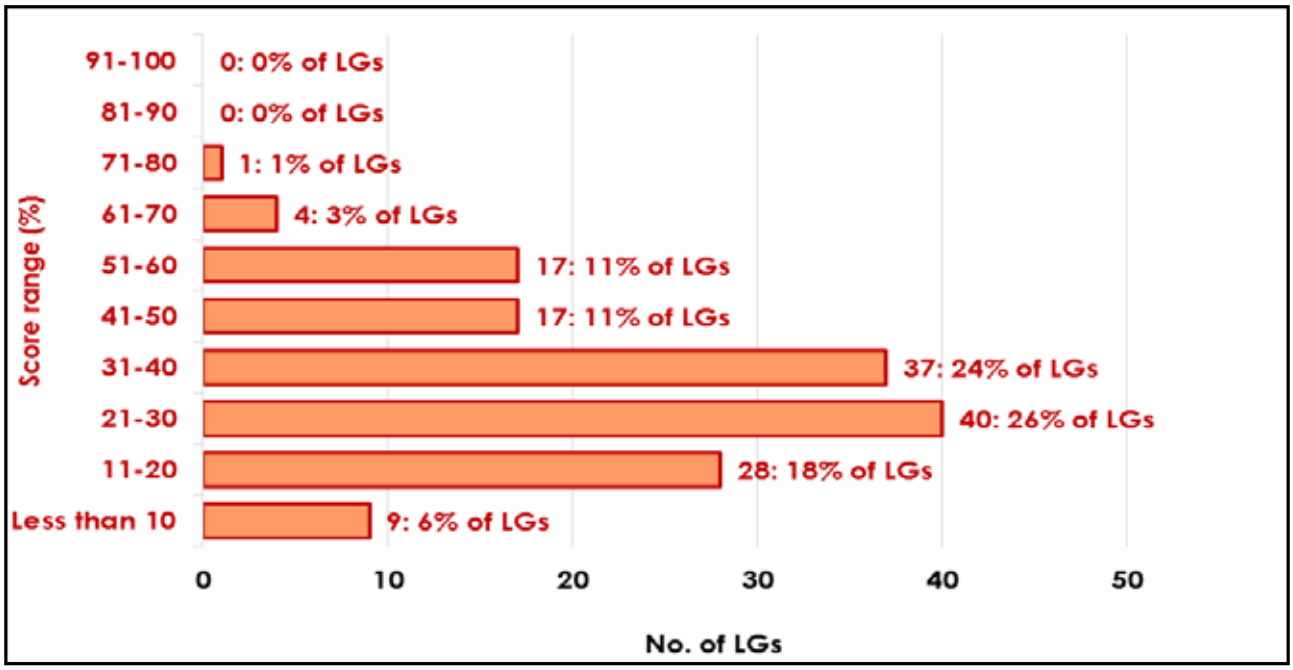
Table 3: Bottom 10 Performing LGs in 2020

Vote Name	Rank LGMSD 2020	Score LGMSD 2020
Agago District	144	15%
Obong District	144	15%
Pakwach District	144	15%
Alebtong District	144	15%
Nakaseke District	148	14%
Kaabong District	149	11%
Abim District	149	11%
Karenga District	151	10%
Madi-Okollo District	152	7%
Bugweri District	153	5%

Crosscutting – Key Results

The assessment for crosscutting entails two components namely Minimum Conditions and Performance Measures. This performance assessment was evaluated against 3 thematic areas and 9 performance measures to give a total of 100 percent points.

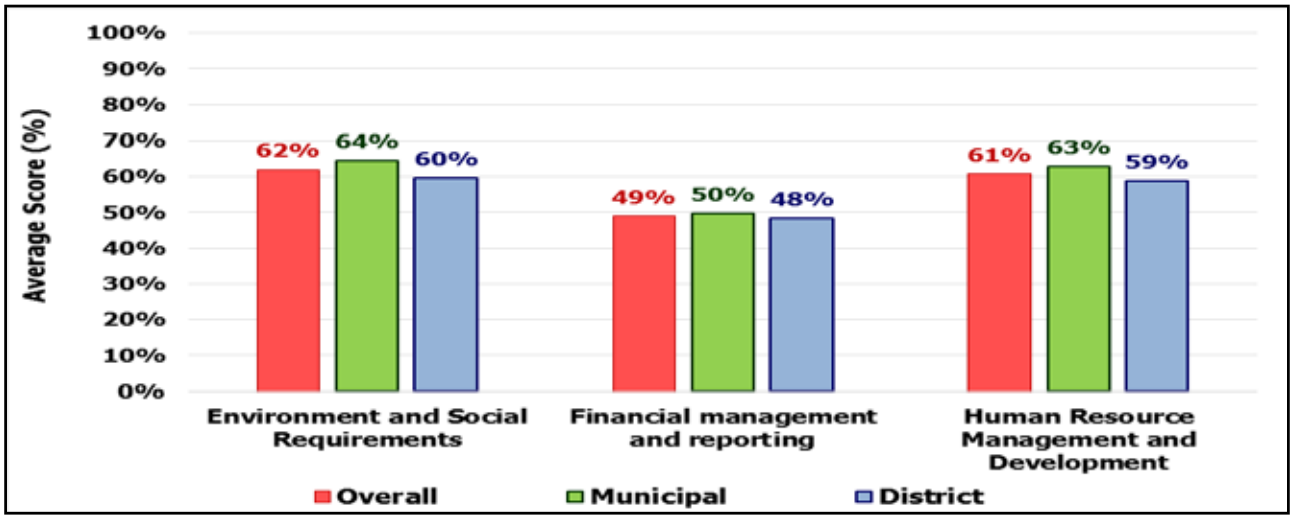
Figure 2: Average Score per Assessment Area for Minimum Conditions and Performance Measures



No. of LGs assessed = 153

Only 1 (1%) of the LGs assessed scored above 70%, while 4 (3%) scored within the range of 61%-70%. The majority (26%) of the LGs had scores between 21%-30%, while 28 (18%) of the LGs scored between 11%-20%, and 9 (6%) of the LGs scored below 10%.

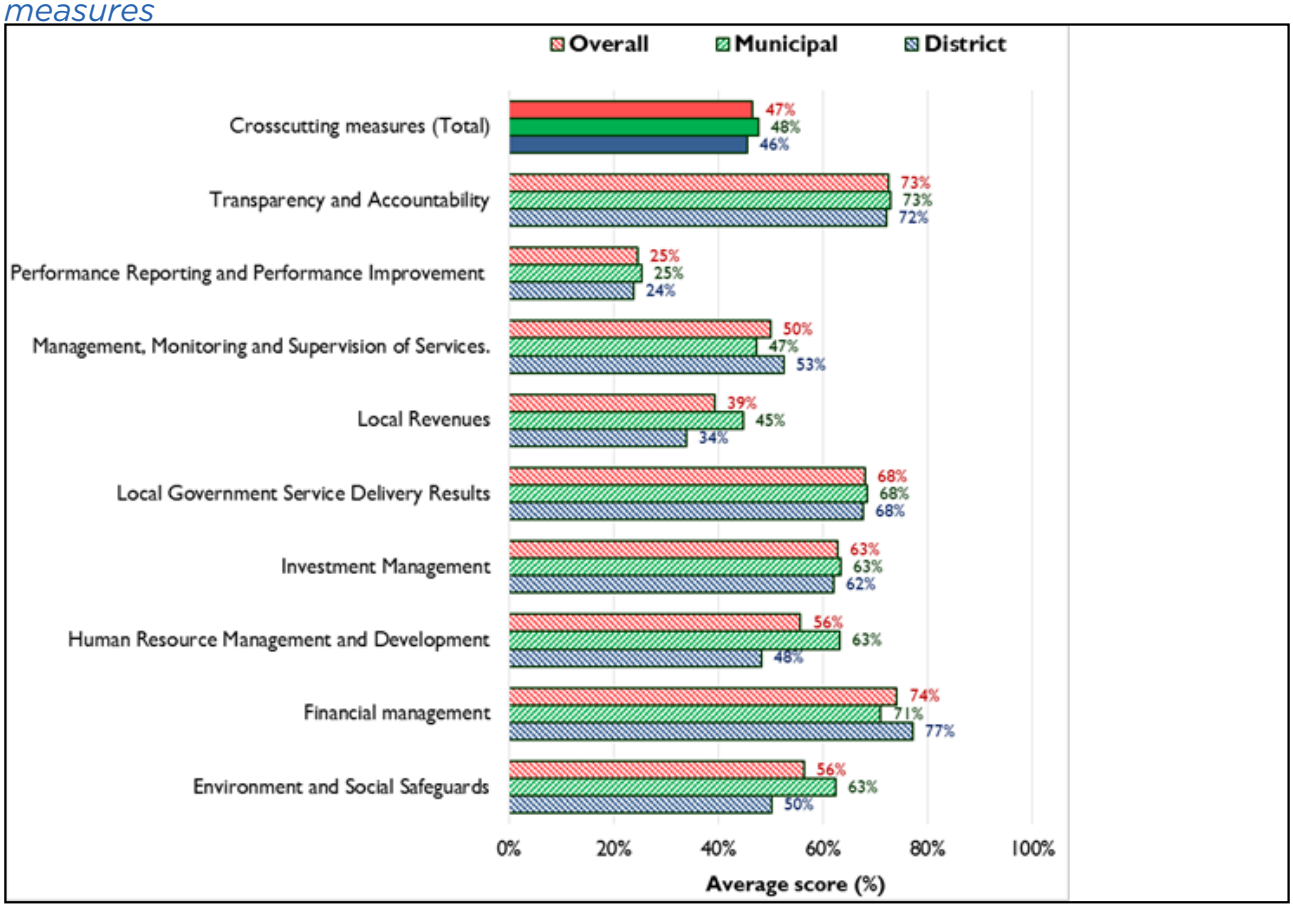
Figure 3: Scores for Crosscutting Minimum Conditions per assessment area



No. of LGs assessed = 153

Performance in minimum conditions was temperate for both DLGs and MLGs, with the average scores in all three thematic areas ranging between 48% – 64%. Municipalities scored better than districts in all three areas, with the best-performed area being Environment and Social Requirements with an overall score of 62%.

Figure 4: Average Scores per Assessment area under crosscutting performance measures



No. of LGs assessed = 153

MLGs edged districts with an average score of 48% compared to 46% for the latter. The best -performed area was Financial Management, with 77% for DLGs compared to 71% for MLGs. The lowest scores were registered in Performance reporting & improvement with an overall average score of 25%.

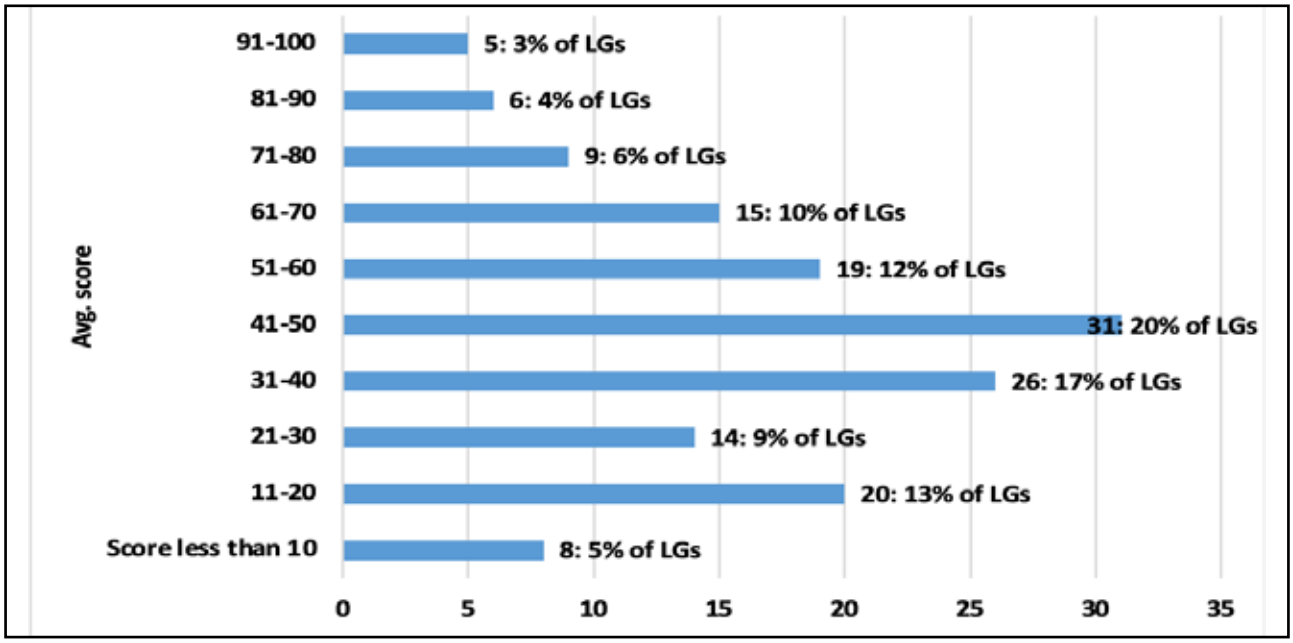
The best performed indicators for Crosscutting Performance Measures included; Incorporation of DDEG projects into AWP (93%), Timely submission of Quarterly Internal Audit reports (92%), Approval of DDEG funded projects by CC (90%), and the Functionality of DDEG projects (90%).

The lowest scored indicators were; Revenue collection-plan or budget variation (15%), established a consultative grievance redress committee (25%) and timely access to pension payroll (28%).

Education – Key Results

Under Education, 153 DLGs were assessed under two minimum conditions and six performance areas. Overall DLGs compliance to Education minimum conditions was at 70% and MLGs compliance 78%, while compliance to performance measures was at 60% for DLGs and 69% for MLGs.

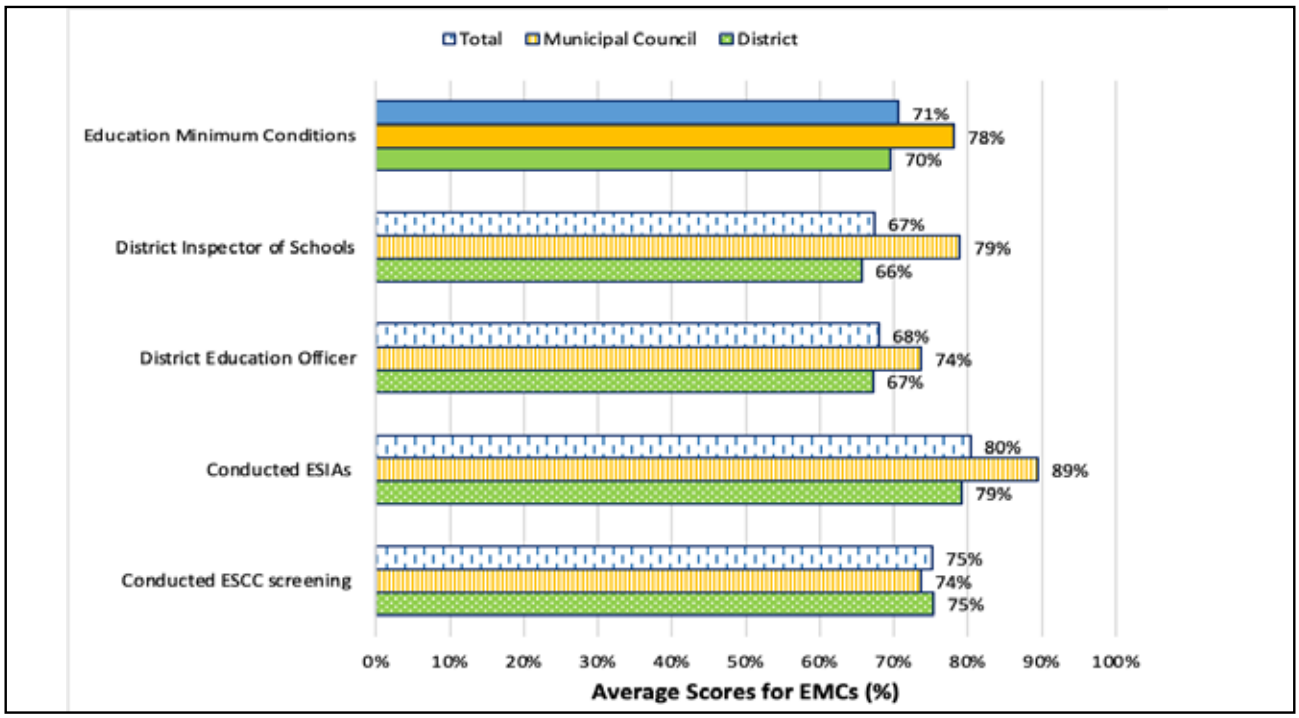
Figure 5: Distribution of LGs in Education across score categories



No. of LGs assessed = 153

From the figure above, 3% of the LGs scored above 90% which was the highest, while 5% of the LGs scored between 0% -10%. Majority of the LGs scored in the range 41% - 50%.

Figure 6: Scores for Education Minimum Conditions per Assessment Area

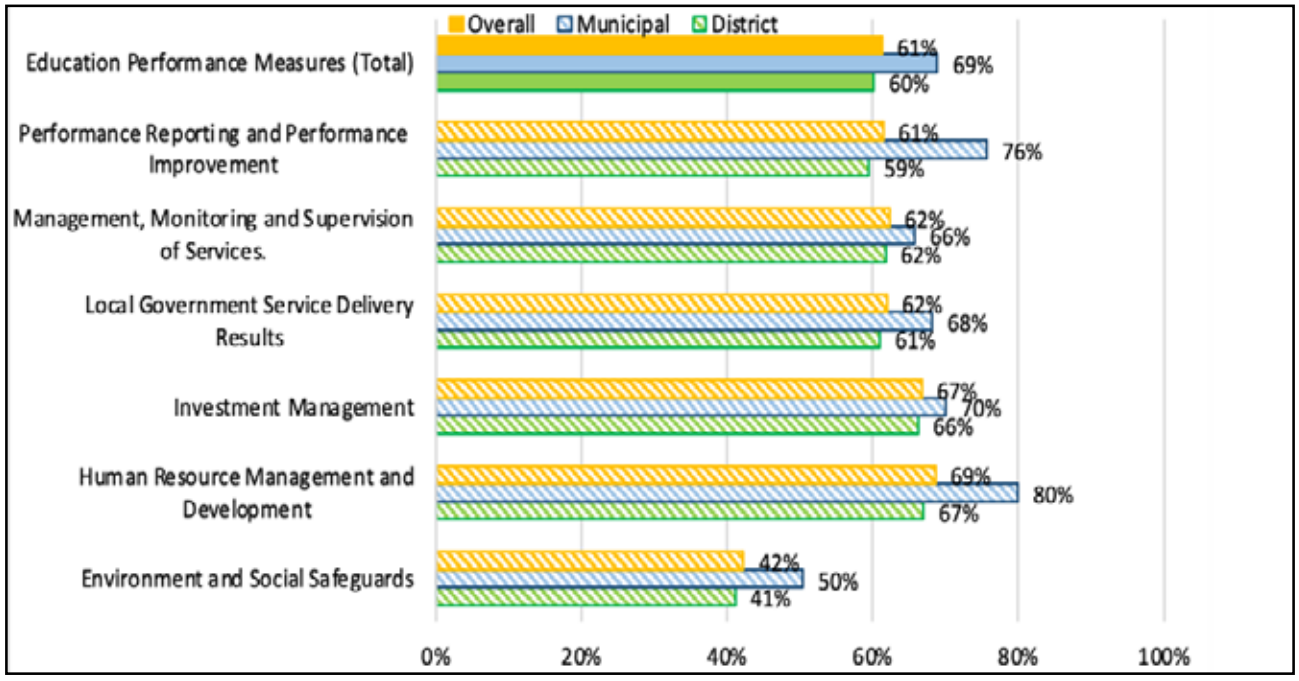


No. of LGs assessed = 153

Under minimum conditions, compliance to Environment and Social requirements scored highest with conducting ESIAs scoring 80% and ESCC screening at 75% respectively.

The figure below shows average score per assessment area for Education performance measures.

Figure 7: Education Performance Measure average scores



No. of LGs assessed = 153

Under the performance measures, 2 out of 6 assessment areas scored above average score of 65% and these are: Human Resource Management and Development (69%), Investment Management (67%). The lowest scoring assessment area under the PMs was environment and social requirements which scored 42%.

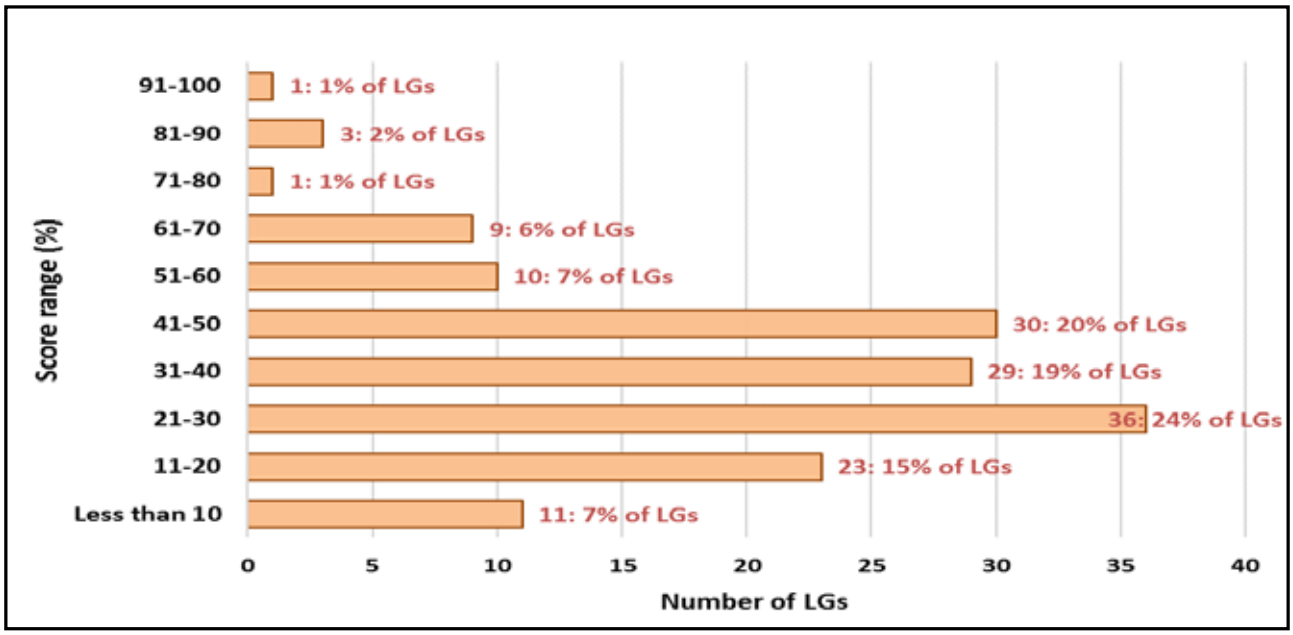
Overall, the best 10 scoring LGs in Education are: Kabarole DLG and Ibanda DLG each with 97%, Sheema MC (94%), Sheema DLG (93%), Isingiro DLG (92%), Rubirizi DLG (90%), Bunyagabo DLG (86%), and finally Rubanda, Ngora, and Mbarara DLGs each with 84%.

The lowest 10 scoring LGs in Education are: Bugweri, Busia, Koboko and Otuke DLGs each with (0%), Kaabong DLG (6%), Pakwach DLG (8%), Karenga DLG (9%), Tororo DLG (10%), Obongi, Apac and Nakaseke DLGs each scoring 11%.

Health – Key Results

The overall average score for LGs' compliance to MCs was 61% with DLGs scoring 62% and MLGs 56%. MLGs performed better than DLGs under PMs with a score of 62% against 54% with an overall average score of 55%.

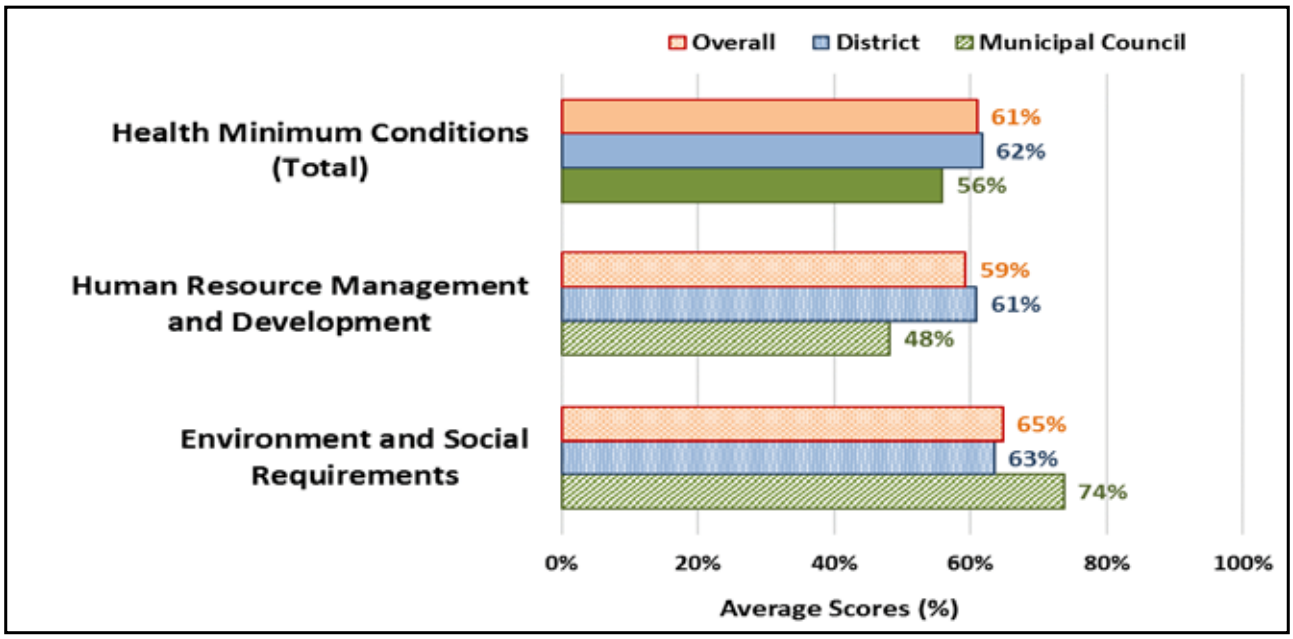
Figure 8: Distribution of all LGs in Health across score categories



No. of LGs assessed = 153

Overall, the majority of the LGs (36) scored in the range of 21% - 30%, while 30 LGs (20%) scored between 41% - 50%. Only 24 LGs scored above the average of 50% of the maximum attainable score for Health Performance Areas. Isingiro District emerged the best performer in Health scoring 91%, followed closely by Masindi Municipal Council scoring 86%, then Ibanda and Rubanda both scoring 82%. The lowest performers in this category were Madi-Okollo, Ntoroko, Karenga, Abim, Pader, Iganga MC, Kapchorwa MC, Zombo, Agago, and Pakwach all scoring below 10%.

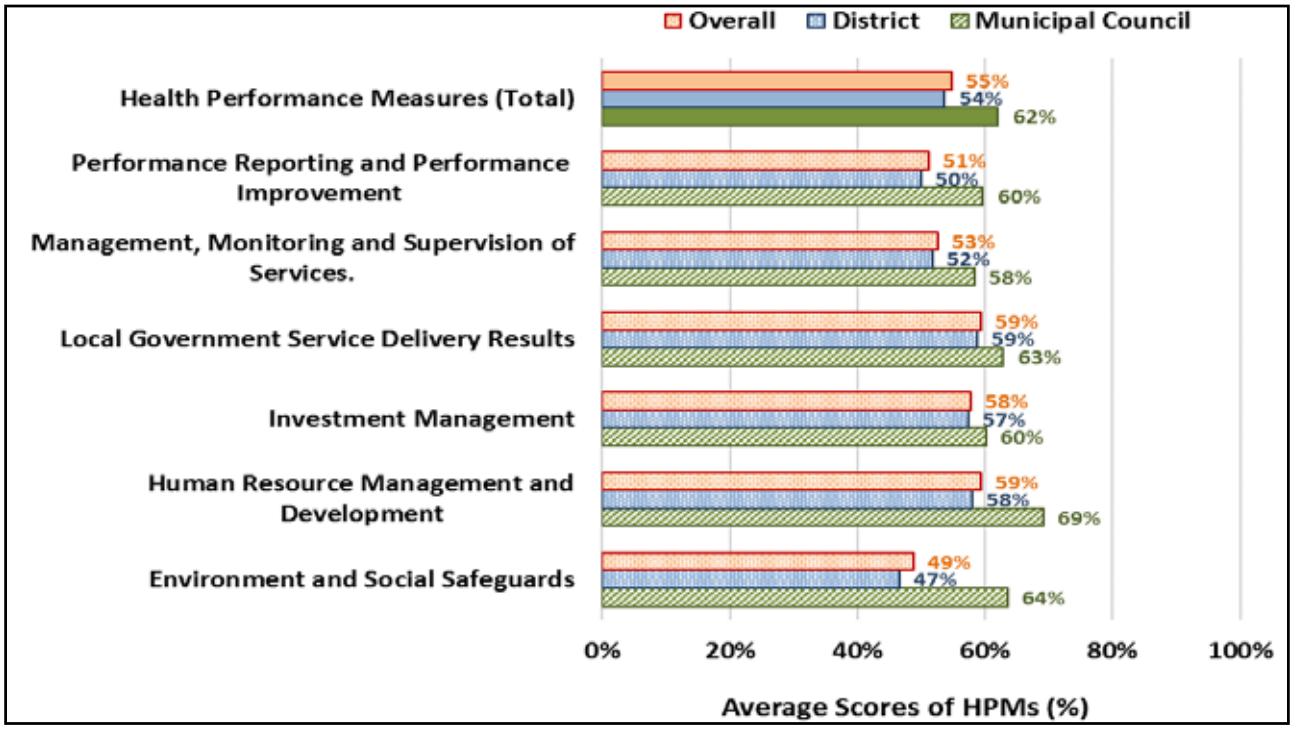
Figure 9: Scores for Health Minimum Conditions per Assessment Area



No. of LGs assessed = 153

The best performed performance area under health minimum conditions met was Environment and Social Requirements with average score of 65% while overall DLGs performed better than MLGs with an average score of 62% and 56% respectively.

Figure 10: Average Scores per Assessment Area under Health Performance Measures



No. of LGs assessed = 153

The best-performed area under Health Performance Measures was Human Resource Management and Development at an average score of 59%, while Environment and Social Safeguards emerged as the worst performed area with an average score of 49%.

The best performed indicators in the LGMSD 2020 under Health measures were; RBF quarterly facility assessment (89%), complete health project procurement files (88%), filling position of Biostatistician (87%), and DHT held health promotion activities (86%).

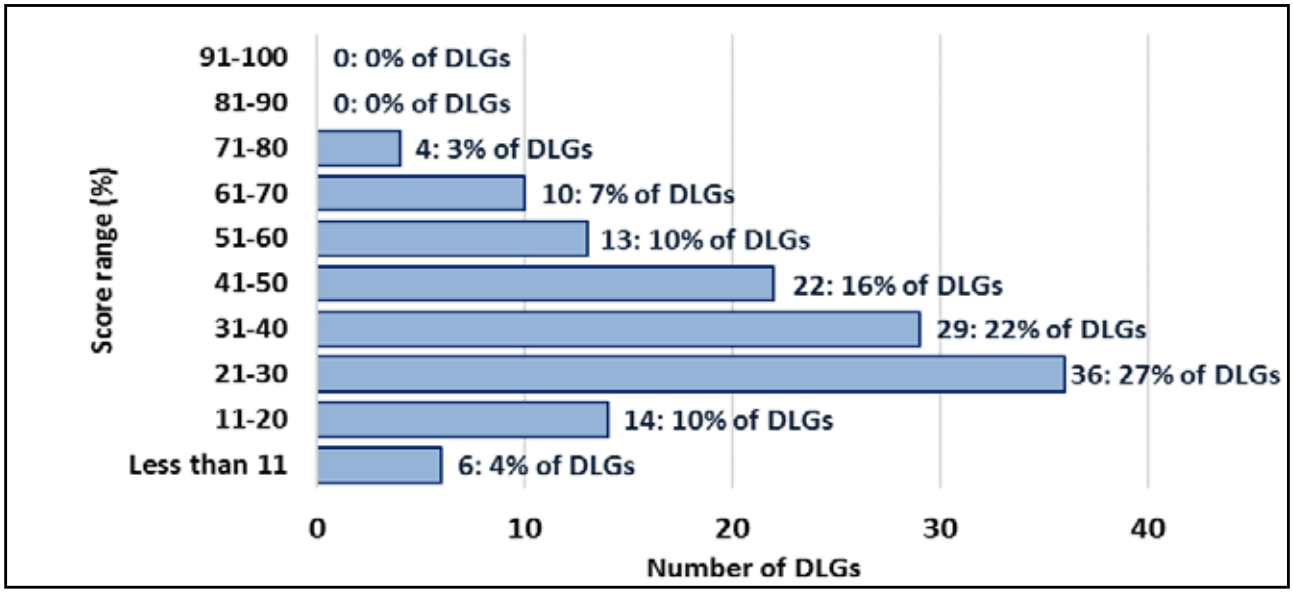
The worst performing indicators included; Health facility compliance with MoH budgeting and reporting guidelines (18%), Timely invoicing & communication of health facility transfers (25%), Timely submission of RBF invoices to MOH (27%), Health projects Implementation team in place (33%), and Deployment of health workers as per sector guidelines (37%).

Water and Environment – Key Results

134 DLGs were assessed under two minimum conditions and six performance areas under Water and Environment. MLGs were not assessed under Water and Environment since the National Water and Sewerage Corporation is mandated to supply water in urban areas.

Overall, DLGs compliance to Water and Environment minimum conditions was at 64% while compliance to performance measures was at 56%. The highest performing (Ibanda DLG) had an average score of 79% while the lowest (Bugweri DLG) scored 0%.

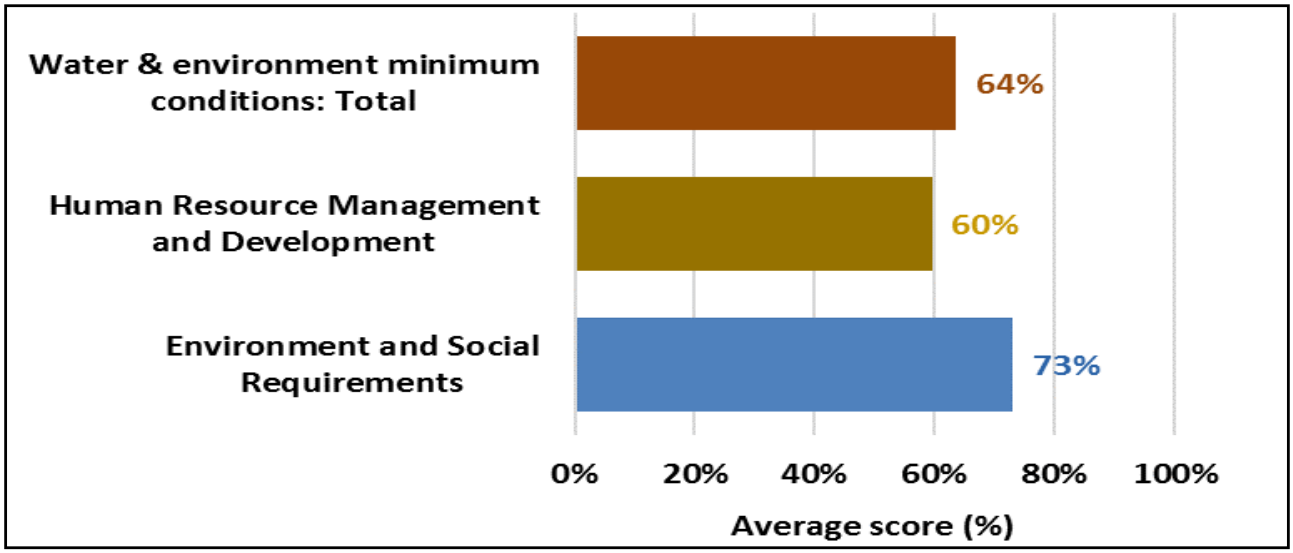
Figure 11: Distribution of LGs in Water and Environment across score categories



No. of LGs assessed = 134

From the figure above, none of the DLGs scored between 91%-100% and 81%-90%. This performance is largely attributed to the poor performance in the minimum conditions largely seen as core performance indicators in the revised framework that influence the overall score.

Figure 12: Scores for Water and Environment Minimum Conditions per Assessment Area

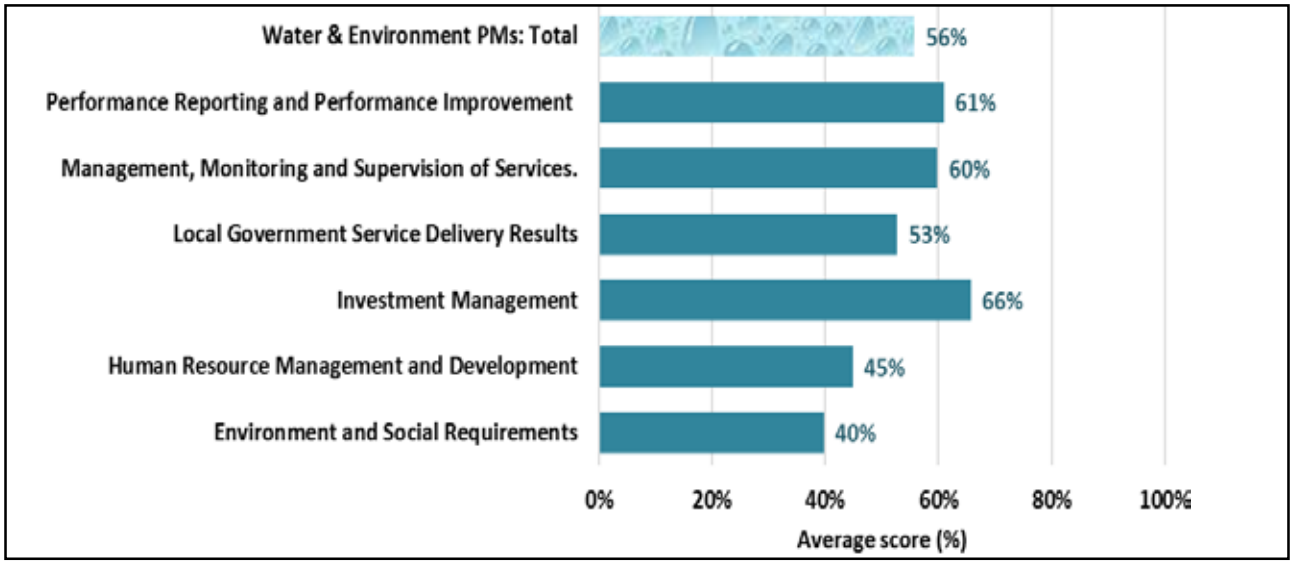


No. of LGs assessed = 134

Under minimum conditions, compliance to Environment and Social requirements scored highest at 73% followed by compliance to Human Resource Management and Development at 60%.

The figure below shows average score per assessment area for Water and Environment performance measures.

Figure 13: Average score per assessment area for water and environment performance measures



No. of LGs assessed = 134

Under the performance measures, 3 out of 6 assessment areas scored above average score of 56% and these are: Investment management (66%), performance reporting and performance improvement (61%), and management, monitoring and supervision of services (60%). The lowest scoring assessment areas under the PMs include (environment and social requirements (40%), human resource management and development (45%), and Local Government Service Delivery Results (53%).

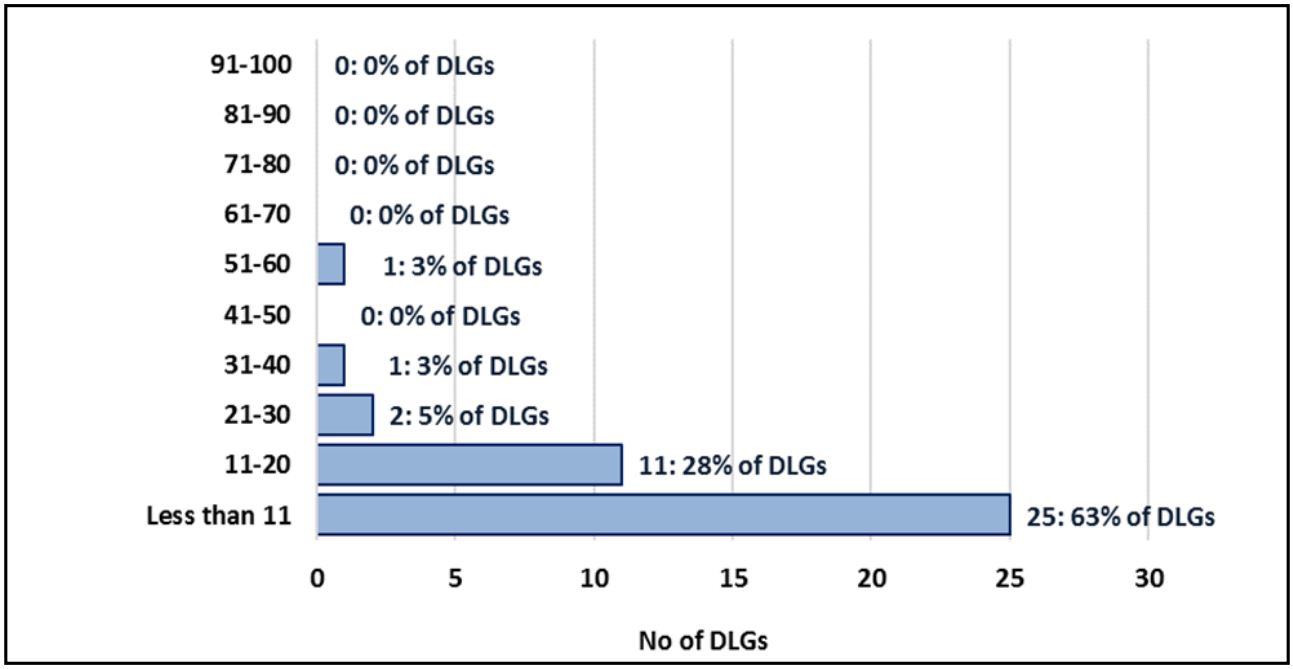
Overall, the best 10 scoring DLGs in Water and Environment are: Ibanda (79%), Mpigi and Kabarole each with 76%, Isingiro (72%), Bulambuli (67%), Bugiri (66%), Budaka and Bududa each with 65%, Sembabule (63%) and Masaka (62%) respectively.

The lowest 10 scoring DLGs in Water and Environment are: Bugweri (0%), Madi-Okollo (5%), Rukiga (7%), Arua and Nakaseke (each scoring 8%), Abim (9%), Luuka (9%), Kasese (12%), and Apac and Kitagwenda each scoring 14%. Bugweri and Madi-Okollo scored lowest because they were new and did not have Civil Engineer for Water as one of the preconditions for Water and Environment performance.

Micro-Scale Irrigation – Key Results

Only 40 districts were assessed under two minimum conditions and six performance areas under Micro - Scale Irrigation. Overall, districts' compliance to Micro - Scale Irrigation minimum conditions was at 40% while compliance to performance measures was at 22%.

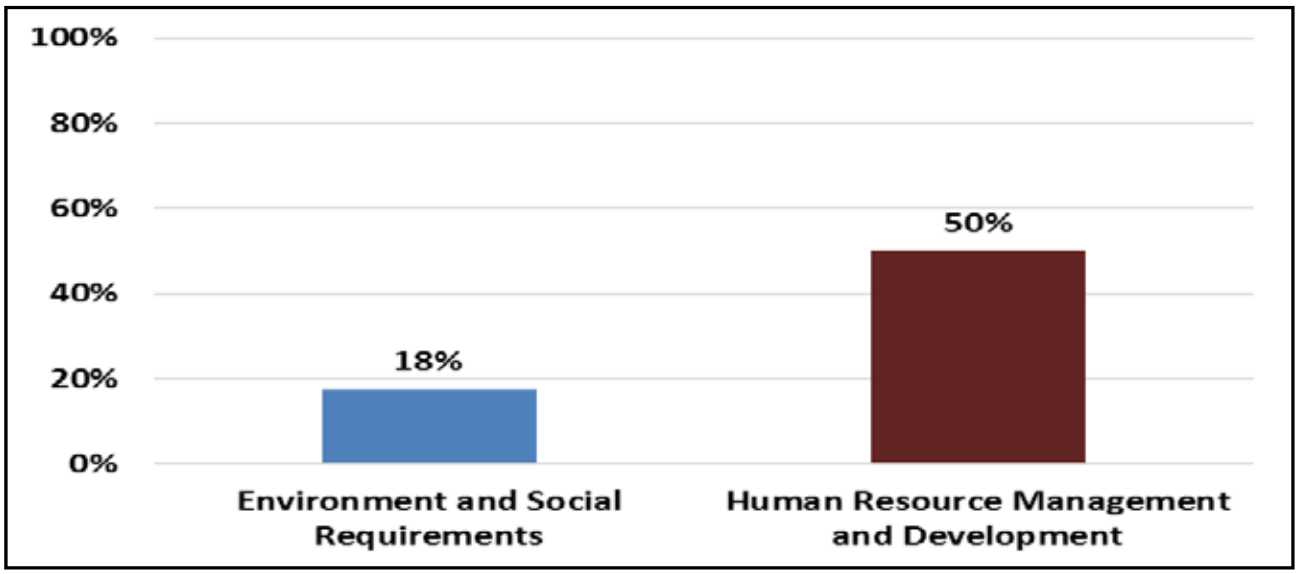
Figure 14: Distribution of LGs across average score categories – LGMSD 2020



No. of DLGs assessed = 40

Only 1 district (3%) scored between 51%-60%, another one District (3%) scored between 31%-40% while 2 Districts (5%) scored between 21%-30%, 11 districts (28%) scored between 11%-20% and the rest of 25 districts (63%) scored below 11%.

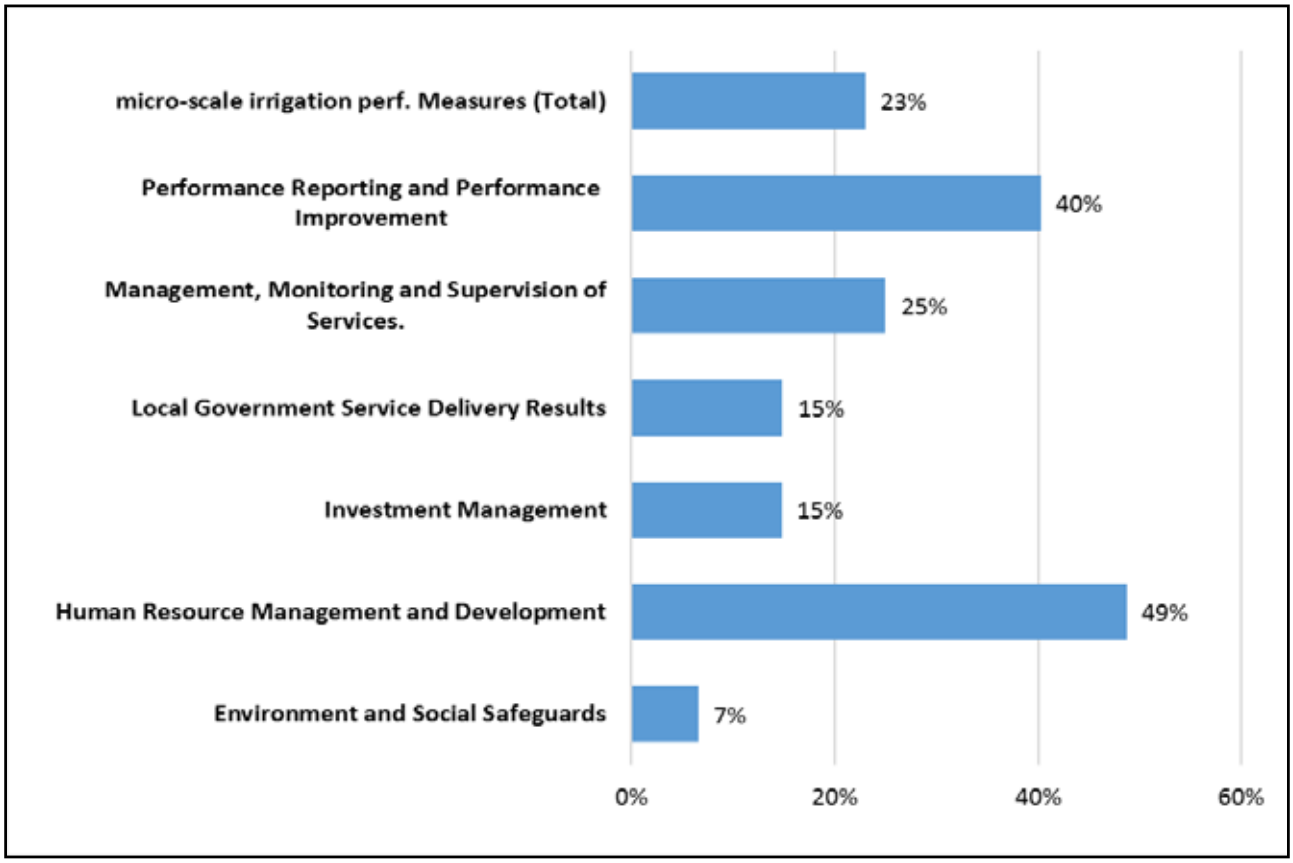
Figure 15: Average Scores for Micro Scale Irrigation Minimum Conditions per thematic area



No. of DLGs assessed = 40

The best-performed area was Human resource management and development at an average score of 50% of LGs mainly recruitment of the Senior Agriculture Engineer compared to Environment and Social requirements at an average score of 18%.

Figure 16: Average Scores per Assessment Area under Micro Scale Irrigation Sector Performance measures



No. of DLGs assessed = 40

The overall average score across the six performance areas in Micro Scale Irrigation was 23%. The best-performed area was Human resource management and development at an average score of 49%, while the worst performed area was that of Environment and Social Safeguards at an average score of 7%; given that activities that require conducting of Environmental Social and Climate Change Screening (ESCCS) and Environmental Social Impact Assessments (ESIAs) had not or had just started at the time of the assessment.

Tororo District got the highest score of 57%, while Lwengo, Kyotera, Kitagwenda, Kapchorwa, Kalungu, Iganga, Bukomansimbi, Buikwe, Bududa, and Amuru District scored the lowest at 0%. Overall, in the 2020 assessment, the lowest 10 LGs scored 0%. This was due to poor performance in meeting the minimum conditions for Environmental and Social Requirements and Human Resource Management and Development.

PART A: INTRODUCTION

1.0 Background and Overview

1.1 Structure of the Synthesis Report

This Local Government Management of service delivery Report 2020 is structured into three parts as described below:

Part A presents the introduction that describes the background and overview of the LGMSD assessment, the major changes in the assessment, the objectives, and dimensions of the assessment, and the process through which the LGMSD exercise was conducted. It also highlights how the results will be used and their implications on stakeholders including Local Governments, line Ministries, and LG accounting officers.

Part B presents the LGMSD results for all the areas assessed, and these include: (i) Cross- cutting minimum conditions and performance measures(ii)Education minimum conditions and performance measures; (iii) Health minimum conditions and performance measures; (iv) Water and Environment minimum conditions and performance measures; and (v) Micro- scale irrigation minimum conditions and performance measures. For each of the areas assessed, a summary of the thematic performance areas has been given including the maximum score of each area; overall results have been presented, results per thematic area discussed and conclusions and major recommendations for each assessment area presented.

Part C presents the annexes which include; league tables for all the assessed LGs indicating their ranks and overall scores as well as each LG's compliance level to the minimum conditions and average score in each of the performance measures.

1.2 Background to the Local Government Management of Service Delivery Assessment

The Constitution of the Republic of Uganda and the LG Act Cap 243 mandates Local Governments (LGs) to deliver a wide range of services to citizens. To perform their mandates, LGs require effective systems, processes, and resources (human, capital, financial, etc.). Whereas several efforts have been put in place to assess, support, and finance LGs, the systems, procedures, and effectiveness of LGs in service delivery need to be improved. For example, there is need to improve LG staffing levels, enhance their local revenue generation capacities, enhance inspection and monitoring, and enhance accountability to citizens.

In light of the above, the Government embarked on reforms to finance LGs, to enable them effectively deliver the mandated services. Among the reforms is the Intergovernmental Fiscal Transfer Reform that started in FY 2014/15. The

Government's Intergovernmental Fiscal Transfers Reform Program focuses on three main objectives;

i. Restore adequacy in the financing of decentralized service delivery;
ii. Ensure equity in the allocation of funds to LGs for service delivery; and
iii. Improve the efficiency of LGs in the delivery of services.

Accordingly, the revised LGMSD Assessment system is aimed at attaining the third objective of the Intergovernmental Fiscal Transfer Reform by providing incentives for improved institutional and service delivery performance of Local Governments.

1.3 Objectives of the LG Management of Service Delivery Assessment

The overall objective of the LGMSD system is to promote effective behavior, systems and procedures in order to improve LG's administration and service delivery. The specific objectives of the system include;

i. Provide incentives and promote good practice in administration, resource management, accountability, and service delivery through rewarding and sanctioning good and bad practices respectively.
ii. Contribute to the identification of LG functional capacity gaps and needs to serve as a major input in the performance improvement (institutional development/strengthening) plans and strategies by the LGs as well as Ministries, Departments, and Agencies.
iii. Contribute to the general LG Monitoring and Evaluation (M&E) system by providing (i) Information to LGs for use in making management decisions that are intended to enhance their performance; and (ii) inputs to other M&E and assessment systems such as the Government Annual Performance Report (GAPR) and various sector/subject- specific assessments and M&E systems.

1.4 Performance measures assessed in the Local Government Management of Service Delivery Assessment

The LGMSD assessment covers 3 levels under the improved framework; these include

i. Level 1; focuses on service delivery facility and LLG performance; however; the assessment process for this is still being developed.
ii. Level 2; focuses on Local Management of service delivery; this level specifically looks at the following;

- Minimum conditions; (seen as performance core indicators); which focus on key bottlenecks for service delivery and safeguard management.
- Performance measures; which are sectoral assessments; and will be used to evaluate service delivery in the districts /municipalities as a whole and for some areas aggregating performance information from facilities and lower local Governments (LLGS) and assessing compliance with the performance

reporting and improvement support.

iii. **Level 3;** focuses on Central Government (CG) management of service delivery; in order to check the performance of CG in oversight, technical support, and capacity building to LGs.

It should be noted that this particular assessment focuses on level 2 and level 3 which is the Local Government Management of service delivery and CG management of service delivery respectively. This National Synthesis Report, therefore, presents the findings from the review of minimum conditions and performance measures under the performance areas of crosscutting, Water, Health, Education and Micro Scale Irrigation across 153 Local Governments, including; 134 districts and 19 Municipal Local Governments. However, the assessment results for the Central Government are presented on a quarterly basis and will not be included in this report.

1.5. Reforms in the Assessment

Over time, Government has noted that to address the existing constraints to the delivery of quality services to citizens require not only increasing adequacy and equity of transfers but also strengthen Central Government oversight and support and, the capacity of Local Governments in the management of service delivery and service delivery performance at the facility level. As such a number of reforms based on core design principals for the assessments of LG performance assessment systems are evident in the revised framework and some of which include; revising the assessment to include minimum conditions as a replacement of accountability requirements, Introduction of Micro Scale Irrigation performance area, introducing new indicators to measure service delivery such as pass rates for PLE and UCE and assessment of CG management of service delivery to check the performance of CG in oversight, technical support and capacity building to LGs among others.

2.0 The Assessment Process

2.1 Preparation for the assessment Exercise

The revised LGMSD process has been carefully designed and rigorously implemented in a clear and sequenced manner to ensure credible assessment results. The process is guided by the LGMSD Manual that was revised in 2020, in consultation with a wide range of stakeholders from central and lower-level Government as well as previous assessors.

The printed version of the 2020 LGMSD Manual was disseminated to LGs, and logins were provided to enable them access the Online Performance Management System (OPAMS) where the manual and the reports are always uploaded for easy access. The assessment is coordinated by the Office of the Prime Minister (OPM) which is the Secretariat for Performance Assessment Taskforce (PAT).

2.1.1 Preparation of the LGs for the LGMSD

OPM and MoLG officially communicated to the LGs about the LGMSD exercise through an announcement in the Newspapers, telephone calls, and email. The Taskforce provided technical support and guidance during the assessment while acting as the link between the assessors and LGs. The PA Taskforce also conducted an online training of LGs on the use of the Manual in October, 2020.

2.1.2 Contracting and Training of the Assessment Firms and Quality Assurance firms

The PA taskforce conducted a comprehensive training for both the assessment and independent Verification teams before conducting the assessment. To ensure neutrality and quality of the process, the LGMSD assessment was contracted out to private firms, namely; Pazel Conroy Consulting Limited (Northern Cluster); Promote Uganda Limited (Central Cluster) and UPIMAC Consultancy Services Ltd (Eastern and Western Clusters).

For quality assurance of the exercise and the results, Executive Results Consults Ltd was contracted to; i) verify and confirm the assessment of sampled LGs in accordance with the performance indicators in the manual. ii) assess the degree of adherence to the LGMSD manual (2020) by the assessment teams; and iii) raise inconsistency issues in the implementation of the LGMSD exercise with the assessment team and OPM, in order to address the gaps and secure the quality and validity of the results. The assessment and QA firms were trained and oriented on 26th -28th October, 2020

The training focused on key areas such as; background and objectives of the LGMS system; interpretation of the LGMSD indicators in the Manual, assessment procedures, as well as procedures for compiling the LG specific reports including use of the OPAMS for data reporting and analysis. The trainers also emphasized

effective coordination and communication for timely execution of the assignment.

During the training, the assessment teams i) developed checklists for data collection for each thematic area and exit protocol for LGMSD assessment visits; ii) discussed and agreed on the data collection arrangements; iii) practiced generating the LG assessment reports using OPAMS and; iv) discussed and agreed on the logistical and administrative arrangements for fieldwork.

2.2 The LGMSD Exercise

2.2.1 Team composition and organization

The Assessment was conducted by 12 sub-teams, each with 8 assessors. Each of the assessors had an area of specialization corresponding to the thematic/sector areas to be assessed. Each of the 12 sub-teams was coordinated by a Sub-Team Leader (STL). The 3 sub-teams within each region were headed by a Cluster Team Leader (CTL).

2.2.2. National level data collection

Each team obtained and reviewed various documents submitted by the LGs to the National MDAs prior to the field visits, to assess compliance to accountability requirements and some of the performance measures.

The sector specialists visited the Office of the Internal Auditor General in MoFPED; the Office of the Auditor General (OAG); Ministry of Lands Housing and Urban Development (MoLHUD); Ministry of Public Service (MoPS); Ministry of Local Government (MoLG); Ministry of Education and Sports (MoES) including the Directorate of Education Standards (DES); Ministry of Health (MoH) and Ministry of Water and Environment (MoWE). This was done between 16th and 18th October, 2019.

2.2.3 LG level data collection

As guided by the Manual, two days were allocated to each LG for data collection and reporting. The process involved a courtesy call to the District Chairperson/ Mayor, the Resident District Commissioner (RDC) and an introductory/entry meeting with the Technical Planning Committee (TPC). The meeting was used to introduce the Assessment Team (AT), present an overview of the assessment process, data requirements, timelines, and to seek cooperation and participation of all the key LG staff in the exercise.

Data collection was in strict adherence to the LGMSD Manual which guided document review and site visits. On the second day in each LG, the AT conducted a wrap-up/debriefing meeting with the TPC of the LG, to provide their observations and feedback on the assessment. The LG data collection was undertaken from 1st November to 18th December, 2020 across the country as per the schedule that was officially communicated to the LGs.

2.2.4 Compilation of LG-specific reports

Data compilation and the production of assessment reports were undertaken concurrently. At the close of each fieldwork day, the assessors held a review meeting to appraise each other on the status of data collection. This was followed by data entry into the OPAMS system. The CTLs continuously supervised sub-teams to ensure that the assessment was conducted in strict adherence to the LGPAM. When the assessors completed uploading their assessments to the OPAMS, the CTLs provided QA by reviewing all reports before submitting them as complete.

2.3 The LGMSD Spot Checks

2.3.1 Sampling of LGs

As part of the overall QA of the process, the PA Task Force conducted comprehensive spot checks of the LGMSD exercise in 44 Local Governments.

2.3.2 Spot check process

The spot checks took place from 1st November to 18th December, 2020. They were undertaken by sub-teams of PA Taskforce members. Each of these sub-teams had three members, one of whom was the team leader. The spot checks took place concurrently with the assessment. Prior to the spot checks, the taskforce developed a checklist for data collection and agreed on the logistical arrangements coordinated by OPM.

At each LG, the teams held a meeting with the Chief Administration Officer/Town Clerk to introduce themselves and the purpose of the exercise. The teams also cross-checked the availability and performance of the assessors and attended some introductory and exit meetings with the assessors.

2.3.3 Compilation of LG specific spot check reports

At the end of the spot checks, each of the task force teams prepared LG specific spot- check reports and submitted their reports to the LGMSD Secretariat for consolidation. The reports indicated that the assessment of LGs was generally satisfactory and followed the ToRs for the assignment as stipulated in the Manual.

The Taskforce observed that the overall process and assessment exercise was well coordinated and implemented. All the seven specialists assigned to each of the 12 sub- teams were available and reported to LGs on the scheduled dates. There was compliance with the two days assigned to each Local Government and the assessors sampled projects and facilities to verify data collected from the LG level.

The majority of the LG staff appreciated the exercise and the level of professionalism exhibited by the assessors. Apart from the misinterpretation of some of the performance measures by the assessing firms[1], LGs appreciated them for being comprehensive. In addition, the majority of the District staff were physically

1 Which were captured during the validation and QA process, and corrected before finalization of the report.

available for the assessment exercise.

2.4 The LGMSD Quality Assurance Process

A comprehensive system of Quality Assurance was introduced to verify and ensure credibility of the assessment results. Accordingly, an independent firm was contracted to conduct quality assurance of the exercise. The QA team and team members had the same composition as the assessment firms. The performance of the QA team was enhanced by an internal system of quality enhancement before the uploading of reports in OPAMS for further review by the Taskforce.

2.4.1 Sampling of LGs for QA

The sampling of LGs for the QA exercise was guided by the requirement within the Manual which stipulates that 10% of the assessed LGs are sampled. The QA exercise was therefore conducted in 15 LGs[2] sampled from the various regions and clusters. The QA team conducted an independent assessment of the selected LGs, to adduce whether the assessment exercise was credible, reliable, and hence valid. The criteria for sampling was as follows; i) selected LGs from each LGMSD assessment sub-team; ii) covered at least 2 MLGs; iii) included a mix of relatively new and old LGs; and iv) covered at least one refugee-hosting LG.

2.4.2 National level data collection

Following training of the QA teams by the LGMSD Task Force members, data collection at the central government- level was undertaken on 29th and 30th November, 2020 before visiting the LGs. Backstopping support to the Quality Assurance team was provided by the PA Task Force, supported by ODI-BSI consultants.

2.4.3 LG level data collection

The LG level data collection generally proceeded as per the planned schedule, with two days of interactions in each LG between November and December, 2020. However, it was noted that the availability of the technical staff at the LG level during the Quality Assurance exercise was poor when compared to the undertaking of the LGMSD exercise. An exit/wrap- up meeting with the Technical Planning Committee was held to highlight the major issues identified during the exercise, as well as agree with the LGs on the general findings. An exit declaration form highlighting the major findings was signed by the assessment team and the Local Government.

2 Sironko, Nakapiripirit, Bugiri MC, Namayingo, Amuru, Pader, Koboko MC, Katakwi, Njeru MC, Lwengo, Lyantonde, Bundibugyo, Kisoro, Rubanda, Kiryandongo, Kyankwazi.

2.4.4 Compilation of LG specific reports

Compilation of assessment reports was progressively undertaken concurrently with the data collection. At the close of each fieldwork day, each consultant entered data into the OPAMS on the specific areas assessed. When the assessors completed uploading their assessment reports to the OPAMS, the Cluster Team Leaders (CLTs) reviewed all reports before submitting them to the PA Secretariat for validation.

For accuracy and consistency of the data, the Task force Secretariat at OPM undertook validation of all the submitted LG specific reports and whenever gaps or inconsistencies were observed, the assessors were tasked with reviewing and updating the reports; after which they were submitted as final in the OPAMS.

2.4.5 Compilation of Cluster Synthesis Reports

The LGMSD and QA firms prepared cluster synthesis reports by consolidating individual Local Government reports. The LGMSD and QA teams then presented the cluster reports in a meeting organized by the Task force to review and reconcile the results from the LGMSD and QA firms.

2.4.6 Comparison of LGMSD and QA reports

The PA Task Force facilitated the LGMSD and QA firms in a systematic manner, to identify variations and clarify areas that were not clear. Some of these were: i) variations in the sampling of service delivery facilities; ii) variations in interpretation of the LGPAM, e.g. regarding the scoring of the new LGs; iii) variations in the documents provided as evidence; and iv) variations in the judgement of performance based on the documents received.

Upon review of the variations between the LGMSD and QA firms results in the sampled LGs, the Task force noted that overall, the results presented were credible and no major variations were observed. The Task force recommended submission of the results to the Fiscal Decentralization Technical Committee (FD-TC) for further review and approval.

2.5 Process of compiling the National Synthesis Report

The LGMSD contracted firms produced field-based synthesis reports, which were supplemented by findings and observations of the Quality Assurance team. All results from the national LGMSD Assessment and QA exercises were uploaded onto the OPAMS. The PAT undertook spot checks, and findings informed the validation of the uploaded reports. Comments from the PAT were addressed by ATs and revised reports uploaded. Consolidation of the National Synthesis Report was led by the Secretariat to the Task force.

2.5.1 Computation of the Composite Score

The LGMSD results inform the allocation of part of the development grants to LGs. The composite score (combining both Minimum Conditions and Performance Measure scores) is used for this purpose. The composite score is computed as the percentage of MCs met multiplied by the results of PMs divided by 100.

$$\textbf{Composite Score} = \frac{\text{\% of MCs met} \times \text{\% of PMs met}}{100}$$

An example of the calculation of composite scores is presented in table 4 below;

Table 4: Example of the calculation of composite scores

Percentage (%) of MCs met is as	With the PM Scores being (%) – example	Then the Final Score will be (%) which must be weighted to the basic formula
100	70	70 points
75	70	52.5 points
50	70	35 points
25	70	17.5 points
0	70	0 points

This system stresses the importance of MCs (and gives this a significant impact) on a continuous calibrated scale. The implications are;

a. If all MCs are met, then the final score will be equal to the score from the PMs.
b. Every MCs not met reduces the final score.
c. If all MCs are not met, then the final score is 0 irrespective of the PM score.

2.6 Review and approval of the LGMSD Results

The Performance Assessment Task Force (PA TF) reviewed the results and produced the National Synthesis report. Approval of the LGMSD results is the responsibility of the Fiscal Decentralization Technical Committee. The LGMSD results were presented to the FD – TC meeting in February2021 and approved for use in the allocation of FY 2021/22 conditional grants to LGs.

2.7 Use of the LGMSD Results and Impact

The LGMSD results of the assessment have got important implications and impact as summarized below;

a) **The allocation of part of the development grants:** The results of the LGMSD were used in the allocation of development grants for FY 2021/22 for Health, Water, Education and DDEG.

   Allocation of grants for Micro- Scale Irrigation component will start in FY 2023/24

b) **Informing the development of Performance Improvement Plans:** Performance Improvement Plans (PIPs) shall be developed to support the worst- performing LGs, and will incorporate the LGMSD 2020 results as soon as they are disseminated. The PIPs will provide a comprehensive set of actions to address the identified gaps, and support the LGs to prepare for the forthcoming LGMSD exercises.

c) **Informing the Government Annual Performance Report (GAPR):** The results will be captured in the GAPR for FY 2020/21 to be discussed by Cabinet. Issues requiring policy actions will be established and discussed with the concerned MDAs and LGs representatives.

2.8 Dissemination of the LGMSD results to LGs

A national stakeholders' workshop will be held to (i) disseminate the LGMSD results; (ii) announce the process, timelines as well as the implications for the forthcoming LGMSD exercise; (iii) announce measures for supporting performance improvement of LGs; and (iv) update the LGs on the new assessment requirements in the revised manual. The LGMSD report will be published on the OPM website as well as on OPAMS.

PART B: FINDINGS FROM THE 2020 LGMSD ASSESSMENT

The LGMSD 2020 covered five assessment areas[3], namely:

1) Crosscutting
2) Education
3) Health
4) Water
5) Micro-Scale Irrigation

This section presents the main findings from the assessment. Further details are captured in the individual LG reports available in the OPAMS.

Each section covers:

a) Introduction to the area and the purpose
b) Overall performance of the LGs
d) Results on each minimum condition /performance indicator

3 Assessment Areas include both Minimum Conditions and Performance Measures

3.0 Crosscutting Performance Assessment

3.1 Introduction to Crosscutting Performance Assessment

The crosscutting performance assessment entails two components namely Minimum Conditions and Performance Measures. This performance assessment was evaluated against 3 thematic areas and 9 performance measures to give a total of 100 percent points as shown in Tables 5 and 6 below:

Table 5: Scoring guide for Crosscutting Minimum Conditions for LGMSD 2020

Number	Performance Area	Designation	Percentage of overall Score
A	Human Resource Management and Development *(Maximum Score is 52)*	Chief Finance Officer/Principal Finance Officer	3 percentage points
		District Planner/Senior Planner	3 percentage points
		District Engineer/Principal Engineer	3 percentage points
		District Natural Resources Officer/Senior Environment Officer	3 percentage points
		District Production Officer/Senior Veterinary Officer	3 percentage points
		District Community Development Officer/ Principal CDO	3 percentage points
		District Commercial Officer/Principal Officer	3 percentage points
		Senior Procurement Officer/Municipal Procurement Officer	2 percentage points
		Procurement Officer/Municipal Assistant Procurement Officer	2 percentage points
		Principal Human Resource Officer	2 percentage points
		Senior Environment Officer	2 percentage points
		Senior Land Management Officer	2 percentage points
		Senior Accountant	2 percentage points
		Principal/Senior Internal Auditor	2 percentage points
		Principal Human Resource Officer (Secretary DSC)	2 percentage points
		Senior Assistant Secretaries in all LLGs	5 percentage points
		Community Development Officer/Senior CDO for TCs in LLGs	5 percentage points
		Senior Accounts Assistant/Accounts Assistant	5 percentage points

B	Environment and Social Requirements *(Maximum Score is 16)*	100% release of funds allocated to Natural Resources Department	2 percentage points
		100% release of funds allocated to Community Based Services department	2 percentage points
		Environmental, Social and Climate Change screening	4 percentage points
		Environment and social impact assessments	4 percentage points
		Costed ESMPs using DDEG	4 percentage points
C	Financial Management and Reporting *(Maximum Score is 32)*	Clean audit Opinion	10 percentage points
		Provided Information to PS/ST on status of implementation of internal auditor general and auditor general findings for previous FY by end of February	10 percentage points
		Submitted an annual performance contract by August 31st of the current FY	4 percentage points
		Submitted the annual performance report for the previous FY or before August 31 of the current FY	4 percentage points
		Submitted quarterly budget performance reports for all the four quarters of the previous FY by August 31 of the current FY	4 percentage points
Total			100 **percentage points**

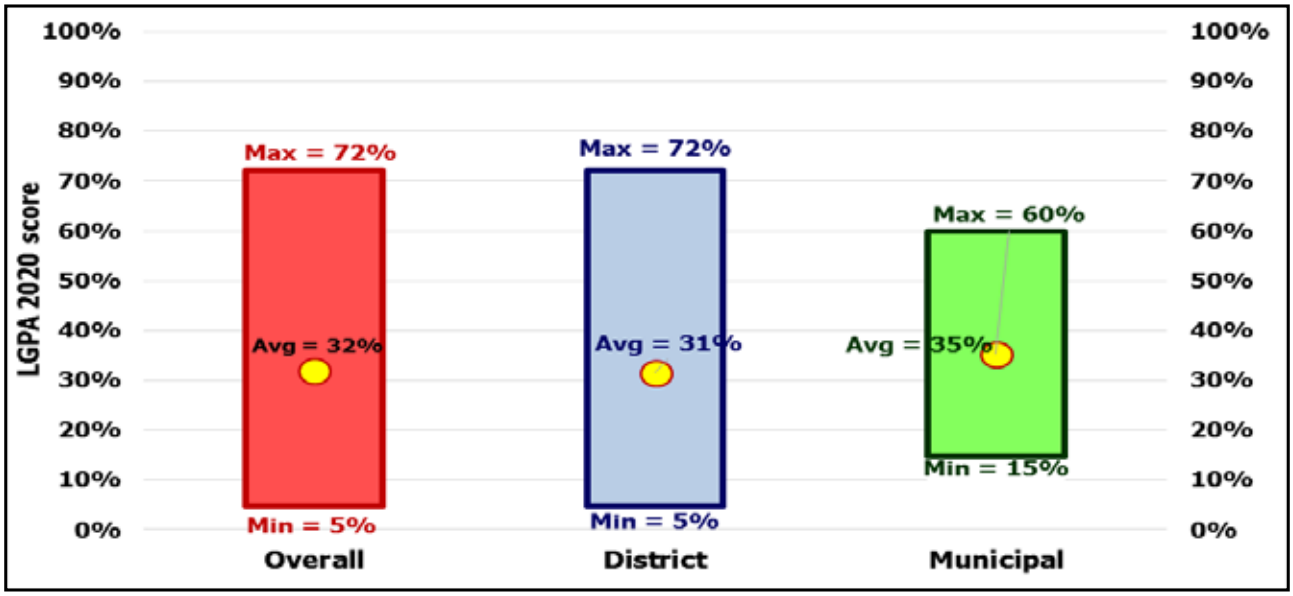
Table 6: Scoring guide for Crosscutting Performance Measures

Number	Performance area	Percentage of Overall maximum score for this thematic area
1	Local Government Service Delivery Results	14 percentage points
2	Performance Reporting and Performance Improvement	12 percentage points
3	Human Resource Management and Development	9 percentage points
4	Management, Monitoring and supervision of Service	10 percentage points
5	Investment Management	20 percentage points
6	Environment and Social Safeguards	16 percentage points
7	Financial Management	6 percentage points
8	Local Revenues	6 percentage points
9	Transparency and Accountability	7 percentage points
Total		**100 percentage points**

3.2 Overview of Crosscutting Performance Results-LGMSD 2020

Figure 17 shows the relative positioning of the maximum, average and minimum scores in Crosscutting measures.

Figure 17: Polarity of Composite Scores in Crosscutting measures



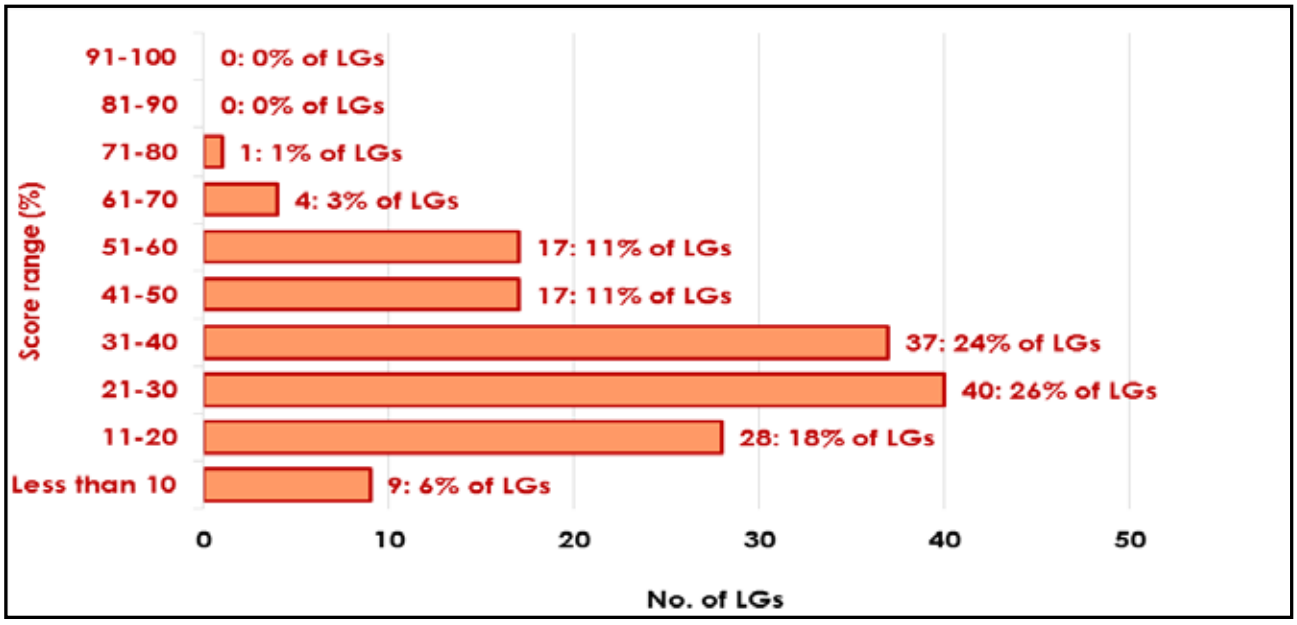
No. of LGs assessed = 153

The overall average score for all the 153 LGs combined for the Crosscutting measures was low at 32%, with the lowest LG scoring 5%, while the highest scored 72%. MLGs had an average score of 35%, performing better than DLGs that had an average score of 31%. Kabarole, the best performing DLG in Crosscutting measures scored 72%, compared to the best MLG (Sheema MLG) that scored 60%.

3.2.1 Distribution of LGs across average score categories-LGMSD 2020

Figure 18 illustrates the overall distribution of LGs across different score categories for the cross-cutting measures.

Figure 18: Distribution of LGs in Crosscutting across score categories

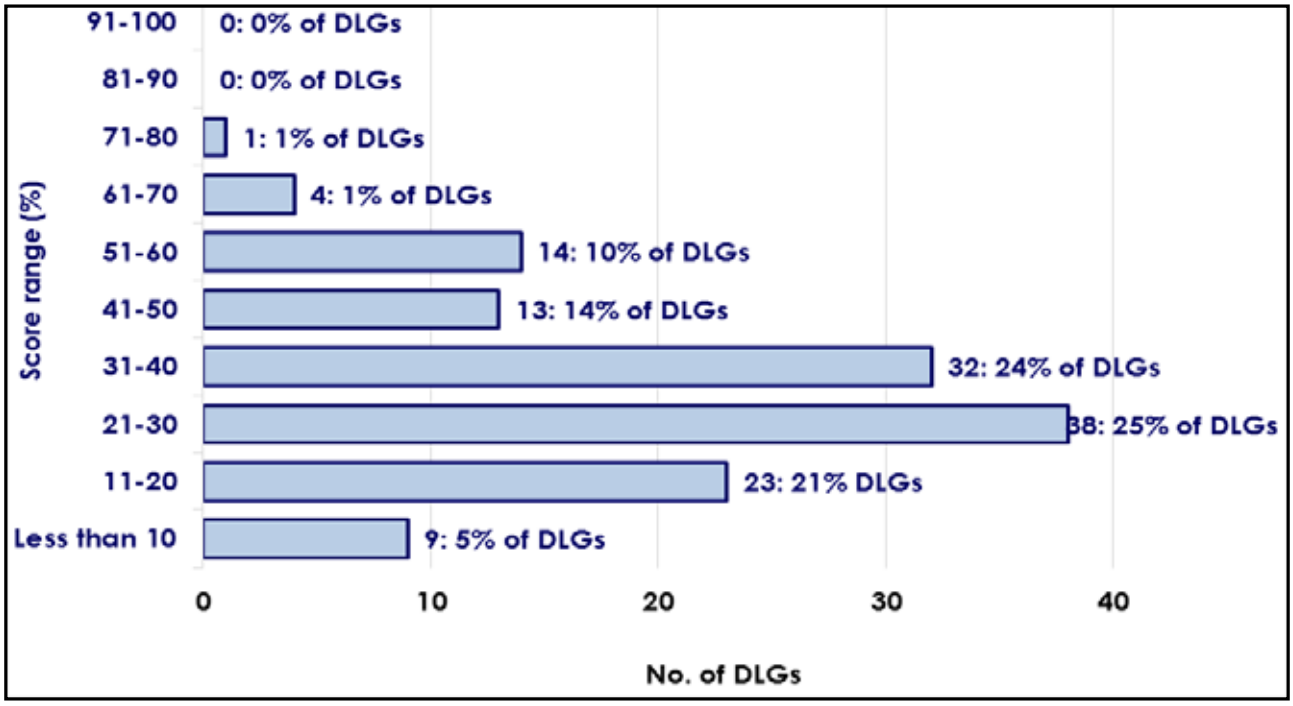


No. of LGs assessed = 153

Only 1 (1%) of the LGs assessed scored above 70%, that is Kabarole DLG; while 4[4] (3%) of the LGs scored within the range of 61%-70%. Majority (26%) of the LGs had scores between 21%-30%, while 37 (3%) of the LGs scored between 11%-20%, and 9 (6%) of the LGs scored below 10%.

Figure 19 illustrates the distribution of District Local Governments (DLGs) across different score categories for the crosscutting measures.

Figure 19: Distribution of DLGs in Crosscutting score categories



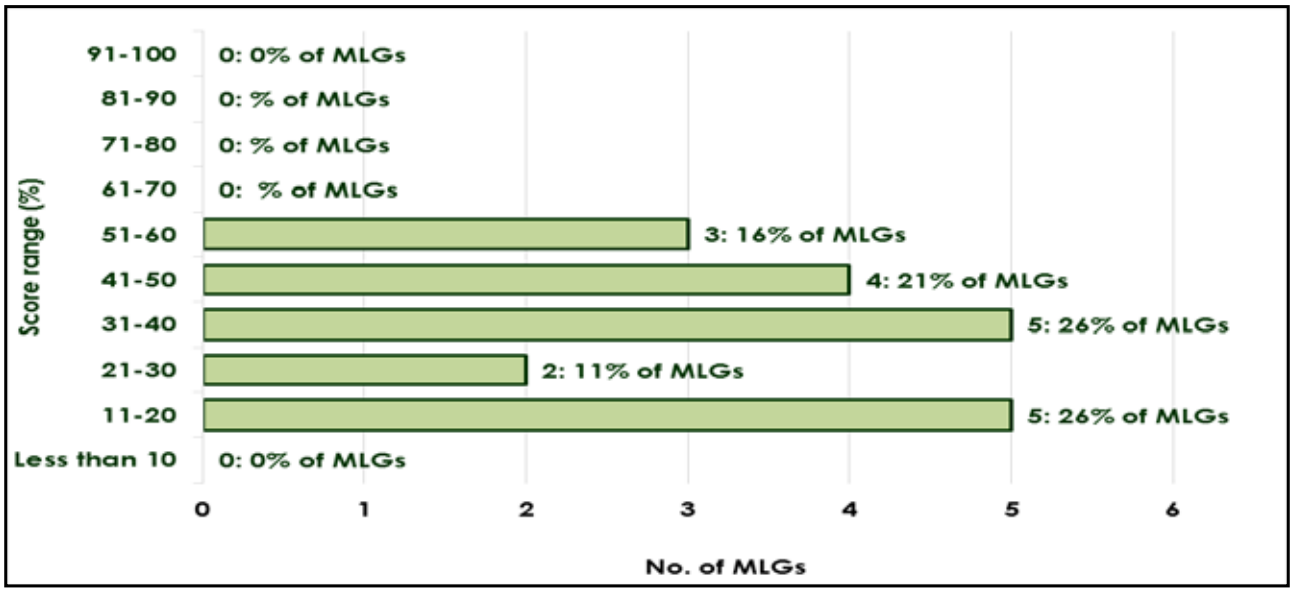
No. of LGs assessed = 134

4 The 4 include: Ibanda DLG (70%), Sheema DLG (62%), Mpigi DLG (62%) and Sembabule DLG (61%).

The majority of DLGs had moderate performance with only 5[5] (4%) of them scoring above 60%, while the majority (25%) scored between 21%-30%, and 9 (5%) of the DLGs scored below 10%.

Figure 20 illustrates the distribution of Municipal Local Governments (MLGs) across different score categories for the crosscutting measures

Figure 20: Crosscutting performance results for Municipal LGs



No. of LGs assessed = 19

Performance of MLGs was low, with only Sheema MLG the highest performer at 60%, only 2 other MLGs scored above 50% (that is Masindi and Ibanda MLGs). Notably, 5[6] (26%) of the MLGs scored below 20%.

3.2.2 Ranking of LGs in Crosscutting Performance Areas

Tables 7 and 8 below present average scores for the ten (10) highest and lowest scoring LGs respectively in Crosscutting measures during the 2020 LGMSD.

Table 7: Ten (10) Overall Highest Scoring LGs in Crosscutting Performance Areas(Minimum conditions and Performance measures)

Rank 2020	Vote Name	Score 2020 (%)
1	Kabarole District	72
2	Ibanda District	70
3	Mpigi District	62
3	Sheema District	62
5	Sembabule District	61
6	Sheema Municipal Council	60
6	Rubirizi District	60
6	Wakiso District	60

5 The 5 include: Kabarole DLG (72%), Ibanda DLG (70%), Mpigi DLG (62%), Sheema DLG (62%) and Sembabule DLG (61%).
6 The 5 MLGs include: Koboko (19%), Nansana (17%), Kapchorwa (15%), Kotido (15%) and Nebbi (15%)

Rank 2020	Vote Name	Score 2020 (%)
9	Isingiro District	59
9	Ngora District	59

No. of LGs Assessed = 153

Kabarole District got the highest score of 72%, followed by Ibanda District with 70%, and then Mpigi District and Sheema District with 62% each.

Table 8: Ten (10) Overall Lowest Scoring LGs in Crosscutting Assessment Areas (Minimum conditions & Performance measures)

Rank	Vote Name	Score 2020 (%)
144	Luuka District	11
145	Nakapiripirit District	10
145	Agago District	10
147	Pakwach District	9
148	Bugweri District	8
149	Kaabong District	7
150	Abim District	6
150	Namisindwa District	6
150	Karenga District	6
153	Madi-Okollo District	5

No. of LGs assessed = 153

Madi-Okollo District registered the lowest score of 5%, followed by the districts of Karenga, Namisindwa and Abim that each scored 6%.

3.2.3 Best and Worst scoring indicators for Crosscutting measures

Tables 9 and 10 below present a summary of the top 05 and bottom 05 performing indicators for Crosscutting minimum conditions in the 2020 LGMSD.

Table 9: Five (05) Best Scoring Indicators for Crosscutting Minimum Conditions

Rank	Score	Performance Indicator
1	98%	Timely submission of Annual Performance Contract
2	80%	Recruitment of Senior Procurement Officer
2	80%	Recruitment of Procurement Officer
4	76%	Recruitment of Senior Accounts Assistant
5	75%	Recruitment of Principal Human Resource Officer

Table 10: Five (05) Worst Scoring Indicators for Crosscutting Minimum Conditions

Rank	Score	Performance Indicator
23	43%	Recruitment of District Natural Resources Officer
24	42%	Released 100% of funds allocated to CBS
25	41%	Released 100% of funds allocated to NRS

26	33%	Recruitment of District Commercial Officer
27	24%	Recruitment of District Engineer

Table11 below presents a summary of the top 10 and bottom 10 performing indicators for Crosscutting performance measures in the 2020 LGMSD.

Table 11: Ten (10) Best and Worst Scoring Indicators for Crosscutting Performance measures

Best scoring Indicators – LGMSD 2020		
Rank	**Score**	**Performance Indicator**
1	93%	Incorporation of DDEG projects into AWP
2	92%	Timely submission of Quarterly Internal Audit reports
3	90%	DDEG funded projects approved by Contracts Committee
4	86%	Complete DDEG project procurement Files
5	86%	DDEG contract price within +/-20% of Engineer's estimates
6	85%	% of DDEG investments in the AWP completed
7	84%	DDEG funded infrastructure in place as reported
8	83%	Execution of DDEG transfers to LLGs
9	82%	Monthly bank reconciliations Budgeted and spent DDEG on eligible projects
10	79%	Integration of Environment, Social & CC into LG DPs
Worst scoring Indicators – LGMSD 2020		
Rank	**Score**	**Performance Indicator**
32	44%	Appraisal of HoDs
33	43%	Remitted mandatory LLG local revenue shares
34	42%	Grievance Redress System
35	41%	Publicity of Grievance Redress Mechanism
36	31%	Timely warranting of direct DDEG transfers
37	29%	Project Implementation Team established as per guidelines
37	29%	Invoicing & communication of DDEG transfers
39	28%	Timely access to pension payroll
40	25%	Consultative grievance redress committee
41	15%	Revenue collection ratio within /- 10 of planned

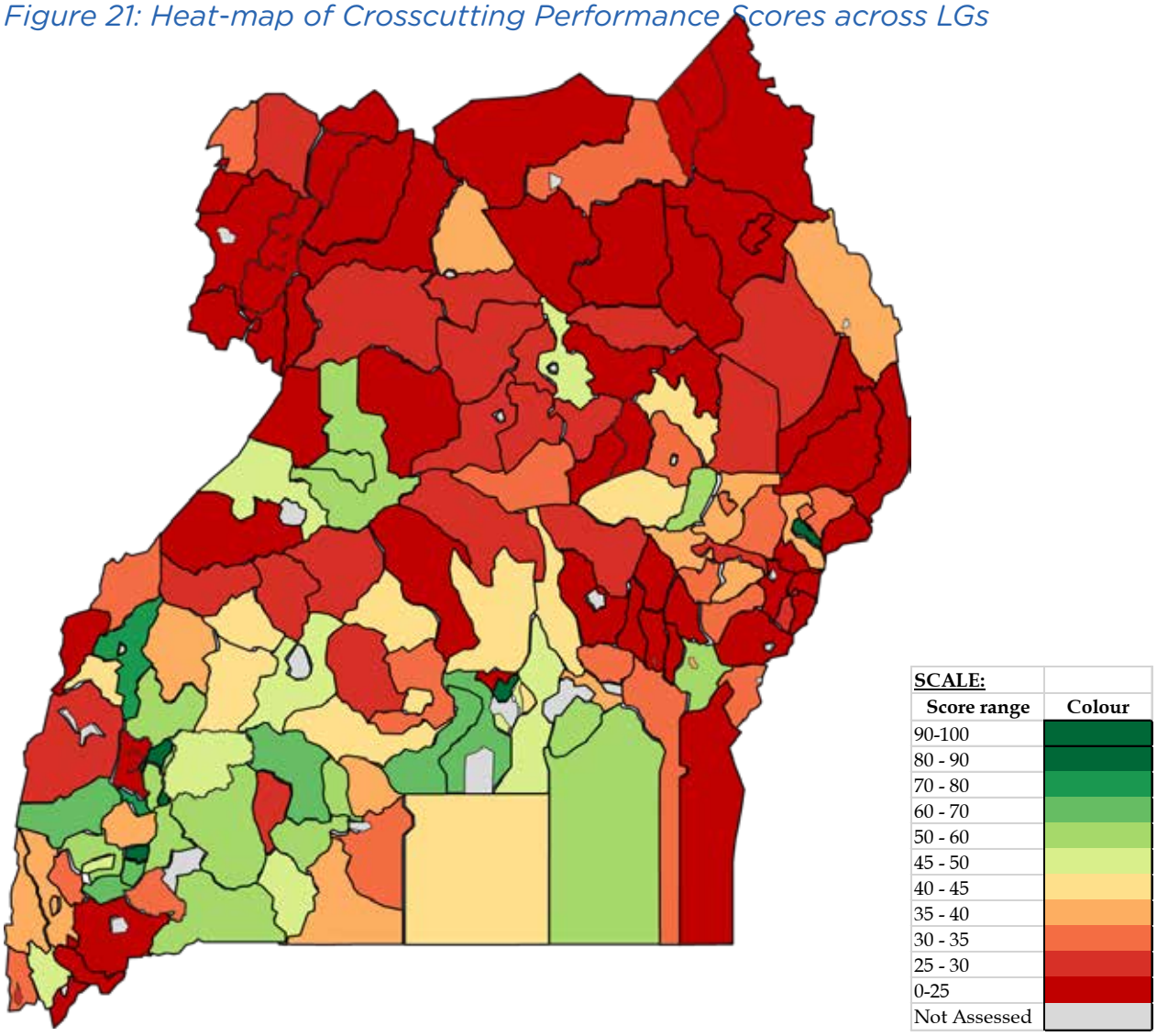
The best performed indicators for Crosscutting Performance Measures included; Incorporation of DDEG projects into AWP (93%), Timely submission of Quarterly Internal Audit reports (92%), Approval of DDEG funded projects by CC (90%), and Complete DDEG project procurement files (86%).

The lowest scored indicators were; Revenue collection-plan or budget variation (15%), Establishment of a consultative grievance redress committee (25%) and Timely access to pension payroll (28%).

3.2.4 Snapshot of Crosscutting Performance Scores across the Country

Figure 21 depicts the distribution of performance scores for all LGs across the country for Crosscutting Measures

Figure 21: Heat-map of Crosscutting Performance Scores across LGs



No. of LGs assessed = 153

Overall, higher scores were largely in some districts of South Western and Central regions of the country; while the lowest scores were found in Western, Northern and West Nile regions.

3.3 Results on Crosscutting Minimum Conditions

3.3.1 Performance per Assessment Area under Health Minimum Conditions

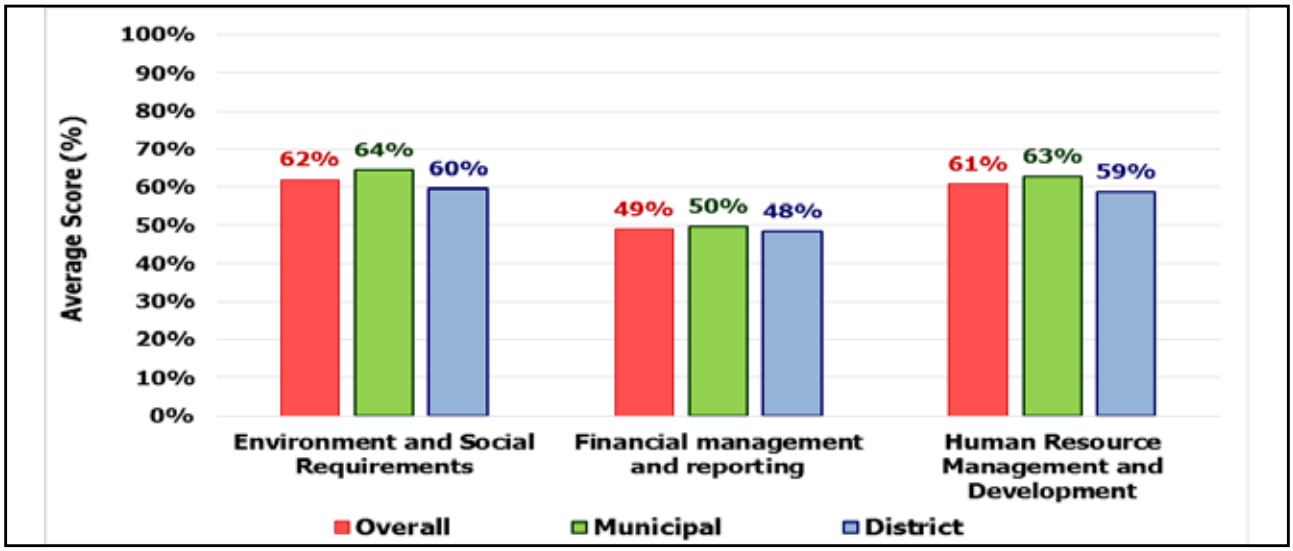
The aspects assessed under Minimum conditions for Crosscutting measures include;

- Human Resource Management and Development.

- Two safeguards;
    - Fiduciary safeguards (Financial management and reporting).
    - Environmental and Social requirements.

Figure 22 shows the average performance across the three thematic areas under crosscutting minimum conditions.

Figure 22: Scores for Crosscutting Minimum conditions per assessment area



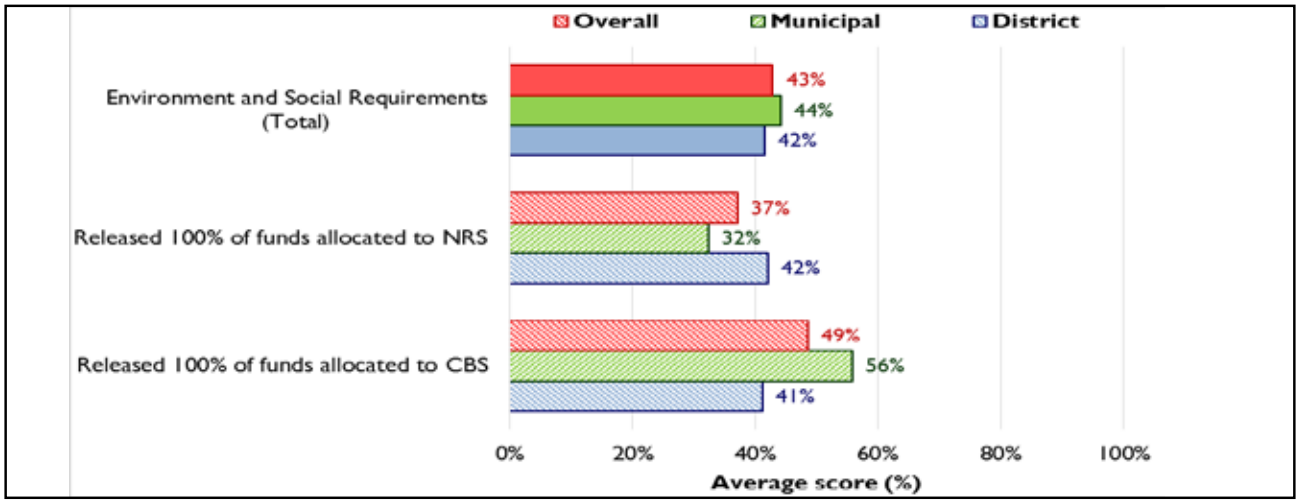
No. of LGs assessed = 153

Performance in minimum conditions was temperate for both DLGs and MLGs, with the average scores in all three thematic areas ranging between 48% – 64%. Municipalities scored better than districts in all three areas, with the best- performed area being Environment and Social Requirements with an overall score of 62%.

3.3.2 Environment and Social Requirements (Minimum conditions)

These seek to establish whether LG released all funds allocated for the implementation of environmental and social safeguards in the previous FY, to the Natural Resources and the Community Based Services departments. Figure 23 shows the performance of LGs in regard to releasing all funds allocated for the implementation of environmental and social safeguards as per the guidelines.

Figure 23: Indicator scores under Environment and Social Requirements (Minimum conditions)



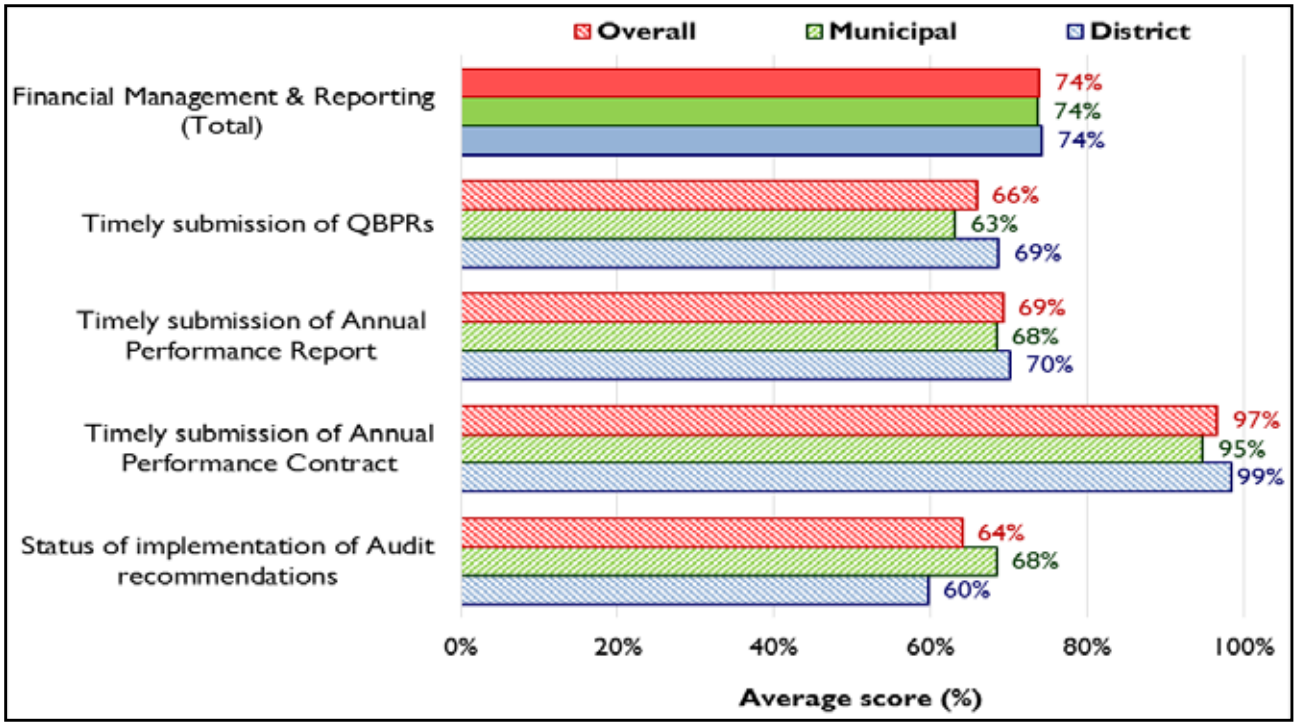
No. of LGs assessed = 153

The overall score for all LGs was 43%, with MLGs marginally edging DLGs with scores of 44% and 42% respectively. MLGs performed better than DLGs in the release of funds for Community- Based Services (56% compared to 41% for the latter), while DLGs registered the better performance in the release of funds for Natural Resource Services (42% compared to 32% for the latter).

3.3.3 Financial Management & Reporting (Minimum conditions)

This assessment area covers the audit opinion for the previous FY, implementation of audit findings, and timely submission of performance contract and reports by LGs. Figure 24 shows the performance of LGs in regard to releasing all funds allocated for the implementation of environmental and social safeguards as per the guidelines.

Figure 24: Scores under Financial Management and Reporting (Minimum conditions)



No. of LGs assessed = 153

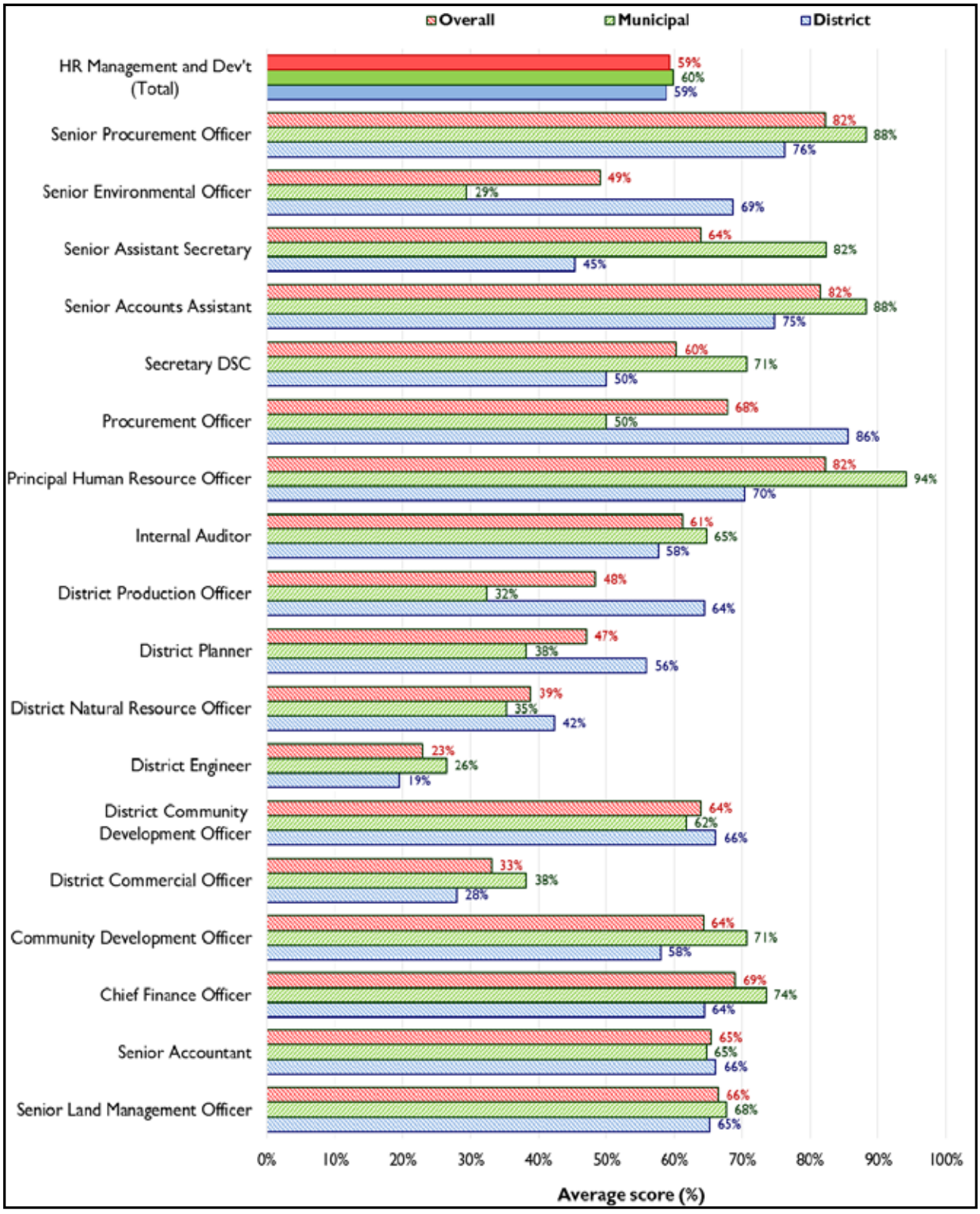
MLGs and DLGs registered similar average scores of **74%** in this area. A notable performance was registered in Timely submission of Annual performance contracts, with both DLGs and MLGs averaging **95%** of more.

3.3.4 Human Resource Management and Development (Minimum conditions)

These focus on whether LGs have substantively recruited or formally requested for secondment of staff from the Central Government (CG) for all critical positions.

Figure 25 shows the average scores in regard to filling of positions for 14 selected critical positions in LG departments.

Figure 25: Scores under HR Management and Development (% of positions filled) - Minimum Conditions



No. of LGs assessed = 153

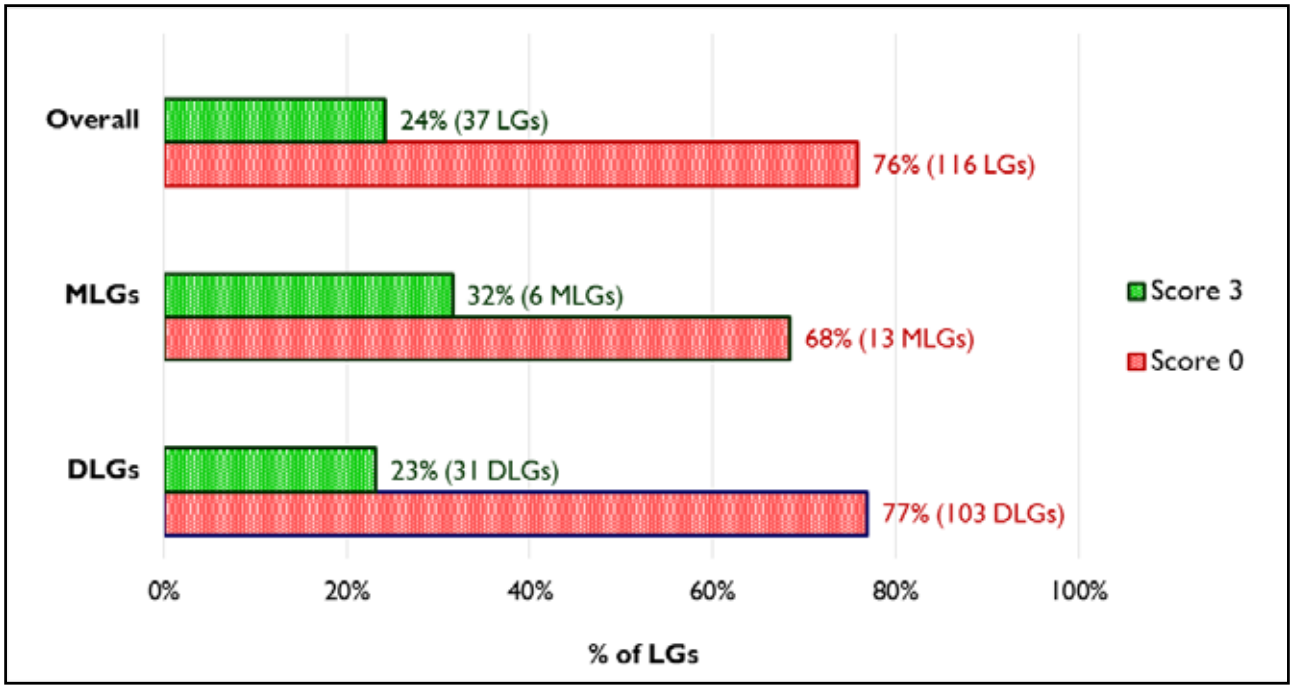
The filling of critical posts was moderate at 59%, with MLGs edging DLGs by one percentage point. The best performance areas were; Filling of the positions of Senior Procurement Officer, SAS and PHRO, each with 82% average.

The lowest filled position was the District Engineer, with 19% for DLGs and 26% for MLGs. DLGs filled 86% of the Procurement Officer positions, compared to 50% for DLGs. MLGs filled 82% of SAS positions compared to 45% for DLGs.

Distribution of LGs across scores for substantial recruitment or request for secondment of District Engineer/Principal Engineer

Figure 26 below shows the distribution of LGs across the score relating to filling of positions for the post of District Engineer/Principal Engineer.

Figure 26: If LG has recruited or requested for secondment of District Engineer/ Principal Engineer



No. of LGs assessed = 153

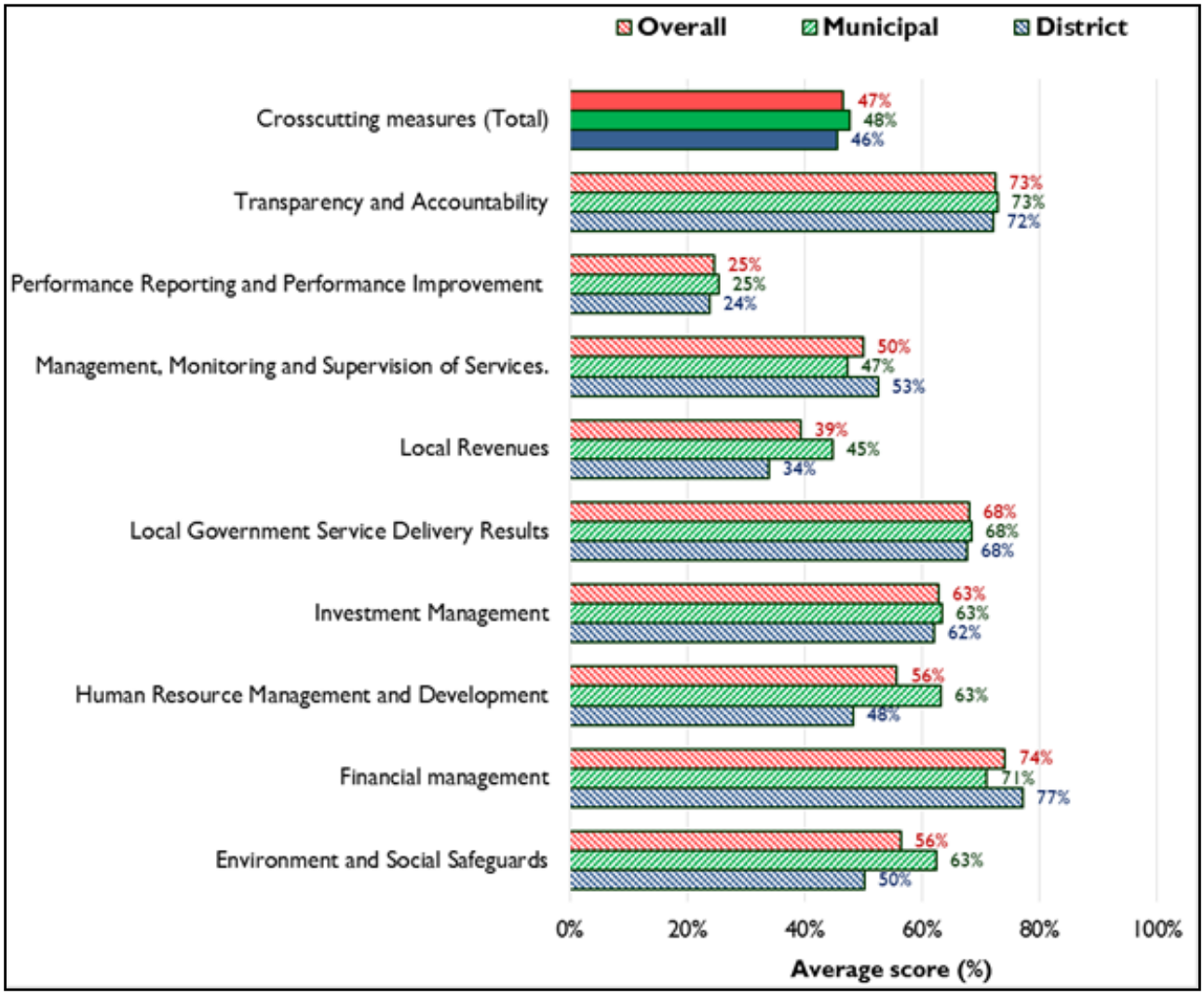
Only 24% (37) of all the LGs had filled the position of District/Principal Engineer (scored 3), with 32% (6) of MLGs having filled the position compared to 23% (31) of the DLGs.

3.4 Results on Crosscutting Performance Measures

3.4.1 Performance per assessment area for crosscutting performance measures

The performance measures evaluate service delivery in the Districts/Municipalities as a whole, and for some areas aggregating performance information from facilities, and assessing compliance with performance reporting. Figure 27 below shows the average scores in the nine assessment areas of crosscutting measures.

Figure 27: Average Scores per Assessment area under crosscutting performance measures



No. of LGs assessed = 153

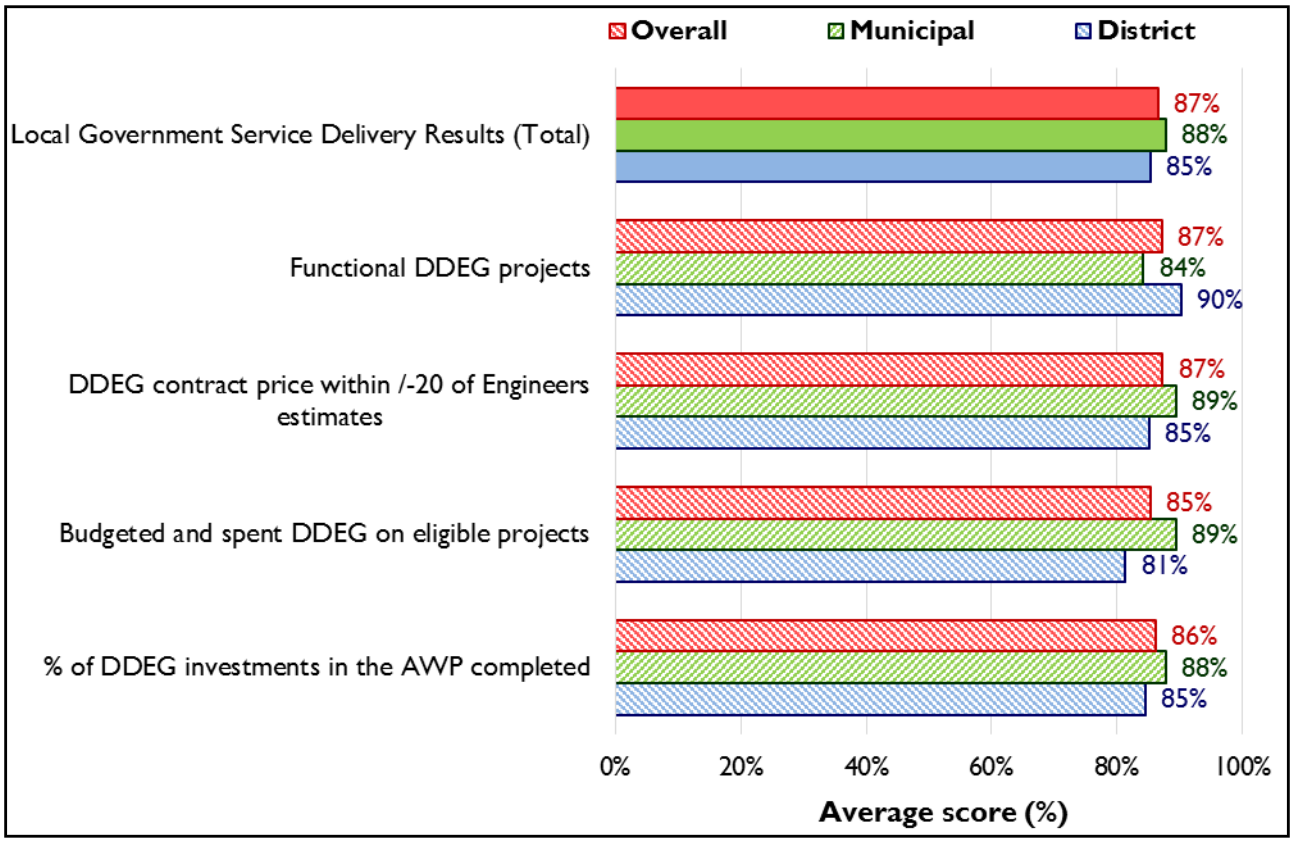
MLGs edged districts with an average score of 48% compared to 46% for the latter. The best- performed area was Financial Management, with 77% for DLGs compared to 71% for MLGs.
The lowest scores were registered in Performance reporting & improvement with an overall average score of 25%.

3.4.2: Local Government Service Delivery Results (Crosscutting Performance Measures)

This area covers DDEG funded investment projects implemented in the previous FY, their budget performance, compliance to implementation guidelines, and their service delivery outcomes.

Figure 28 below shows the average scores for the various performance measures relating to Local Government service delivery.

Figure 28: Indicator Scores - Local Government Service Delivery Results



No. of LGs assessed = 153

Performance in this area was commendable, with MLGs and DLGs registering average scores of 88% and 85% respectively.

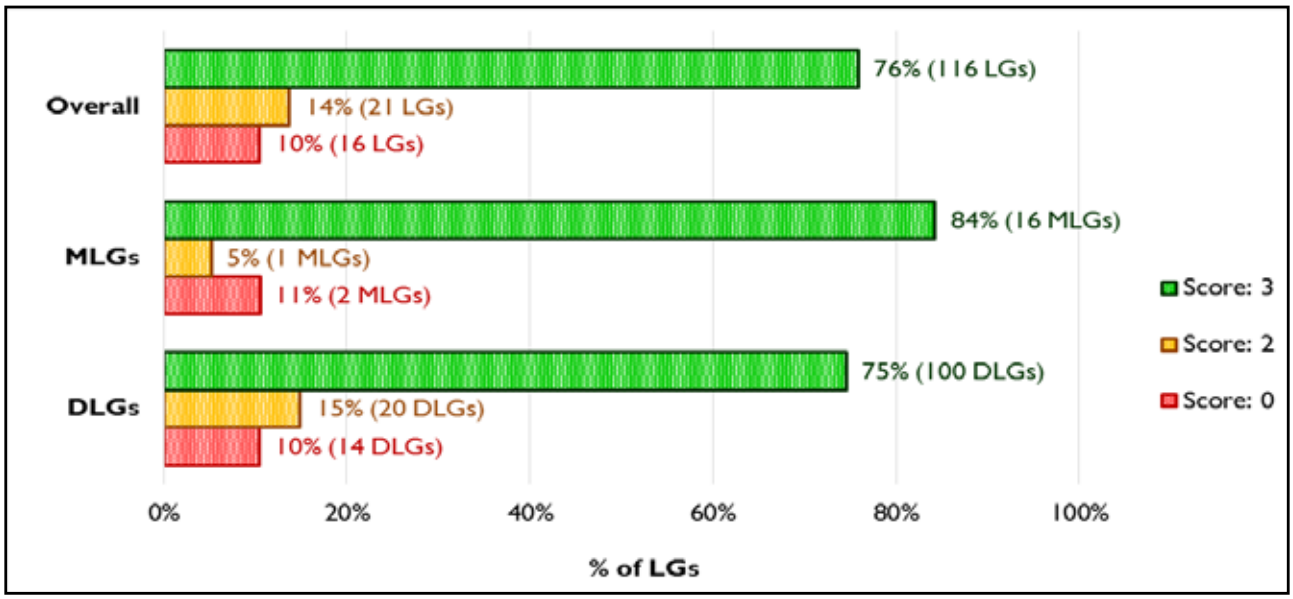
The best- performed areas included Functionality of DDEG projects and Variations in the contract price for DDEG funded infrastructure investments, which both registered an average score of 87%; while the lowest performed indicator scored 85%.

Completion of DDEG funded investment projects

The DDEG guidelines require that priority is given to completing investments to make them fully functional as per sector service delivery standards[7]. This area, therefore, assesses the proportion of LGs that completed DDEG funded investment projects of the previous FY as per performance contract by end of the FY. Figure 29 below shows the distribution of LGs across score categories for indicator on completion of DDEG funded investment projects.

7 Discretionary Development Equalization Grant (DDEG) 2018/19 Grant Budget and Implementation Guidelines; Pg. 9

Figure 29: Distribution of LGs across score categories for indicator on completion of DDEG funded investment projects



No. of LGs assessed = 153

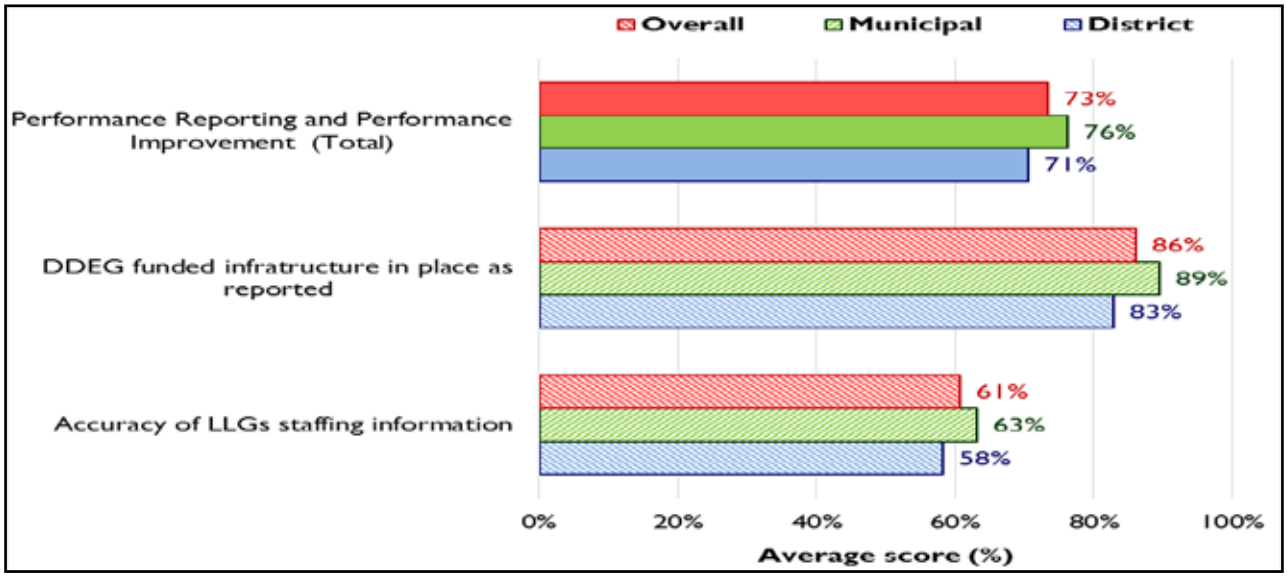
Majority of LGs (116) attained the maximum score of 3 on completion of DDEG projects as per the annual work plan, with 84% of MLGs attaining the score, compared to 75% for DLGs.

3.4.3 Performance Reporting and Performance Improvement (Crosscutting Performance Measures)

This area focuses on the accuracy of reported information relating to the filling of positions in LLGs as per minimum staffing standards, and on infrastructure constructed using the DDEG funding.

Figure 30 below shows the average scores for indicators under performance reporting and performance improvement of LLGs.

Figure 30: Indicator Scores - Performance Reporting and Performance Improvement (Crosscutting Performance Measures)



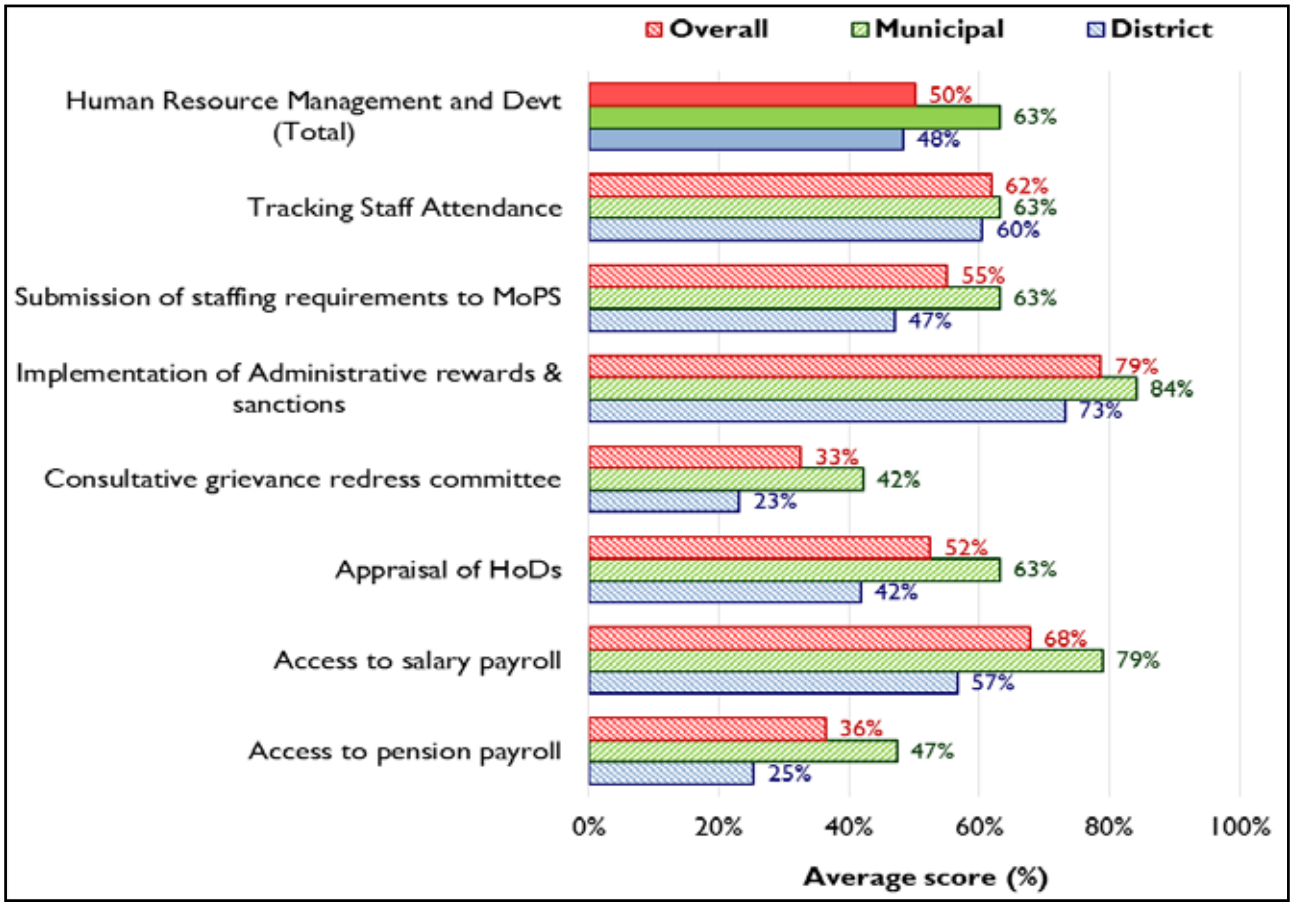
No. of LGs assessed = 153

The overall score for all LGs was 73%, with MLGs five percentage points better off than DLGs. Good performance was registered in ensuring DDEG funded infrastructure is in place as reported; with an 89% score for MLGs compared to 83% for DLGs.

3.4.4: Human Resource Management and Development (Crosscutting Performance Measures)

The area assesses budgeting for, actual recruitment and deployment of staff. It also assesses payroll, pension, and performance management. Figure 31 highlights average scores across the various indicators under the assessment area.

Figure 31: Indicator scores under Human Resource Management and Development



No. of LGs assessed = 153

Modest performance was registered in the area with an overall average score of 50%; while MLGs scored better than DLGs with 63% compared to 48% for DLGs. The best- scored indicator was Implementation of Administrative rewards and sanctions (79%).

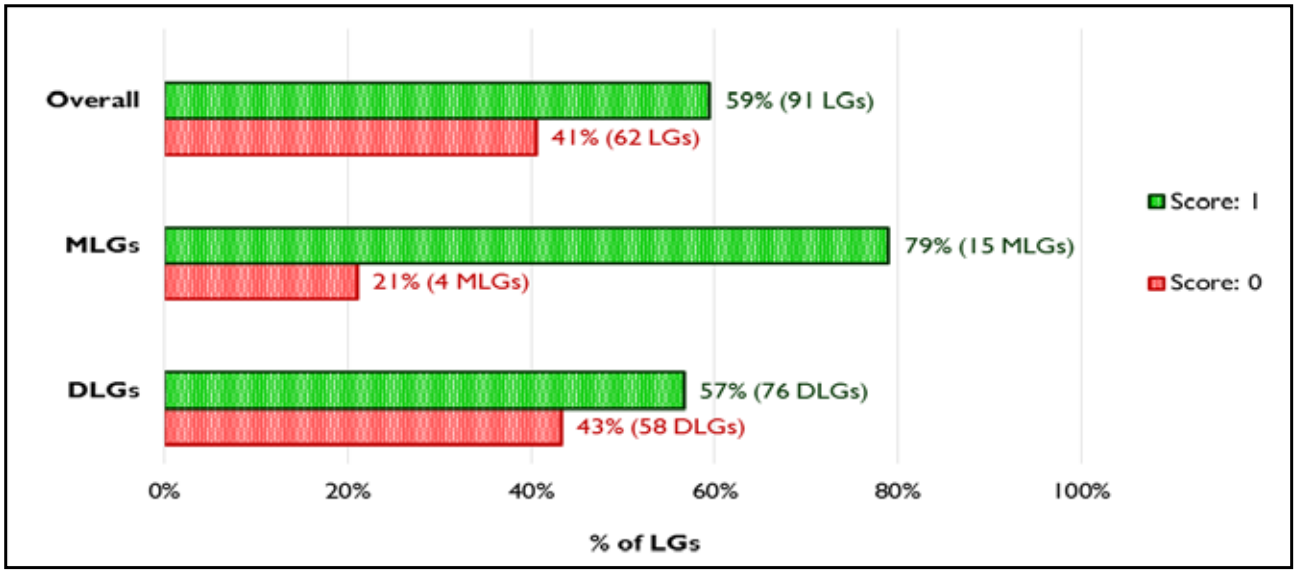
Poor performance was registered in Establishment of a functional consultative grievance redress committee (33%), and timely access to the pension payroll (36%). The widest variation was on timely Access to the salary payroll, where MLGs scored 79% compared to DLGs with 57%.

Access to the salary payroll

Following the decentralization of payroll management in FY2014/15, Local Governments are required to ensure that the staff recruited during the previous FY have accessed the salary payroll not later than two months after the appointment. This area therefore assesses whether all staff recruited during the previous FY accessed the payroll in time, with a score of 1 awarded to LGs whose new staff accessed the payroll within the two months.

Figure 32 below shows the distribution of LGs across score categories for access to the salary payroll.

Figure 32: Distribution of LGs across score categories for access to the salary payroll



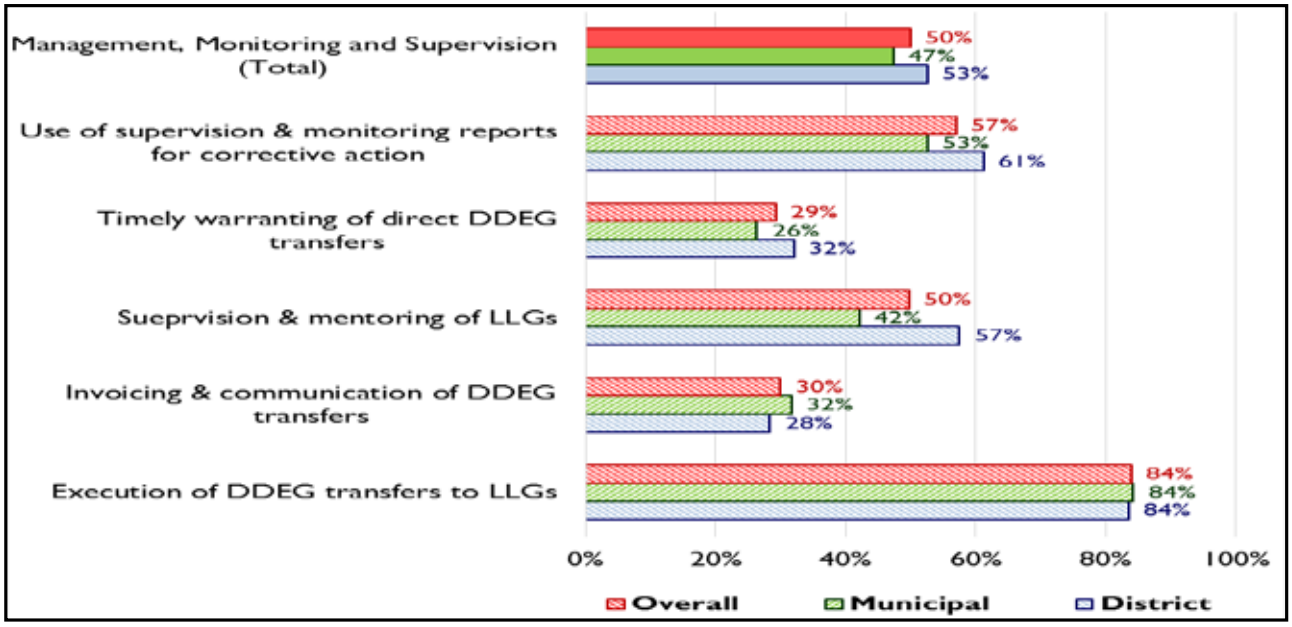
No. of LGs assessed = 153

More than half (59%) of LGs had timely access to the payroll for new staff, with 79% of MLGs attaining the score, compared to 57% for DLGs. 62 LGs failed to get the score.

3.4.5 Management, Monitoring and Supervision of Services

Effective planning, budgeting, and timely transfer of funds are critical for service delivery; coupled with routine oversight and monitoring on implementation. This area focuses on these aspects of DDEG funding and projects.

Figure 33: Average scores under Management, Monitoring and Supervision of Services



No. of LGs Assessed = 153

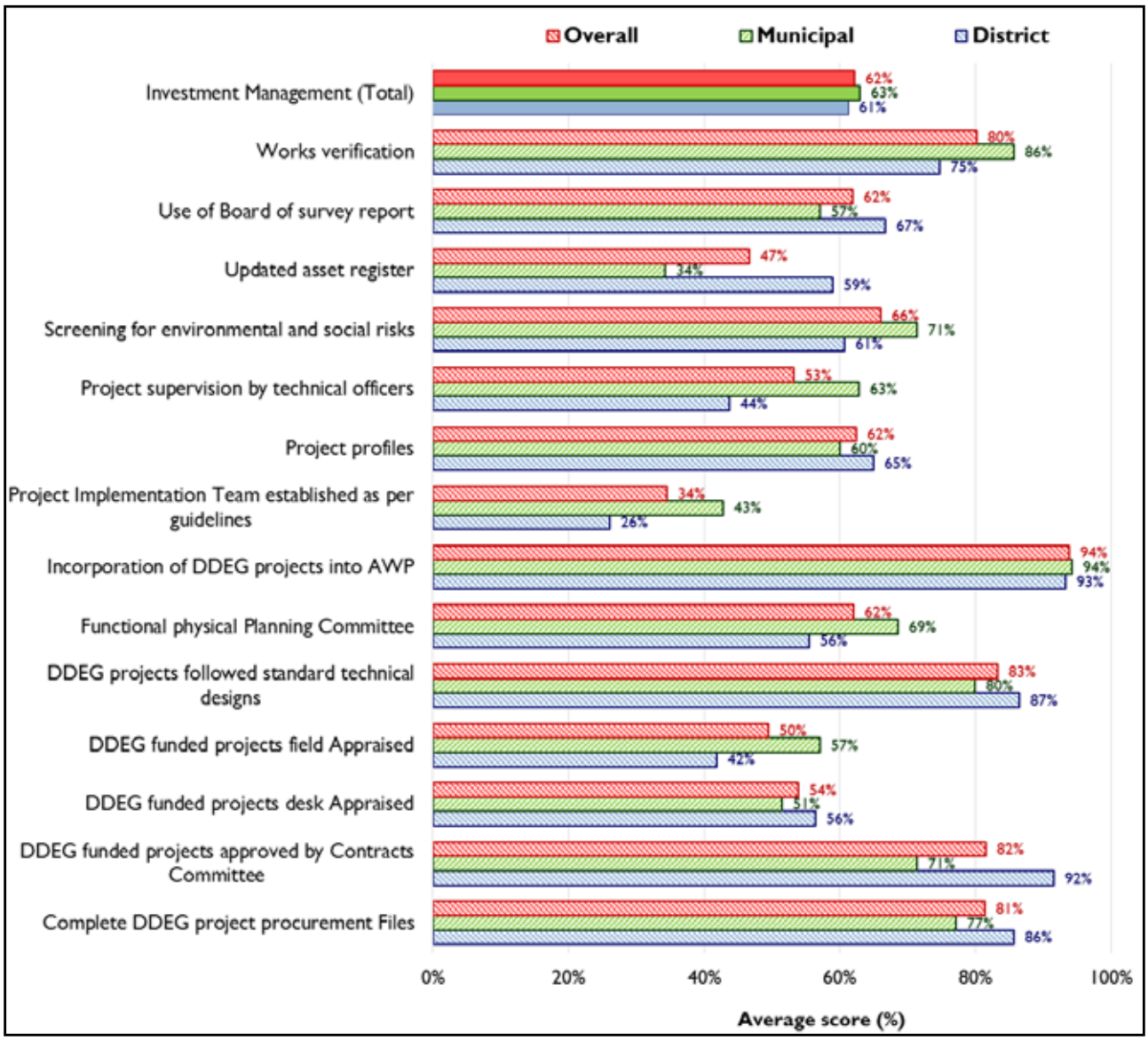
Performance in this area was temperate with an overall score of 50% for all LGs, while DLGs (53%) marginally scored better than MLGs (47%). The widest variation was in Supervision and mentoring of LLGs, where DLGs outscored MLGs by 15 percentage points.

Good performance was registered in execution of DDEG transfers to LLGs, with an average score of 84%. Low performance was however registered in; Timely warranting of direct DDEG transfers (29%), and Invoicing & communication of DDEG transfers (30%).

3.4.6 Investment Management (Crosscutting Performance Measures)

This area considers whether planning and budgeting for investments were conducted effectively. It covers maintenance of assets registers in accordance with the LGs the accounting manual; use of evidence from the Board of Survey Reports; functionality of physical planning committees; desk/field appraisal and consideration of environmental and social risks/impacts of DDEG projects; and Procurement and contract management/execution in line with sector guidelines and the PPDA law.

Figure 34: Distribution of LGs across score categories for indicators under Investment Management



No. of LGs Assessed = 153

The overall score in this area was 62%, with MLGs performing slightly better than DLGs. The best performed indicators were; Incorporation of DDEG projects into AWP (94%); DDEG projects following standard technical designs (83%). Lowest scored indicator was Project Implementation Team established as per guidelines (34%).

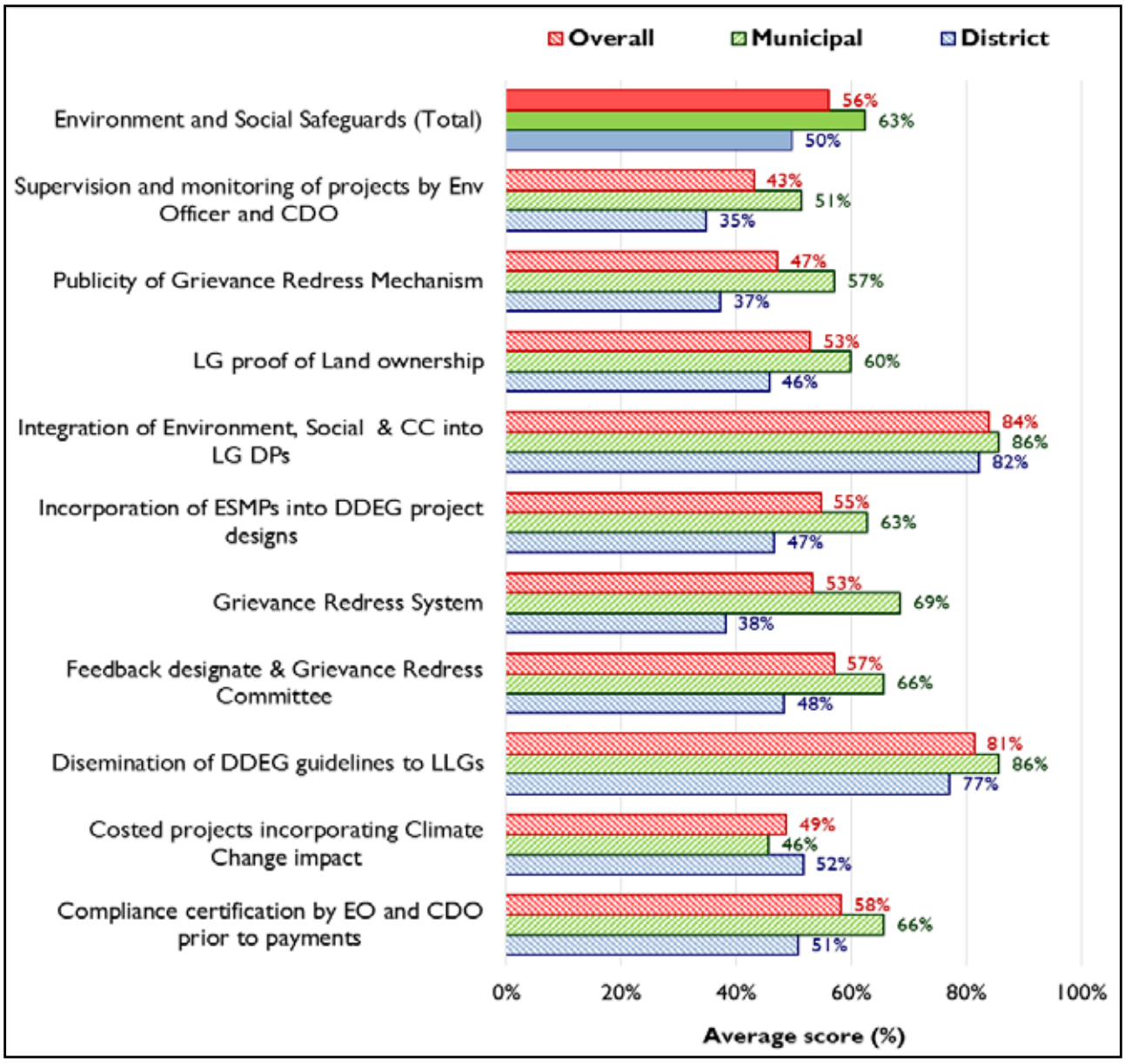
The widest variations in scores were in; Having an updated asset register (59% for DLGs compared to 34% for MLGs), and Contracts Committee approval of DDEG funded projects (92% for DLGs versus 71% for MLGs).

3.4.7 Environment and Social Safeguards (Crosscutting Performance Measures)

The DDEG principles for selecting investments require that all Local Government

investments (whether funded from the DDEG, Sector Development Grants, or other sources) undergo environmental screening, to ensure that they do not have negative environmental and social impacts. This area, therefore, assesses whether the safeguards for service delivery of investments were effectively handled by the LGs.

Figure 35: Average scores for indicators under Environment and Social Safeguards



No. of LGs assessed = 153

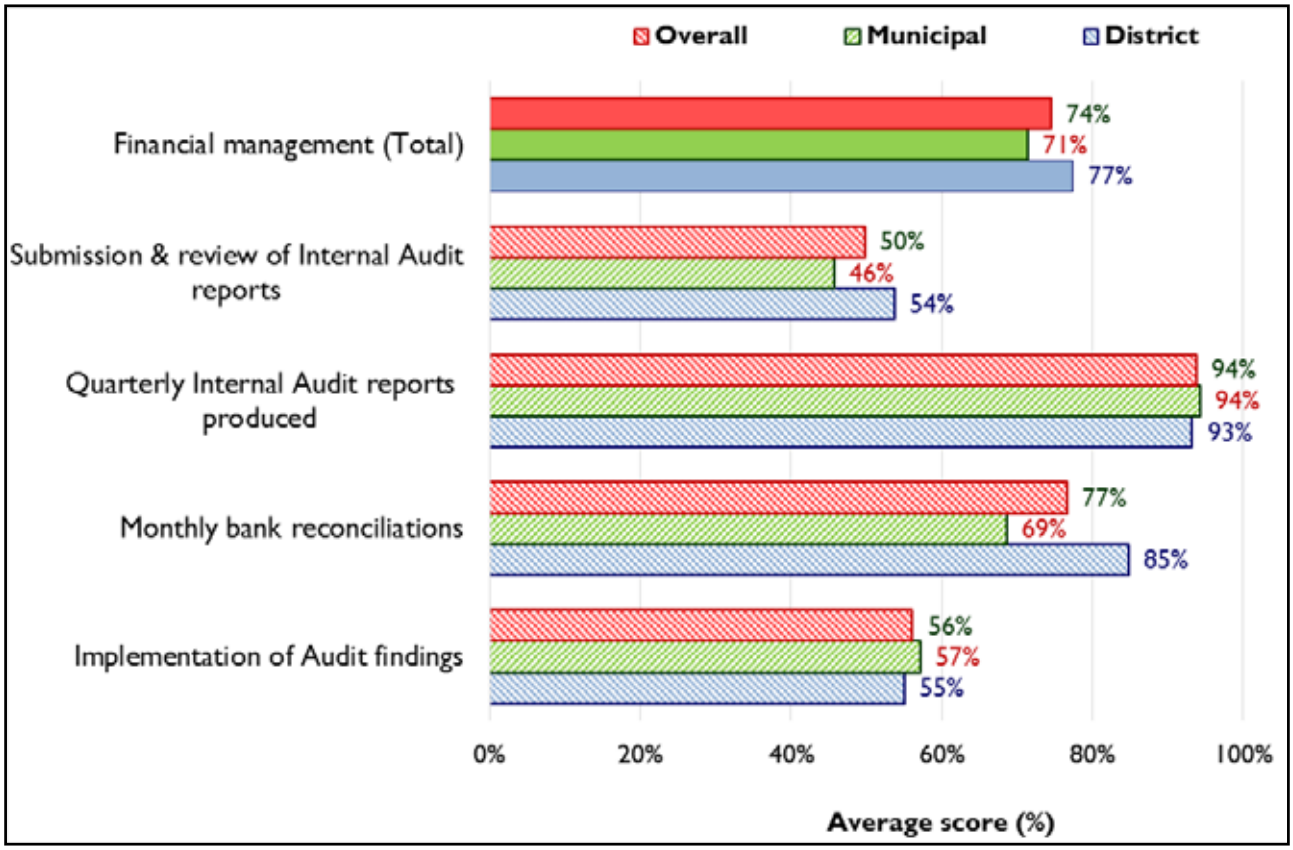
Overall score in this area was 56%, while MLGs edged DLGs with average scores of 63% and 50% respectively. Good performance was registered in; Integration of Environment, Social, and Climate Change into LG Development Plans (84%) and Dissemination of DDEG guidelines to LLGs (81%). Low performance was however registered in Supervision/monitoring of projects by the Environment Officer and CDO, with an overall score of 43%.

The widest variation in scores was on having an operational Grievance Redress System, where MLGs outscored the DLGs by 30 percentage points. Publicity of the Grievance Redress Mechanism also manifested significant score variations with MLGs averaging at 57% compared to DLGs with 37%.

3.4.8 Financial Management (Crosscutting Performance Measures)

This area focuses on timely bank reconciliations by LGs in accordance with Section 79 of the Local Governments (Financial and Accounting) Regulations, 2007; and execution of the Internal Audit function in accordance with Section 90 of the Local Government Act.

Figure 36: Average scores for indicators under Financial Management



No. of LGs assessed = 153

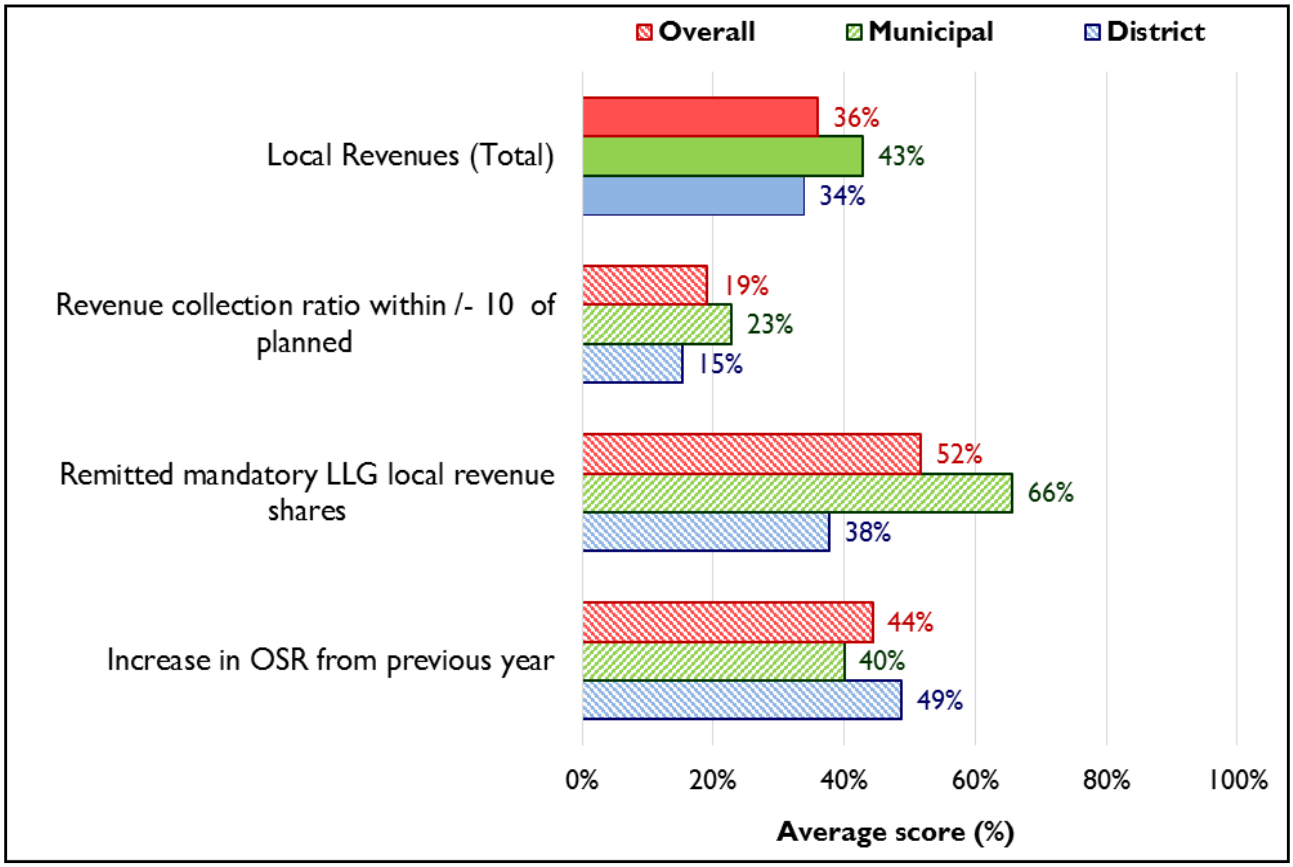
The overall score in this area was 74%, with DLGs scoring higher than MLGs with scores of 77% and 71% respectively. Noteworthy performance was in the Production of quarterly internal audit reports with an overall score of 94%. Moderate scores were registered in; Submission and review of Internal audit reports (50%) and Implementation of Audit findings (56%).

The most significant score variation was on monthly bank reconciliations, where DLGs scored 85% against MLGs that scored 69% (a 16-percentage point difference).

3.4.9 Local Revenues (Crosscutting Performance Measures)

The legal and institutional frameworks for local revenue generation, sharing, and management is well articulated in the Constitution of the Republic of Uganda under Article 191 (1) and (2), Article 152, Article 194; the LGA (Ch 243) under Section 77 (1), Section 80 and Schedule V[8]. This area therefore assesses whether LGs have collected local revenues as per budget (collection ratio), increased LG own-source revenues, and issues of Local revenue administration, allocation, and transparency.

Figure 37: Average scores for indicators under Local Revenues



No. of LGs assessed = 153

Local Revenue generation and management remained a poor performed area, with an overall score of 36% attained in the 2020 LGMSD. MLGs scored 43%, slightly higher than DLGs with 34%.

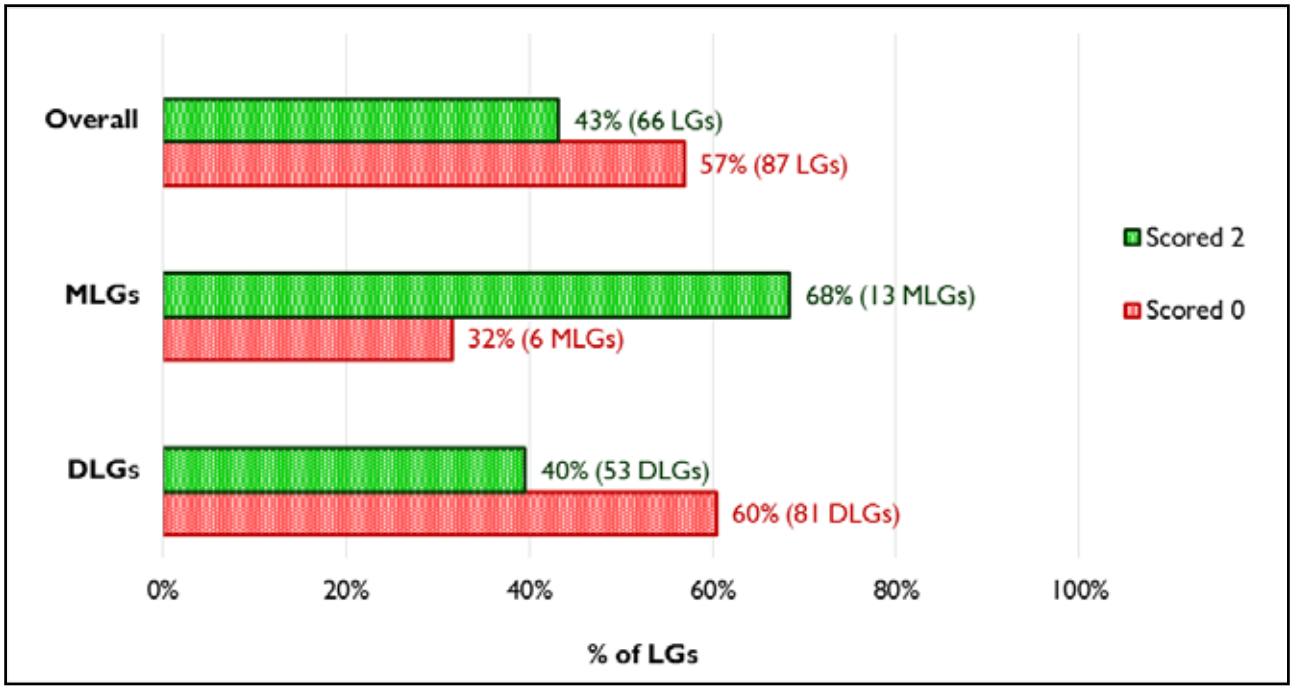
The only area with an above-average performance was Remittance of mandatory LLG local revenue shares (overall score of 52%); with a significant variation of 28 percentage points between MLGs (66% score) and DLGs (38% score). Poor performance was registered in Revenue collection and realization, with an overall score of 19% (23% for MLGs and 15% for DLGs).

8 Local Government Revenue Mobilization, Allocation and Utilization Processes: A case of Kitgum, Lamwo and Pader Districts; SEATINI, 2014; Pg. VI & Pg. 5

Remittance of the mandatory LLG share of Local Revenues

The Local Governments (Financial and Accounting) Regulations, 2007 Part IV (39) requires Higher Local Governments to remit the mandatory share of local revenues generated during the previous FY to Lower Local Government. This area therefore assesses whether LGs remitted the mandatory LLG share of local revenues during the previous FY.

Figure 38: Distribution of LGs across score categories for remittance of the mandatory LLG share of local revenues



No. of LGs Assessed = 153

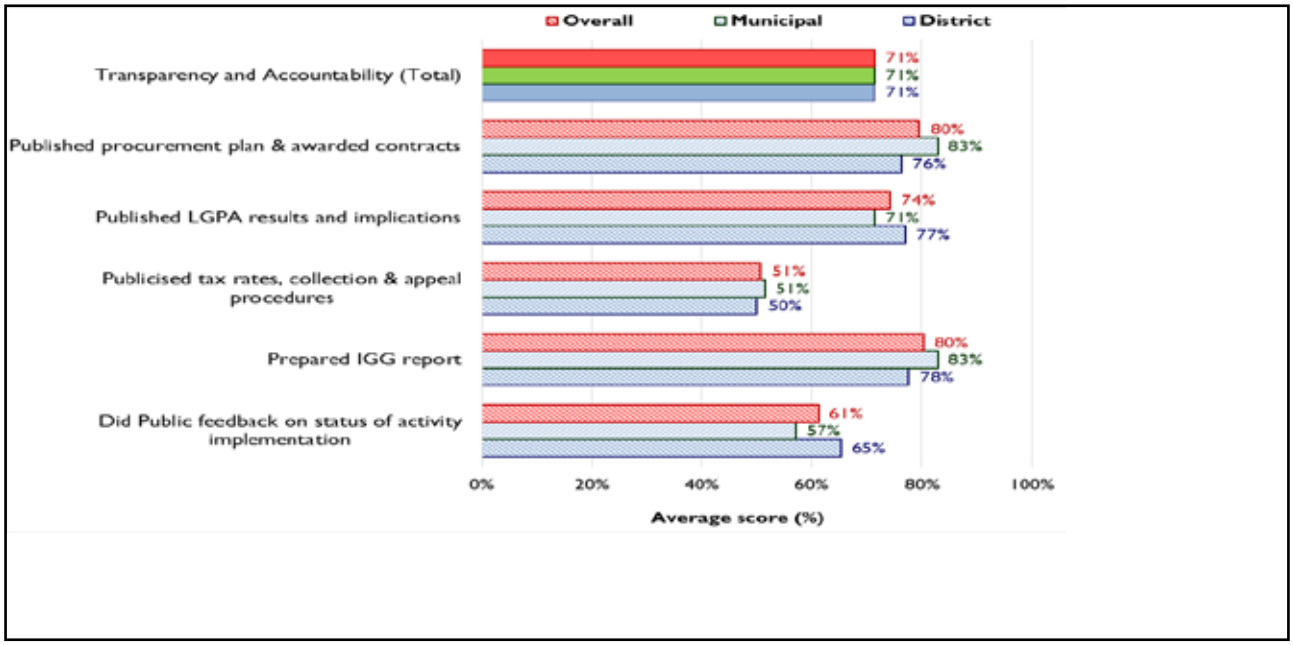
Whereas the legal provisions for sharing the locally raised revenues are well stipulated, and whereas the law further indicates the remedy for non-compliance of remittances, only 43% (66 LGs) attained the score of 2 (remitted the mandatory LLG share of local revenues during the previous FY). MLGs performed better than DLGs, with 68% of them attaining the score, compared to 40% of DLGs.

3.4.10 Transparency and Accountability (Crosscutting Performance Measures)

Local Governments have the responsibility to support budget transparency and accountability through undertaking and strengthening the communication function to disseminate information about priorities, and funding and oversight of public service delivery under their jurisdiction[9]. This area focuses on LGs sharing with citizens of information on taxes, performance assessment results, and obtaining feedback on service delivery implementation; in addition to reporting to the Inspector General of Government (IGG).

9 Uganda Budget Transparency and Accountability Strategy; MoFPED, 2018; Pg. 22

Figure 39: Average scores under Transparency and Accountability



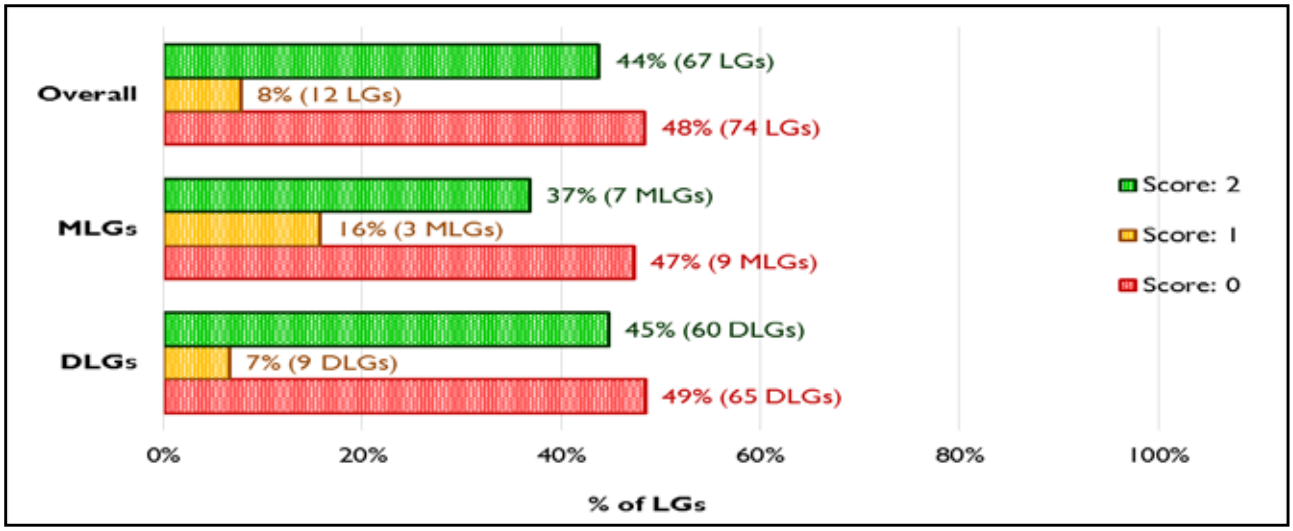
No. of LGs assessed = 153

The overall score in this area was 71%, with a notable performance registered in; Publishing of procurement plans and awarded contracts (80%), and Preparation of IGG report (80%). Low performance was however registered in; Publicizing tax rates, collection, and appeal procedures (51%).

Increase in Own Source Revenue (OSR)

This area assesses whether LGs The LG has increased Own Source Revenues (excluding one/off, e.g., sale of assets, but including arrears collected in the year) in the last financial year, compared to the one before the previous financial year (last FY year but one).

Figure 40: Distribution of LGs across score categories for Increase in Own Source Revenue (OSR)



No. of LGs assessed = 153

Overall, 44% (67) of the LGs scored 2 (increased OSR by more than 10 %), while 8% (12) of LGs scored 1 (increased OSR by 5% -10 %), and the majority (48%) of the LGs had an increase of less than 5% from the previous FY thus scoring 0 on this measure.

3.5 Conclusion, Emerging Issues and Recommended actions for Crosscutting Performance Assessment – LGMSD 2020

The Majority of DLGs had moderate performance with only 5 of them scoring above 60%, while the majority scored between 21%-30%, and 9 of the DLGs scored below 10%. The overall score for all LGs was 43%, with MLGs marginally edging DLGs with scores of 44% and 42% respectively.

MLGs performed better than DLGs in the release of funds for Community Based Services (56% compared to 41% for the latter), while DLGs registered the better performance in release of funds for Natural Resource Services (42% compared to 32% for the latter).

Best performance areas were; Filling of the positions of Senior Procurement Officer, SAS and PHRO, each with 82% average. DLGs filled 86% of the Procurement Officer positions, compared to 50% for DLGs. MLGs filled 82% of SAS positions compared to 45% for DLGs.

The best performed areas included Functionality of DDEG projects and Variations in the contract price for DDEG funded infrastructure investments, which both registered an average score of 87%; while the lowest performed indicator scored 85%. For completion of DDEG funded investment projects, the DDEG guidelines require that priority is given to completing investments to make them fully functional as per sector service delivery standards. Good performance was registered in ensuring DDEG funded infrastructure is in place as reported; with an 89% score for MLGs compared to 83% for DLGs. The Overall score in this area was 63%, with MLGs performing slightly better than DLGs. Low performance was however registered in Supervision/monitoring of projects by Environment Officer and CDO, with an overall score of 43%. Publicity of the Grievance Redress Mechanism also manifested significant score variations with MLGs averaging at 57% compared to DLGs with 37%. Moderate scores were registered in; Submission and review of Internal audit reports (50%) and Implementation of Audit findings (56%).

Table 12 below highlights the key challenges relating to the Crosscutting performance area with recommendations and proposed actions for perfection.

Table 12: Emerging Issues and recommended action from the LGMSD 2020

No.	Emerging Issue/ Outstanding Challenges	Recommended Action (s)	Responsibility
1.	None allocation of funds to Natural Resources Departments	Consider funding the departments for proper management as a key service delivery environment management aspect.	MoFPED
2.	Low scores in investment management especially for project implementation Team established as per guidelines	Encourage Project managers to reflect on allocation of funds to project implementation teams.	MoLG PPDA
3.	Low retention and attraction of district Engineers due to preconditions of the Engineers Association for one to become a certified Engineer thus affecting recruitment and retention of this cadre.	Engage the Engineers Registration Board to review the guidelines and conditions for registration of Engineers, to foster an increase in eligible Engineers available for recruitment, and ease the enrollment of the current engineering staff.	MoWT

4.0 Education Performance Assessment

4.1 Introduction to Education Performance Assessment

The Local Government Management of Service Delivery assessment for Education addressed two areas; i.e;

i) Minimum conditions (seen as the core performance indicators) which focus on addressing the key bottlenecks for service delivery and safeguard management.

ii) Performance Measures that focus on evaluating service delivery in the overall Local Governments.

4.1.1 Education Minimum Conditions

The LG Education Department was assessed against 2 performance areas of Human Resource Management and Development and Environment and Social Safeguards with a maximum of 100 percentage points. The Performance areas, their respective performance indicators, and scores are presented in table 13 below.

Table 13: Scoring guide for Education Performance Minimum Conditions for LGMSD 2020

Number	Performance Area		Percentage score of overall Score for MCs
A	Human Resource Management and Development	District Education Officer/ Principal Education Officer	30 Percentage points
		District/Municipal Inspector of Schools	40 Percentage points
B	Environment and Social Requirements	Conducted ESCC screening	15 Percentage points
		Conducted ESIAs	15 Percentage points
Total			**100 percentage points**

4.1.2 Education Performance Measures

The performance of the LG Education Departments Performance Measures was assessed against 6 thematic areas with weighted performance scores totaling to a maximum of 100 percentage points. The thematic areas are presented in Table 14

Table 14: Scoring guide for Education Performance Measures for LGMSD 2020

Number	Performance Area	Percentage score of PMs
A	Local Government Service Delivery Results	24 Percentage points
B	Performance Reporting and Performance Improvement	16 Percentage points

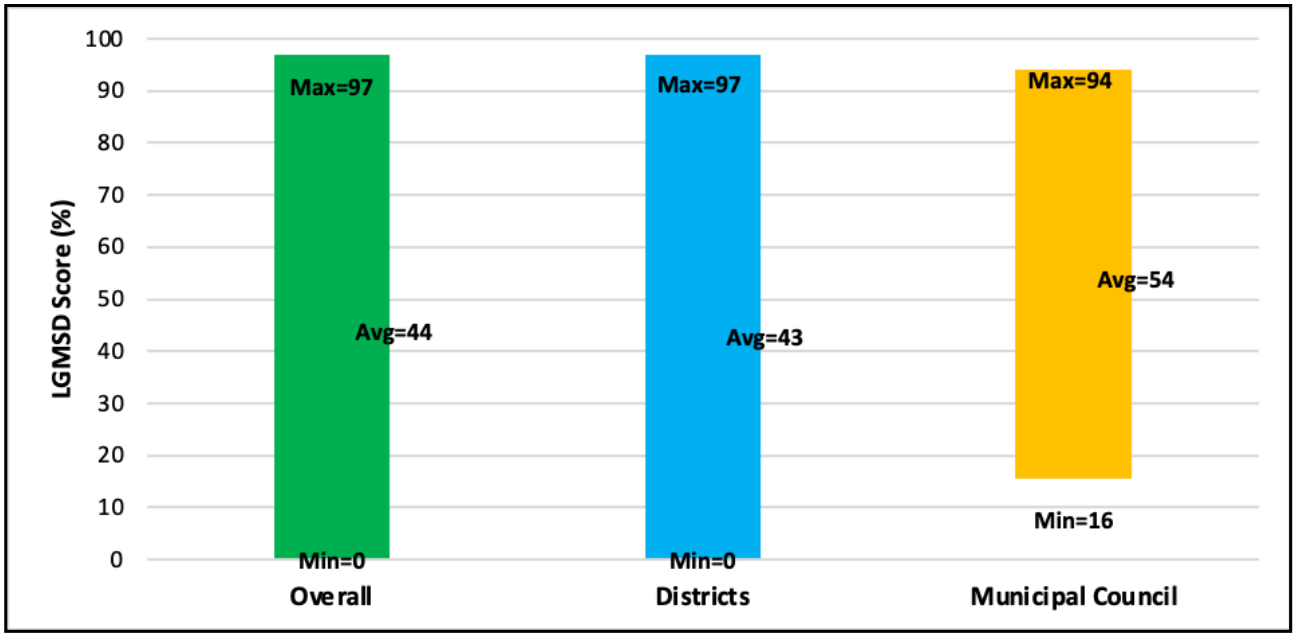
C	Human Resource Management and Development	16 Percentage points
D	Management, Monitoring, and Supervision of Services.	20 Percentage points
E	Investment Management	12 Percentage points
F	Environment and Social Safeguards	12 Percentage points
Total		**100 percentage points**

4.2 Overview of Education Performance Results-LGMSD 2020

4.2.1 Polarity of Scores for Education Performance

Figure 41 shows the relative orientation of the maximum, average, and minimum composite scores in Education.

Figure 41: Polarity of Composite Scores in Education



No. of LGs assessed = 153

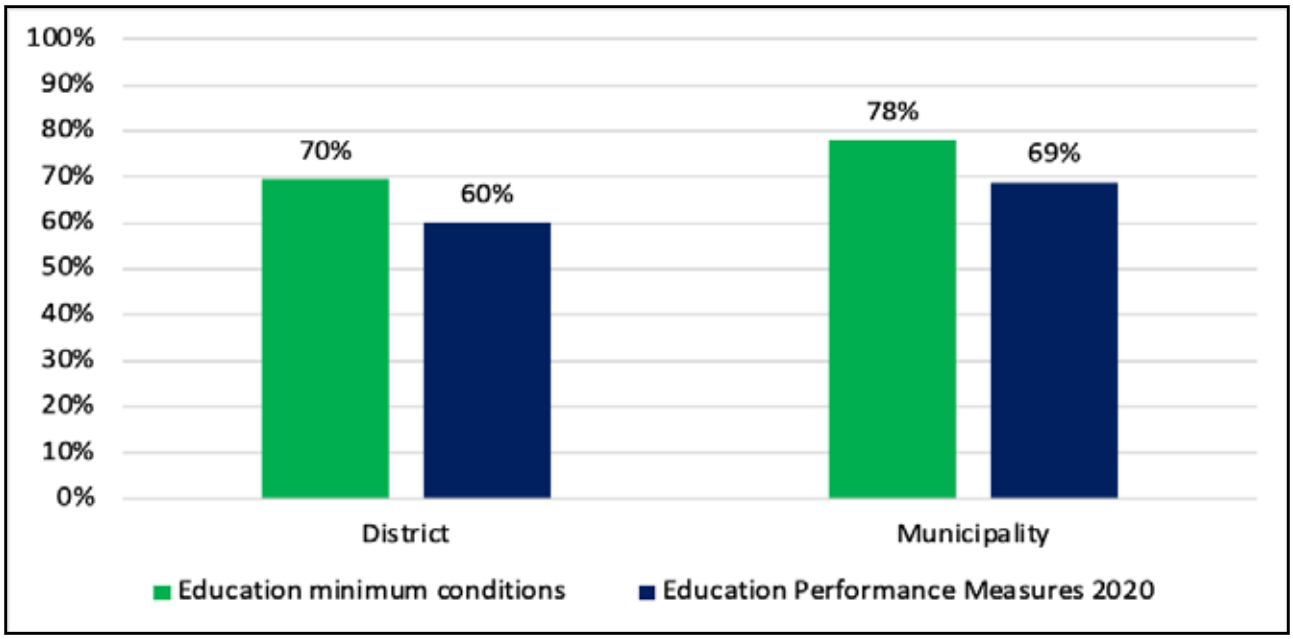
The overall average score across all LGs was 44%; with DLGs scoring an average of 43%, while MLGs had better performance with an average score of 54%.

The distribution of score was unevenly distributed across the spectrum, with scores for all LGs ranging between 0%-97%, with the highest performing DLG and MLG registering 97% and 94% respectively, while the lowest-performing DLG and MLG scored 0% and 16% respectively.

4.2.2 Average Scores for Education Minimum Conditions and Performance Measures-LGMSD 2020

Figure 42 shows the average scores under Education MCs and PMs; disaggregated for MLGs and DLGs

Figure 42: Average scores under Education MCs and PMs; disaggregated for MLGs and DLGs



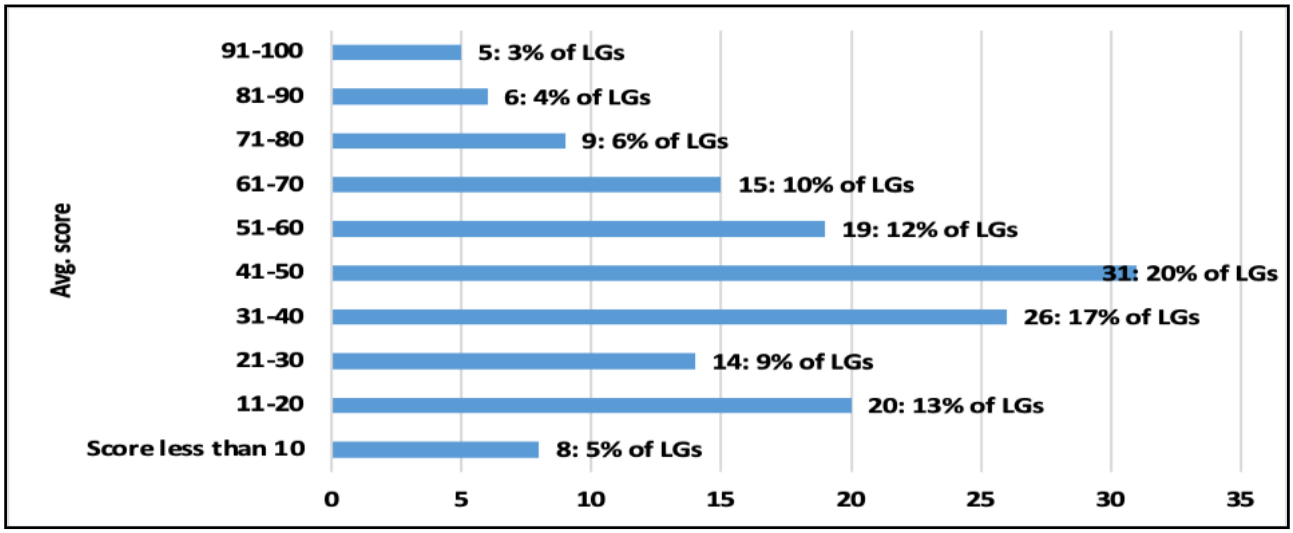
No. of LGs assessed = 153

DLGs scored an average of 70% and 60%, while MLGs had better performance with an average score of 78% and 69% for the Education Minimum Conditions and Performance Measures respectively.

4.2.3 Distribution of LGs across score categories-LGMSD 2020

Figure 43 Shows the distribution (by number and proportion) of LGs across the different composite score ranges for the Education Performance Areas.

Figure 43: Distribution of LGs in Education across score categories

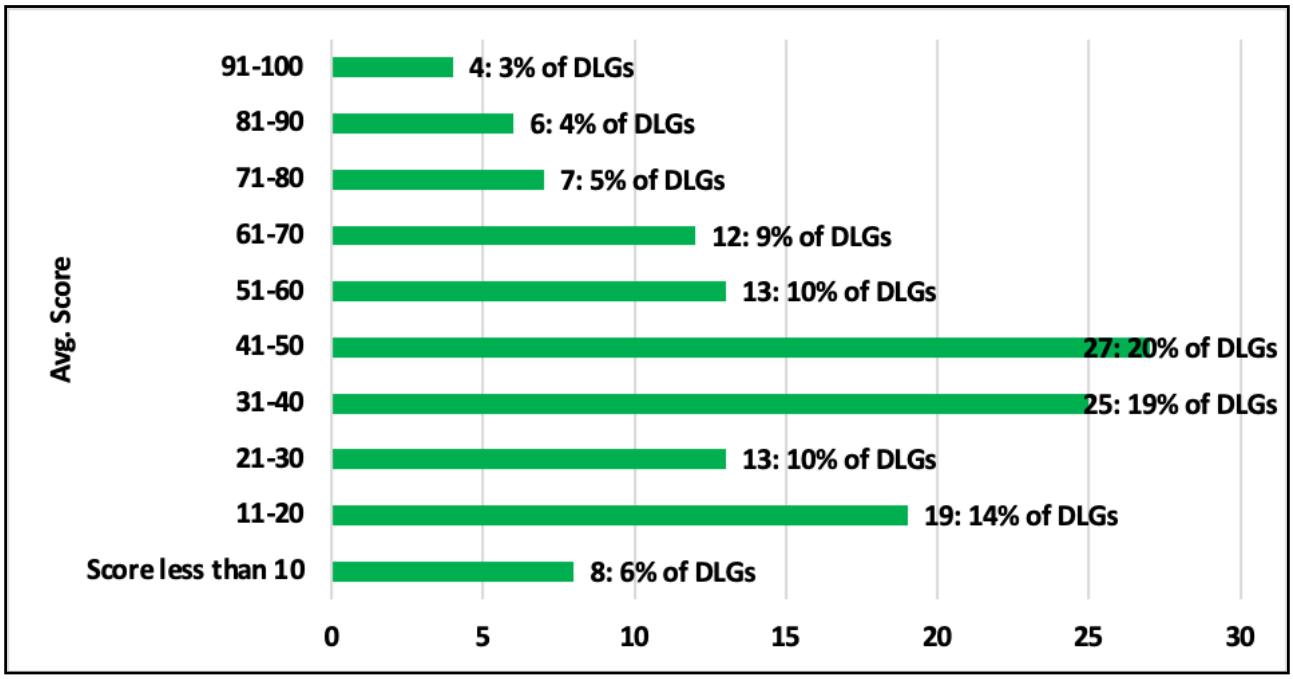


No. of LGs assessed = 153

There were variations in performance across all the LGs, with 3% of the LGs scoring above 90%, while 4% of the LGs scored between 81%-90%. More LGs (20%) scored

in the range of 41%-50% followed by 17% scoring in the range of 31%-40%.

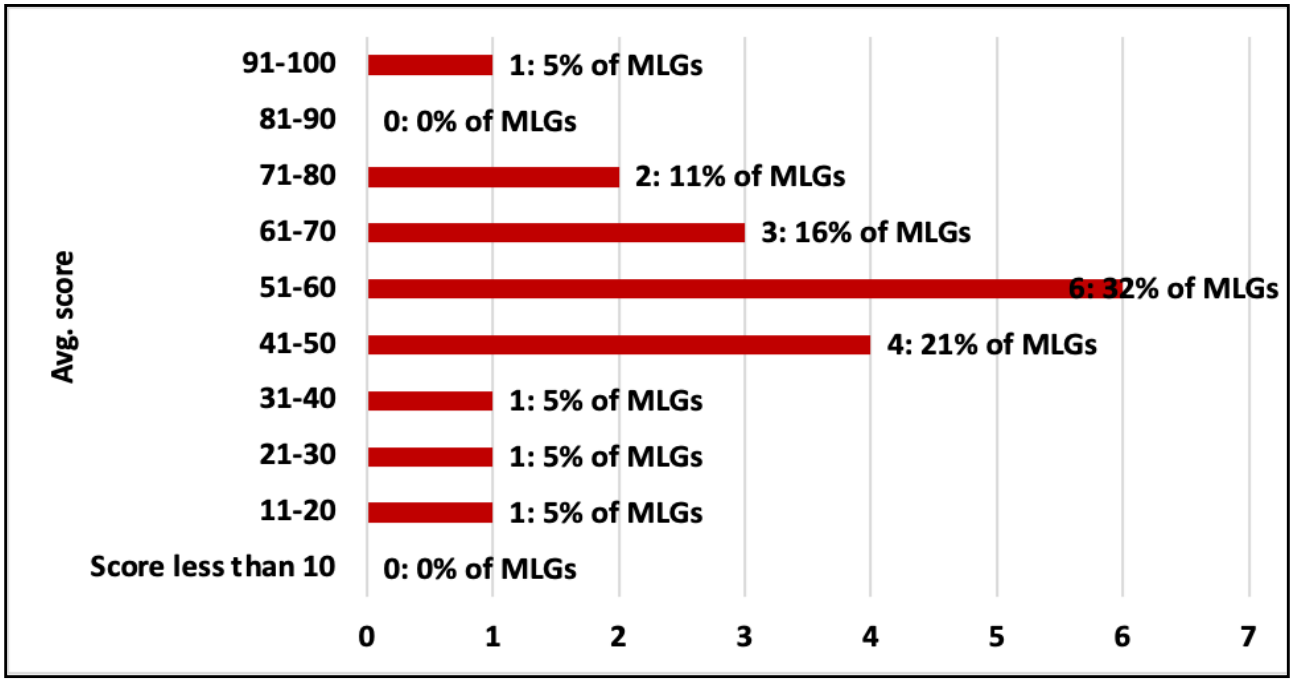
Figure 44: Distribution of DLGs in Education across score categories



No. of LGs assessed = 134

There were variations in performance across all the DLGs, with 3% of the DLGs scoring above 90%, while 4% of the DLGs scored between 81%-90%. More DLGs (20%) scored in the range of 41%-50%, followed by 19% of the DLGs scoring between 31%-40%.

Figure 45: Distribution of MLGs in Education across score categories



No. of LGs assessed = 19

There were variations in performance across all the MLGs, with only one (5%) of

the MLGs scoring above 90%, while no MLG scored between 81%-90%. More LGs (32%) scored in the range of 51%-60% as shown in the figure above.

4.2.4 Ranking of LGs in Education Performance Areas

Tables below present the best and worst-performing Districts respectively in the 2020 LGMSD assessment.

Table 15: Ten (10) Overall Highest Scoring LGs on Education Performance Areas (Minimum conditions and Performance Measures)

Rank 2020	Vote Name	Score 2020 (%)
1	Kabarole District	97
1	Ibanda District	97
3	Sheema Municipal Council	94
4	Sheema District	93
5	Isingiro District	92
6	Rubirizi District	90
7	Bunyangabu District	86
8	Rubanda District	84
8	Ngora District	84
8	Mbarara District	84

Kabarole District and Ibanda District got the highest score of 97%, followed by Sheema Municipal Council with 94% and Sheema district with a score of 93%.

Table 16: Ten (10) Overall Lowest Scoring LGs on Education Assessment Areas (Minimum conditions and Performance Measures)

Rank 2020	Vote Name	Score 2020 (%)
143	Nakaseke District	11
143	Apac District	11
143	Obongi District	11
146	Tororo District	10
147	Karenga District	9
148	Pakwach District	8
149	Kaabong District	6
150	Otuke District	0
150	Koboko District	0
150	Busia District	0
150	Bugweri District	0

Nakaseke District, Apac District and Obongi District all registered a score of 11%, followed by the Tororo District, Karenga District, Pakwach District and Kaabong District all scoring 10%, 9%, 8% and 6% respectively. Otuke District, Koboko District, Busia District, and Bugweri District scored zero and this was due to

poor performance in meeting the minimum conditions concerning staffing and environment and social requirements.

4.2.5 Best and Worst scoring indicators for Education Assessment Areas

The tables below present a summary of the top 10 and bottom 10 performing indicators for both education minimum conditions and education performance measures in the 2020 LGMSD.

Table 17: Overview of the top 10 scoring indicators for Education MCs and PMs - 2020

Rank 2020	Performance Indicator	Score 2020
1	Education projects above threshold cleared by Solicitor General	97%
2	Education projects incorporated into AWP, Budget & Procurement plan	95%
3	Education projects incorporated into AWP, Budget & Procurement plan	95%
4	Compete education project procurement Files	94%
5	Budgeted for Head Teachers and Teachers	93%
6	Teacher deployment list publicized	92%
7	Compilation of EMIS return forms	91%
8	Allocations made for school inspection and monitoring	89%
9	Education contract price within /-20 of Engineers estimates	88%
10	Deliberation on education issues by Committee of Council	86%

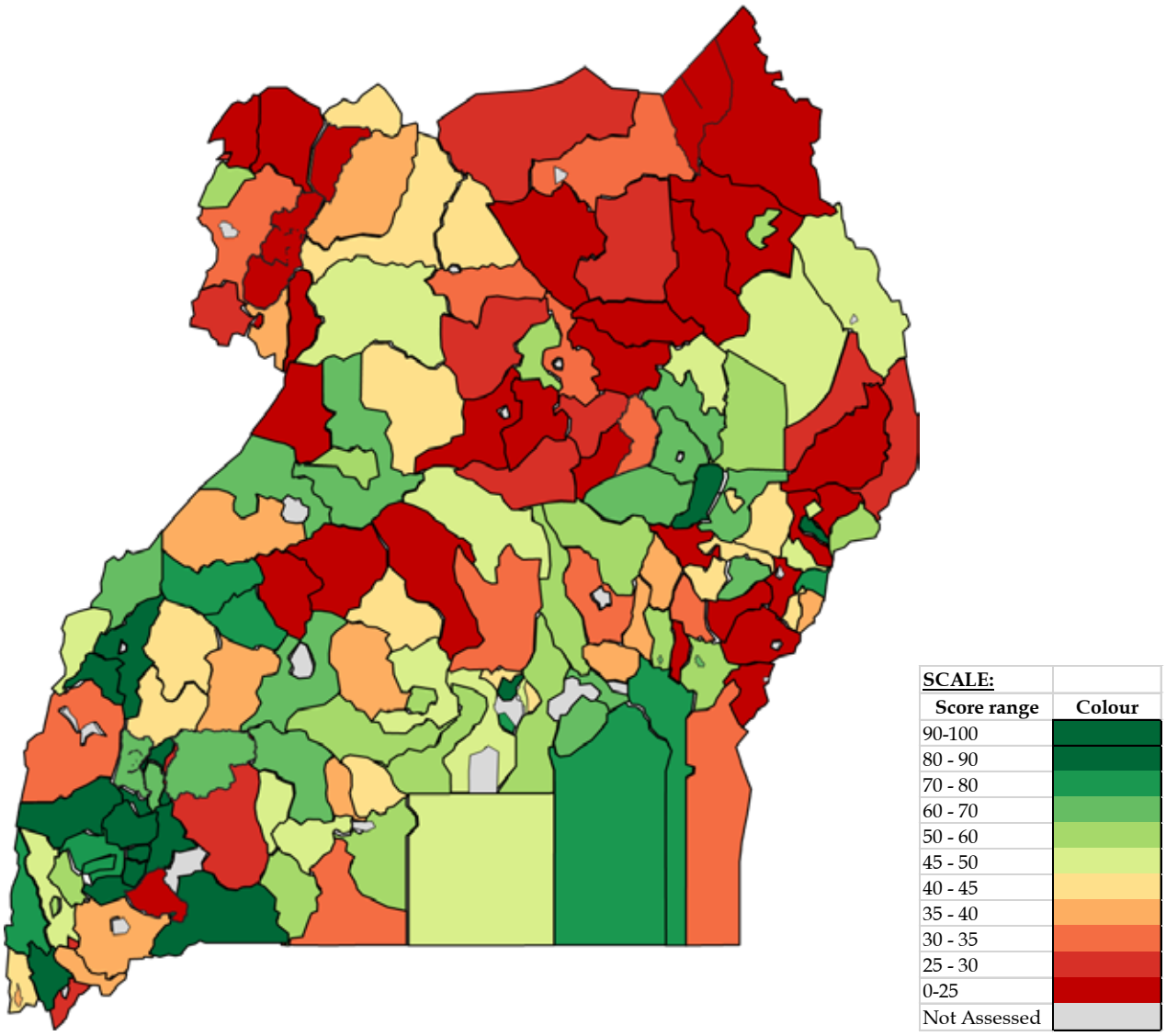
Table 18: Overview of the bottom 10 scoring indicators for Education MCs and PMs - 2020

Rank 2020	Performance Indicator	Score 2020
44	Education proof of Land ownership	42%
45	Education projects overseen by Implementation Team as per guidelines	39%
46	Education grievance framework publicized with proof of redress actions	36%
47	Timely invoicing & communication of capitation grants to schools	35%
48	Dissemination of guidelines on proper siting of schools	33%
49	School compliance with MoES budgeting and reporting guidelines	32%
50	Timely submission of warrants for school's capitation	29%
51	Appraisal of Secondary School Head Teachers	25%
52	Improvement in LLG management of Education	20%
53	Education sector projects field appraised	0%

4.2.6 Snapshot of Education Performance Scores across the Country

Figure 46 depicts the distribution of performance scores for all LGs across the country for Education Measures

Figure 46: Heat-map of Education Performance Scores across LGs



No. of LGs assessed = 153

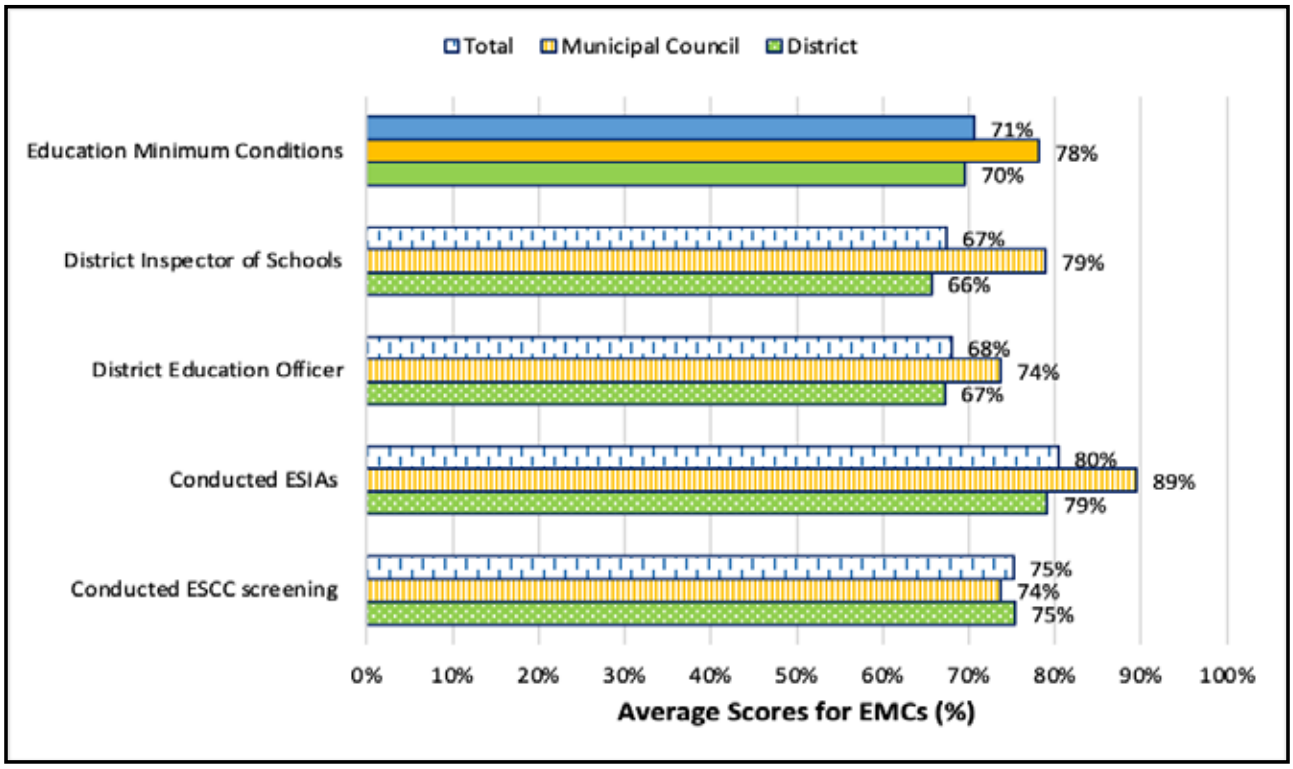
Generally, higher scoring LGs were concentrated in the Western, South Western, Central and Bukedi sub regions of the country, while most of the low scoring LGs are evenly distributed across Northern, West Nile and Eastern sub regions.

4.3 Results on Education Minimum Conditions

4.3.1 Performance per Assessment Area under Education Minimum Conditions

Figure 47 shows the average scores of LGs across the two thematic areas of Health performance for Minimum Conditions.

Figure 47: Scores for Education Minimum Conditions per Assessment Area

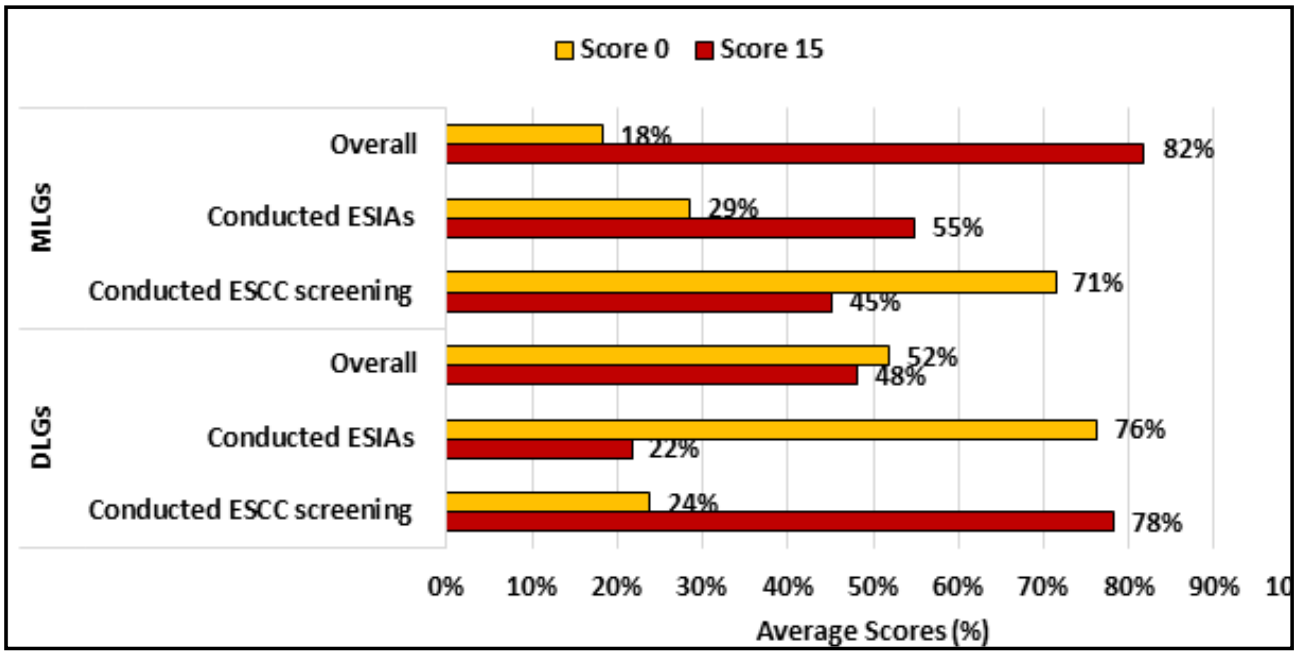


No. of LGs assessed = 153

4.3.2 Environment and Social Requirements- Education

Figure 48 below shows the average scores in the Environment and Social Requirements thematic area under Education minimum conditions

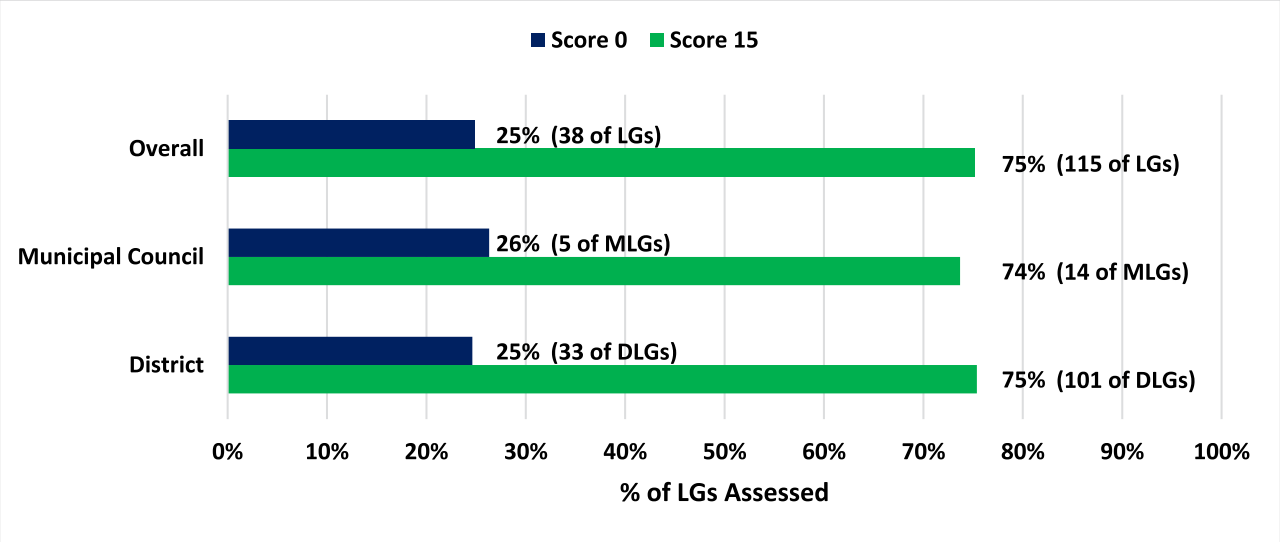
Figure 48: Scores for Education Minimum Conditions per Assessment Area



No. of LGs assessed = 153

The average scores under the thematic area of Environment and Social Requirements were as follows; 82% of MLGs scored 15 while 18% scored 0. Under DLGs, 48% scored 15 while 52% scored 0.

Figure 49: Distribution of LGs across score categories on Conducted ESIAs

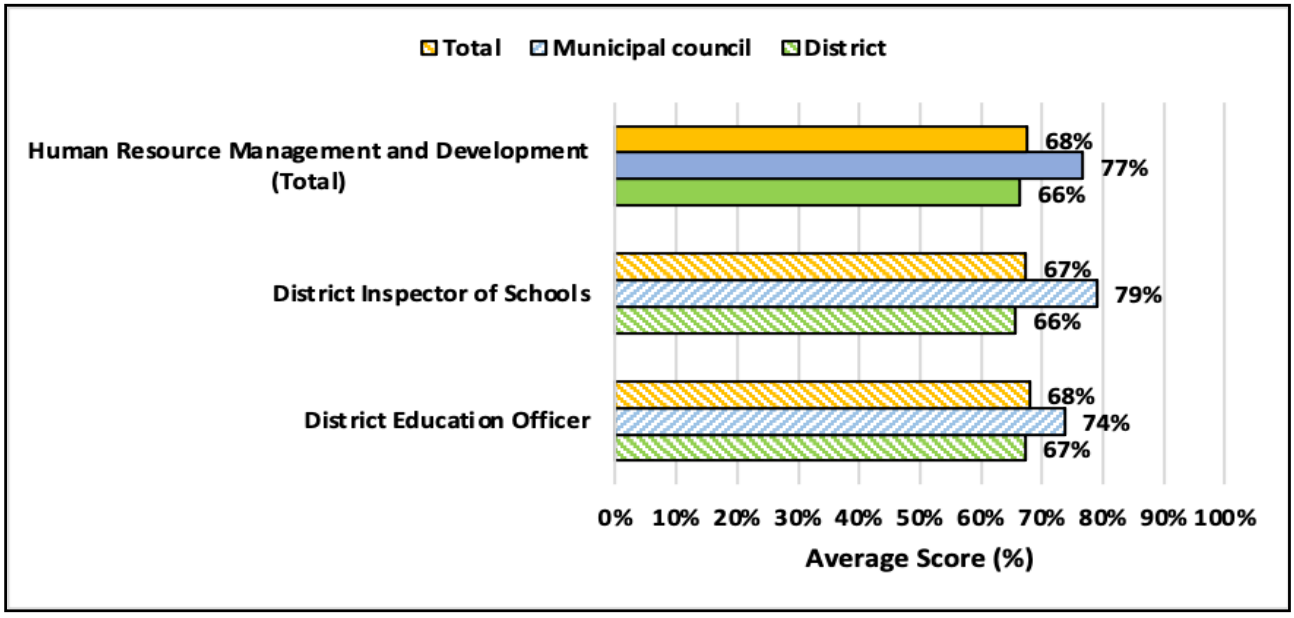


No. of LGs assessed = 153

4.3.3 Human Resource Management and Development-Education

The figure below shows the average scores in the Human Resource Management and Development thematic area under Education minimum conditions

Figure 50: Scores for Human Resource Management and Development under Education minimum conditions



No. of LGs assessed = 153

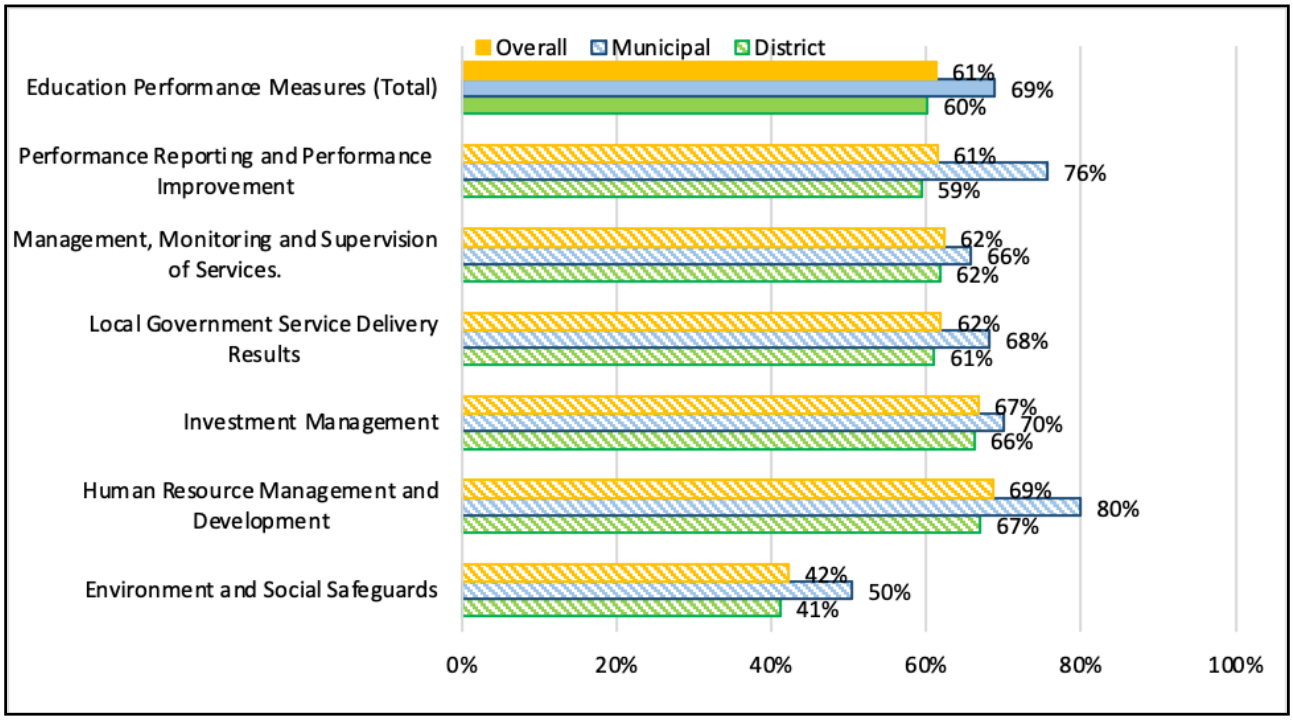
The average score of LGs overall was 68%. Overall LGs performance on staffing for the positions of District Inspector of Schools and District Education Officer was above average as indicated in the figure above.

4.4 Results on Education Performance Measures

4.4.1 Performance per Assessment Area under Education Performance Measures

Figure 51 shows the average scores of LGs across the six assessment areas of Education performance measures.

Figure 51: Average scores per Assessment Area under Education Performance Measures



No. of LGs Assessed=153

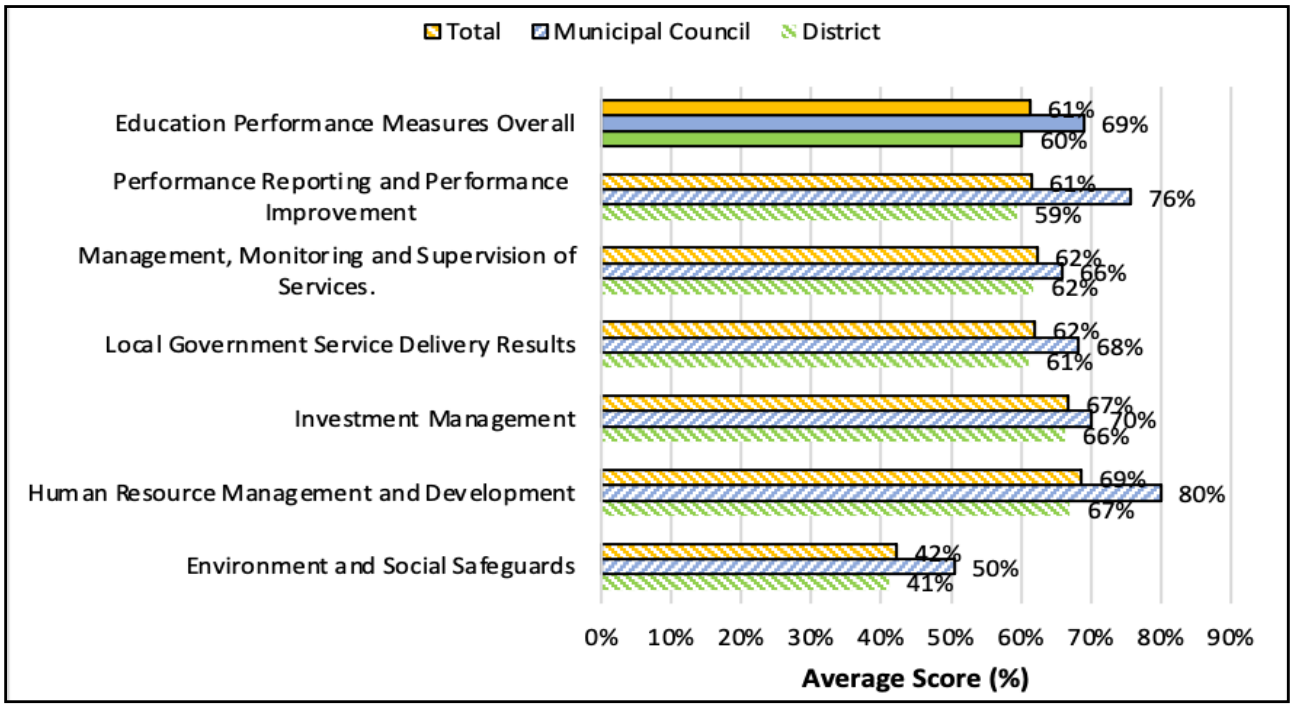
The overall average score was 61% for LGs, with MLGs scoring 69% better than DLGs which scored an average of 60%. Human Resource Management and Development was the best performed thematic area with a score of 69%, followed by Investment Management with an overall score of 67%.

Low performance was registered in the area of Environment and Social Safeguards with an overall score of 42%.

4.4.2. Human Resource Planning and Development

Figure 52 below presents the performance of LGs concerning Human Resource Planning and Development.

Figure 52: Education Performance Measures in Human Resource Planning and Development

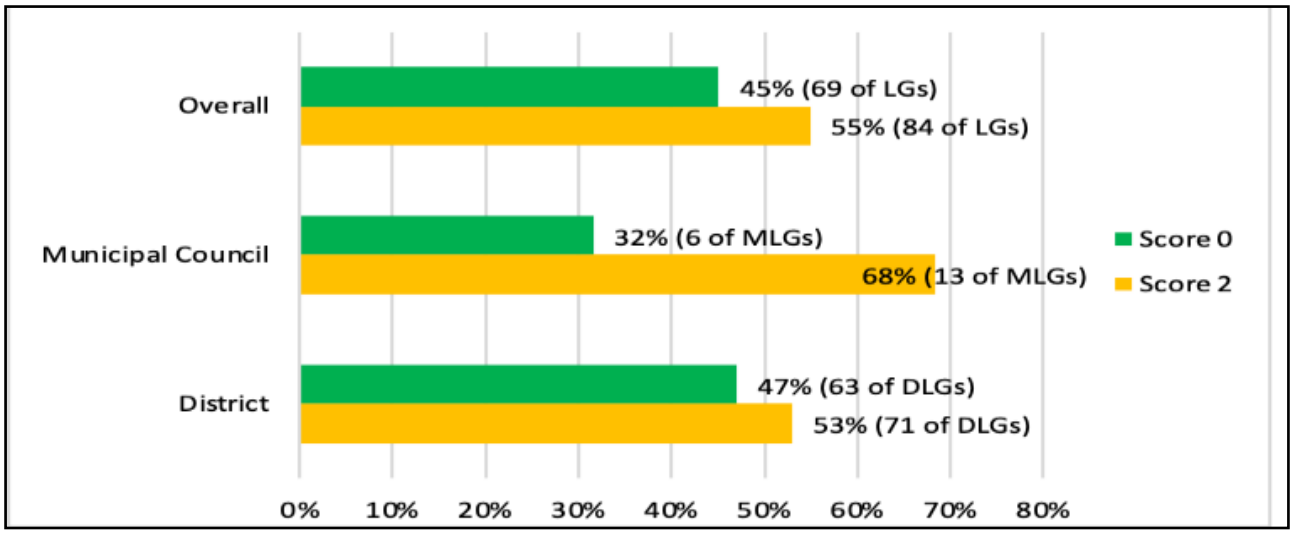


No. of LGs assessed = 153

The best performing thematic area was budgeting to ensure that each school has a head teacher and a teacher per class with an average score of 94%; followed by publicizing the teacher deployment list at 92%. MLGs performed better than DLGs under Human Resource Management and Development with an average score at 80% and 67% respectively.

Low performance was in the area of appraisal of secondary school head teachers with an average score of 20%, followed by appraisal of primary school head teachers at 55%.

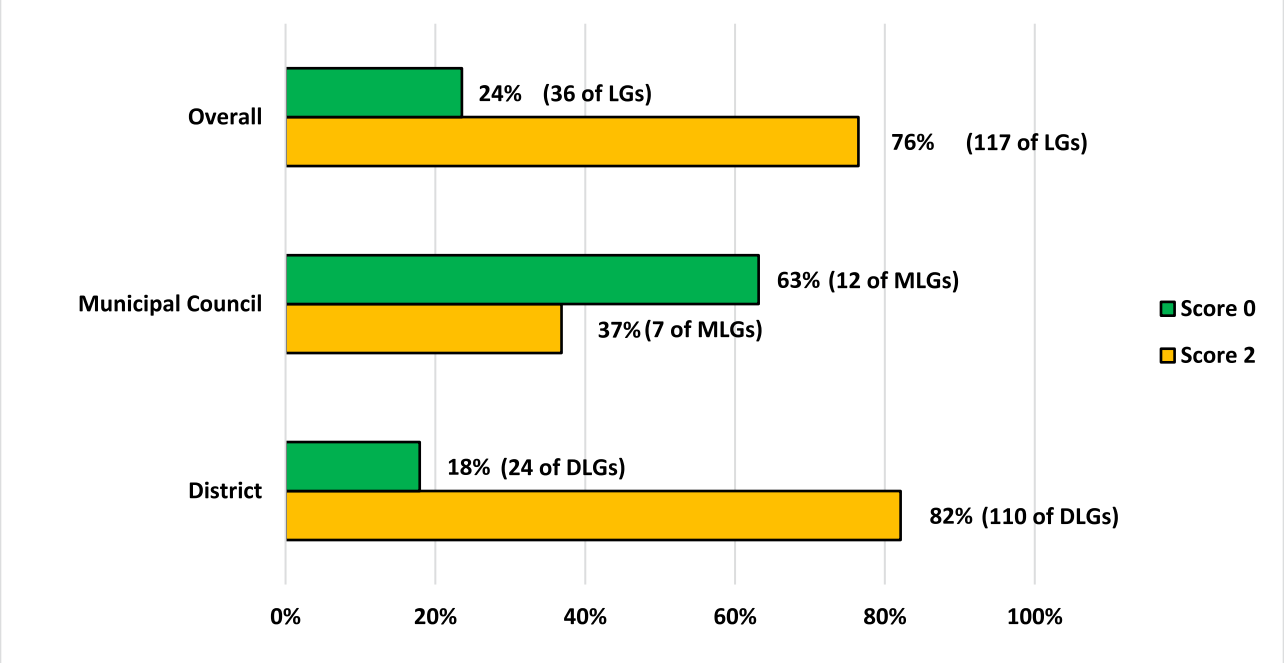
Figure 53: Primary School Head teachers appraised



No. of LGs assessed = 153

Overall, 55% (84) of the LGs registered the highest score of 2 points (primary school head teachers appraised), while 45% (69) of the LGs scored zero on this indicator. More MLGs (68%) achieved the maximum score of 2 points compared to 53% the DLGs.

Figure 54: Secondary School Head teachers appraised



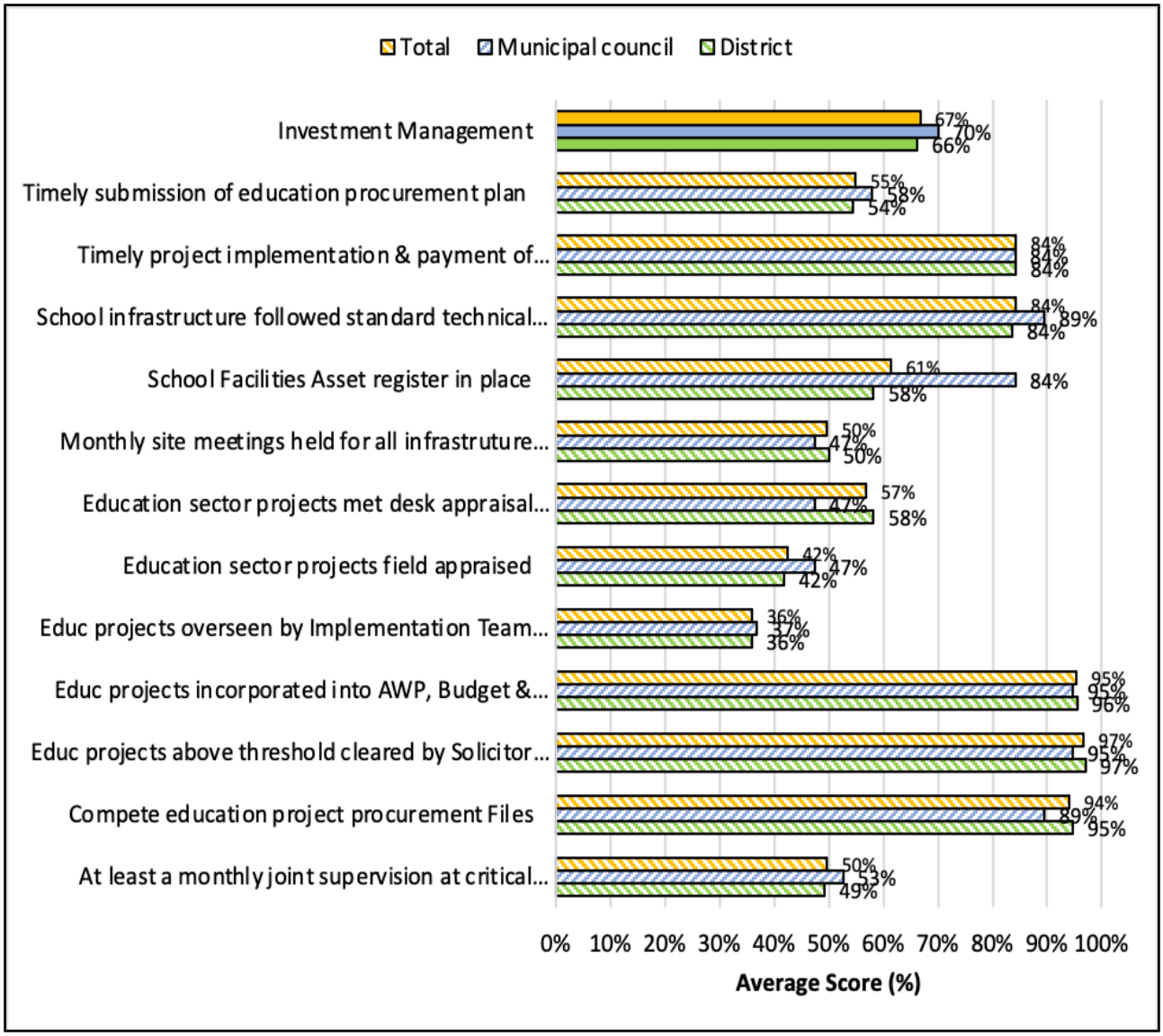
No. of LGs assessed = 153

Overall, 76% (117) of the LGs registered the highest score of 2 points (secondary school head teachers appraised), while 24% (36) of the LGs scored zero on this indicator. More DLGs (82%) achieved the maximum score of 2 points compared to 37% for MLGs.

4.4.3. Investment Management

Figure 55 below presents the performance of LGs concerning Investment Management.

Figure 55: Education Performance Measure scores in Investment Management



No. of LGs assessed = 153

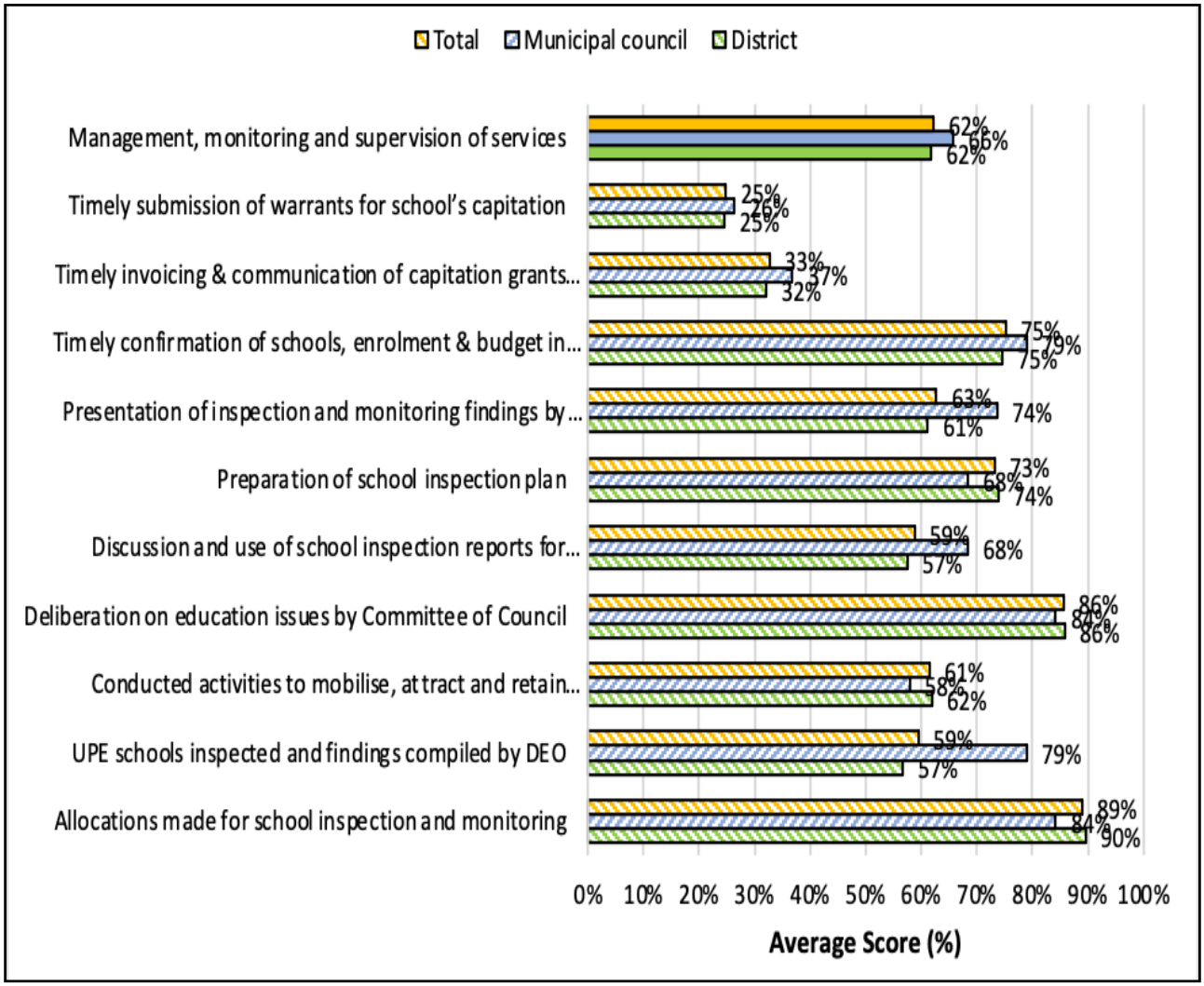
The best performing thematic areas under Investment Management were; education projects above threshold cleared by Solicitor General with an average score of 97%; followed by education projects incorporated into the AWP, Budget and Procurement plan with an average score of 95%; followed by complete education project procurement files with an average score of 94%; followed by timely project implementation and payment of contracts and timely submission of education procurement plan both with average scores of 84%.

Low performance was in the thematic areas of Education sector projects field appraised, and Education sector projects overseen by implementation team with average scores of 42% and 36% respectively.

4.4.4. Management, Monitoring and Supervision of Services

Figure 56 below presents the performance of LGs concerning Management, monitoring and supervision of services.

Figure 56: Education Performance Measures in Management, Monitoring and Supervision of Services

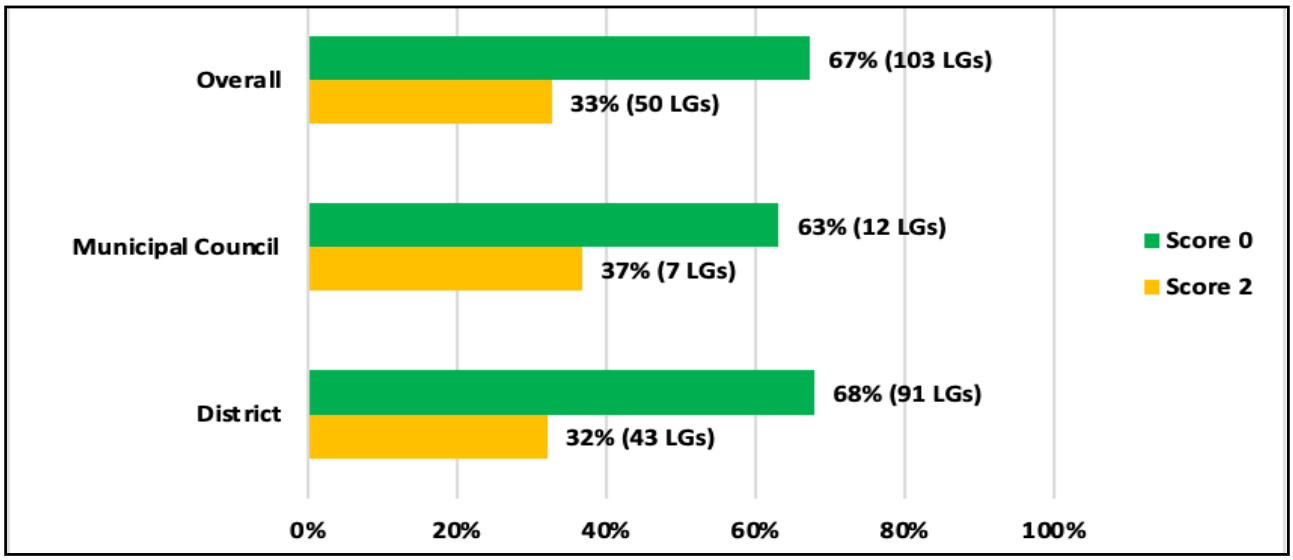


No. of LGs assessed = 153

The best performing thematic areas under Management, monitoring and supervision of services were; allocations made for school inspection, and monitoring with an average score of 89%; followed by deliberation on education issues by Committee of Council with an average score of 86%; followed by timely confirmation of schools, enrolment and budget in the PBS with an average score of 75%.

Low performance was in the thematic areas of Timely invoicing & communication of capitation grants to schools, and Timely submission of warrants for school's capitation with average scores of 33% and 25% respectively.

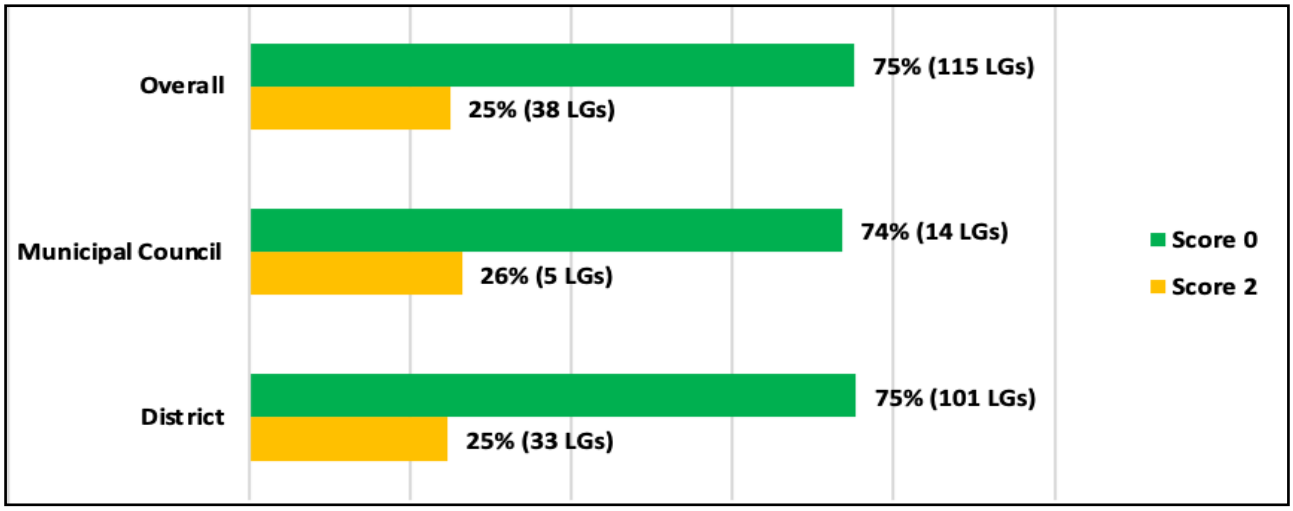
Figure 57: Timely invoicing & communication of capitation grants to schools



No. of LGs assessed = 153

Overall, 33% (50) of the LGs registered the highest score of 2 points (Timely invoicing & communication of capitation grants to schools), while 67% (103) of the LGs scored zero on this indicator. More MLGs (37%) achieved the maximum score of 2 points compared to 32% of the DLGs.

Figure 58: Timely submission of warrants for school's capitation



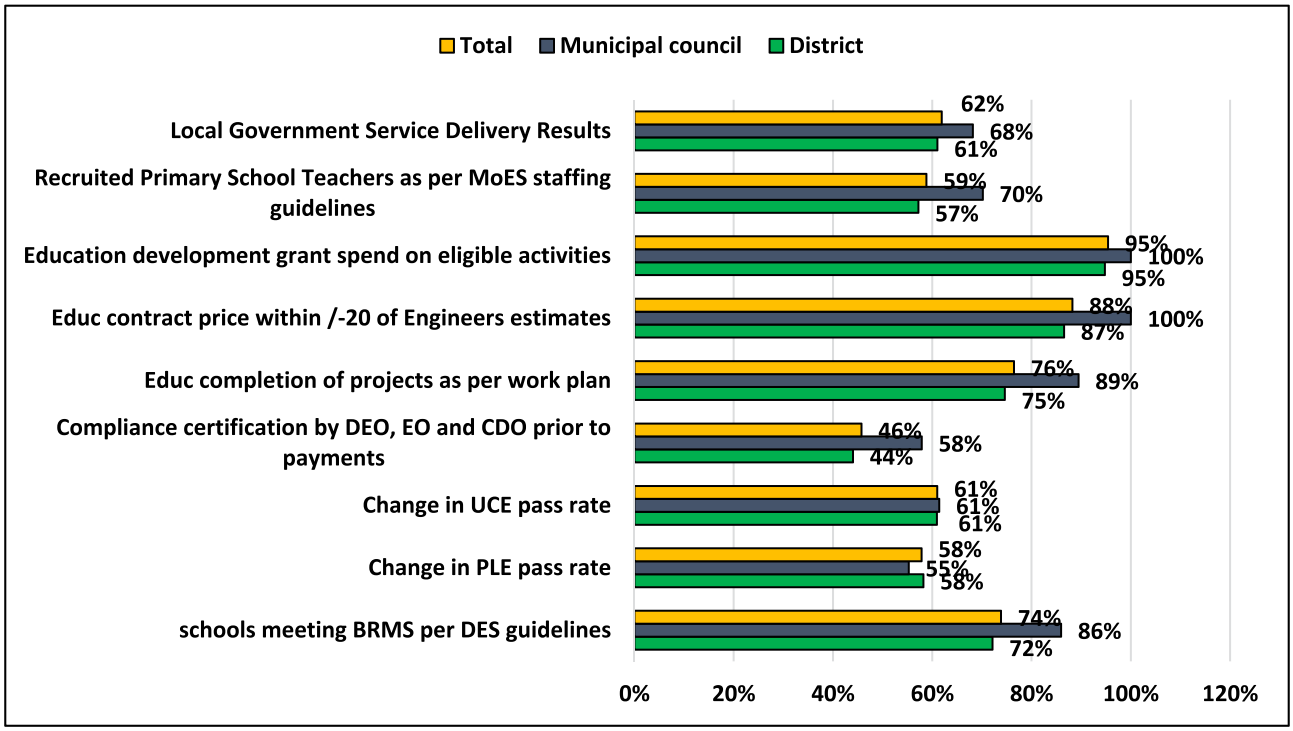
No. of LGs assessed = 153

Overall, 25% (38) of the LGs registered the highest score of 2 points (Timely submission of warrants for school's capitation), while 75% (115) of the LGs scored zero on this indicator. More MLGs (26%) achieved the maximum score of 2 points compared to 25% of the DLGs.

4.4.5. Local Government Service Delivery Results

Figure 59 below presents the performance of LGs concerning Local Government Service Delivery Results.

Figure 59: Education Performance Measures in Local Government Service Delivery Results

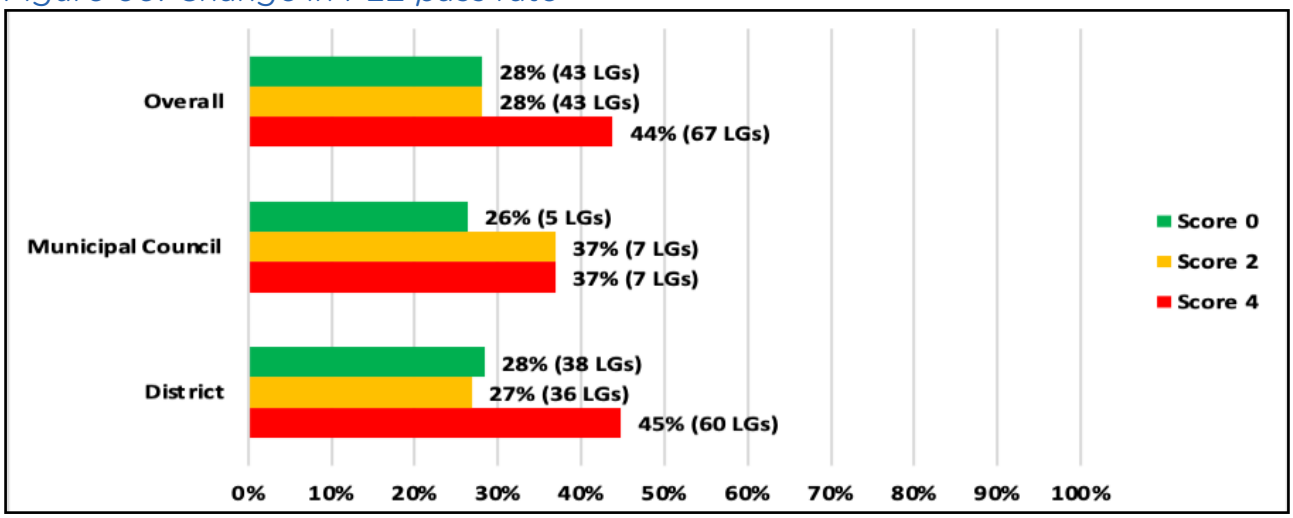


No. of LGs assessed = 153

The best performing thematic areas under Local Government Service Delivery Results were; Education development grant spent on eligible activities with an average score of 95%; followed by education contract price within +/-20 of engineers estimates with an average score of 88%; and completion of Education projects as per the work plan with an average score of 76%.

Low performance was in the thematic areas of change in PLE pass rate at 58%, and change in UCE pass rate at 61%.

Figure 60: Change in PLE pass rate

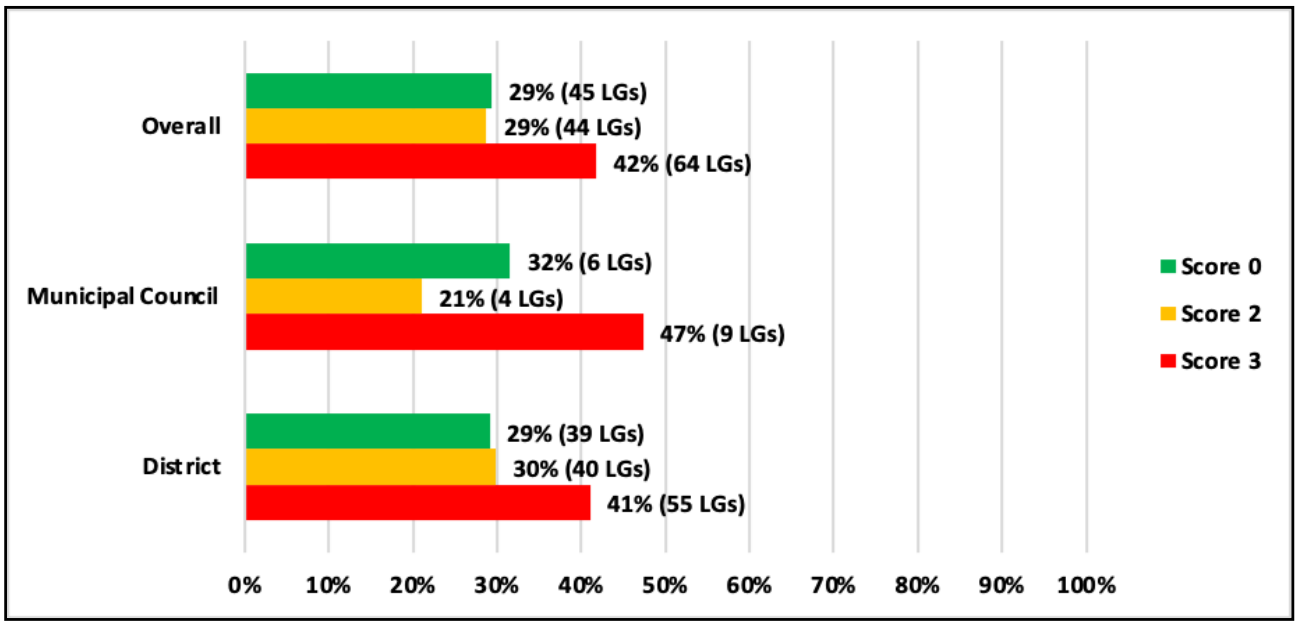


No. of LGs assessed = 153

Note: If improvement by more than 5%, score 4; between 1 and 5%, Score 2; No Improvement, Score 0.

Overall, 44% (67) of the LGs registered the highest score of 4 points (Change in PLE pass rate), 28% (43) of the LGs scored 2 points, while 28% (43) of the LGs scored zero on this indicator. More DLGs (45%) achieved the maximum score of 4 points compared to 37% of the MLGs.

Figure 61: Change in UCE pass rate



No. of LGs assessed = 153

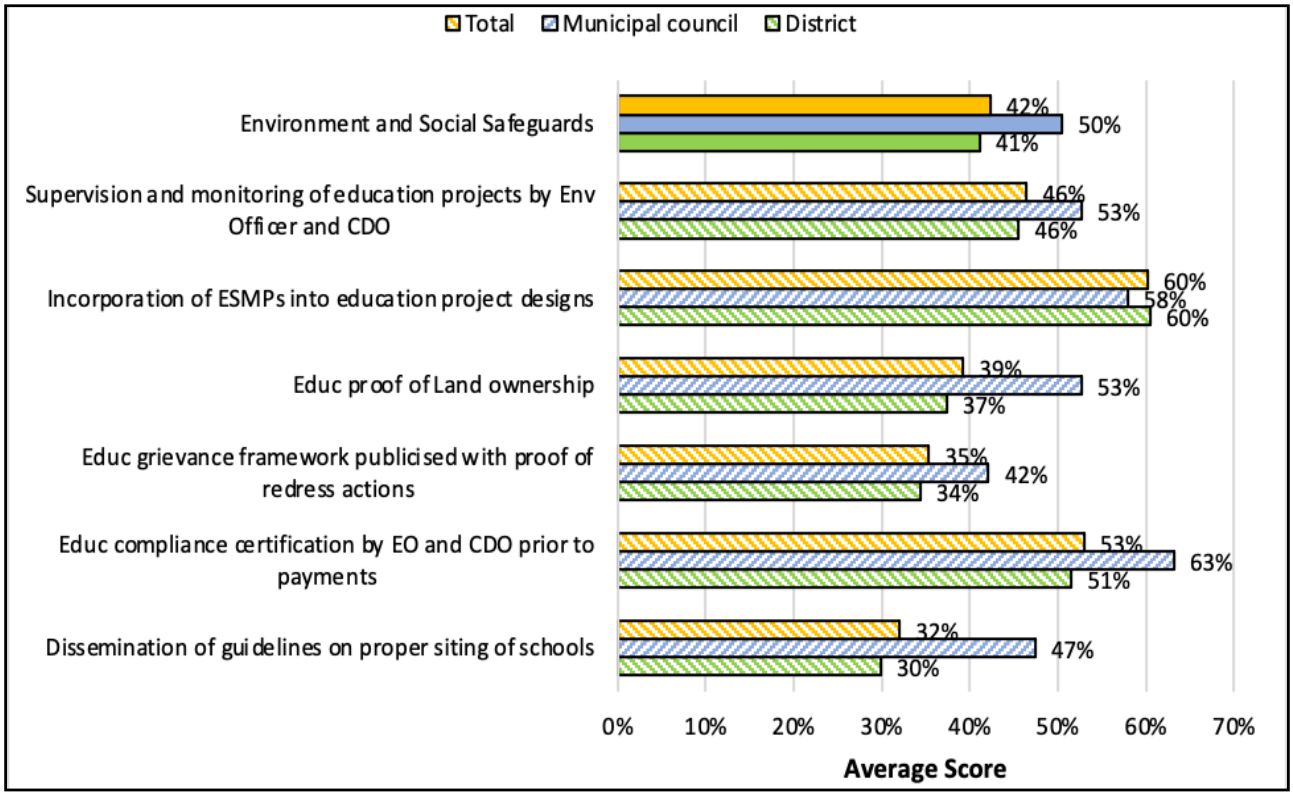
Note: If improvement by more than 5%, score 3; between 1 and 5%, Score 2; No Improvement, Score 0.

Overall, 42% (64) of the LGs registered the highest score of 3 points (Change in UCE pass rate), 29% (44) of the LGs scored 2 points, while 29% (45) of the LGs scored zero on this indicator. More MLGs (47%) achieved the maximum score of 3 points compared to 41% the DLGs.

4.4.6. Environment and Social Safeguards

Figure 62 below presents the performance of LGs concerning Environment and Social Safeguards.

Figure 62: Education Performance Measures in Environment and Social Safeguards

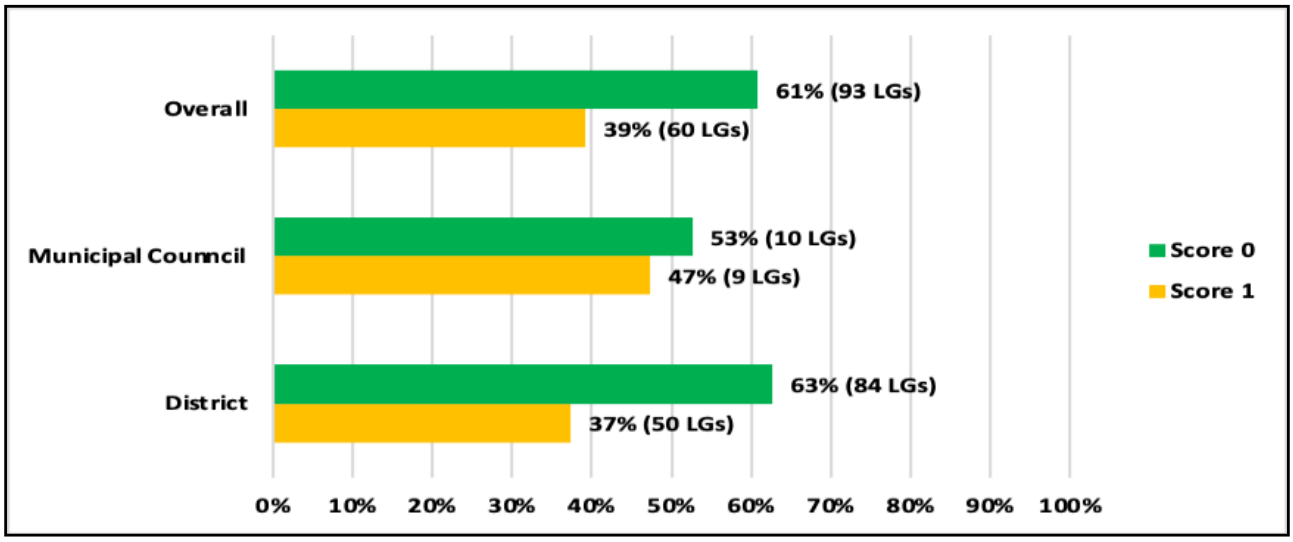


No. of LGs assessed = 153

The best performing thematic areas under Environment and Social Safeguards is the incorporation of Environmental and Social Management Plans into Education project designs at 60%.

Low performance was in the thematic areas of; Dissemination of guidelines on proper siting of schools at 32%, Education grievance framework publicized with proof of redress actions at 35%, and Education projects' proof of Land ownership at 39%.

Figure 63: Education proof of Land ownership



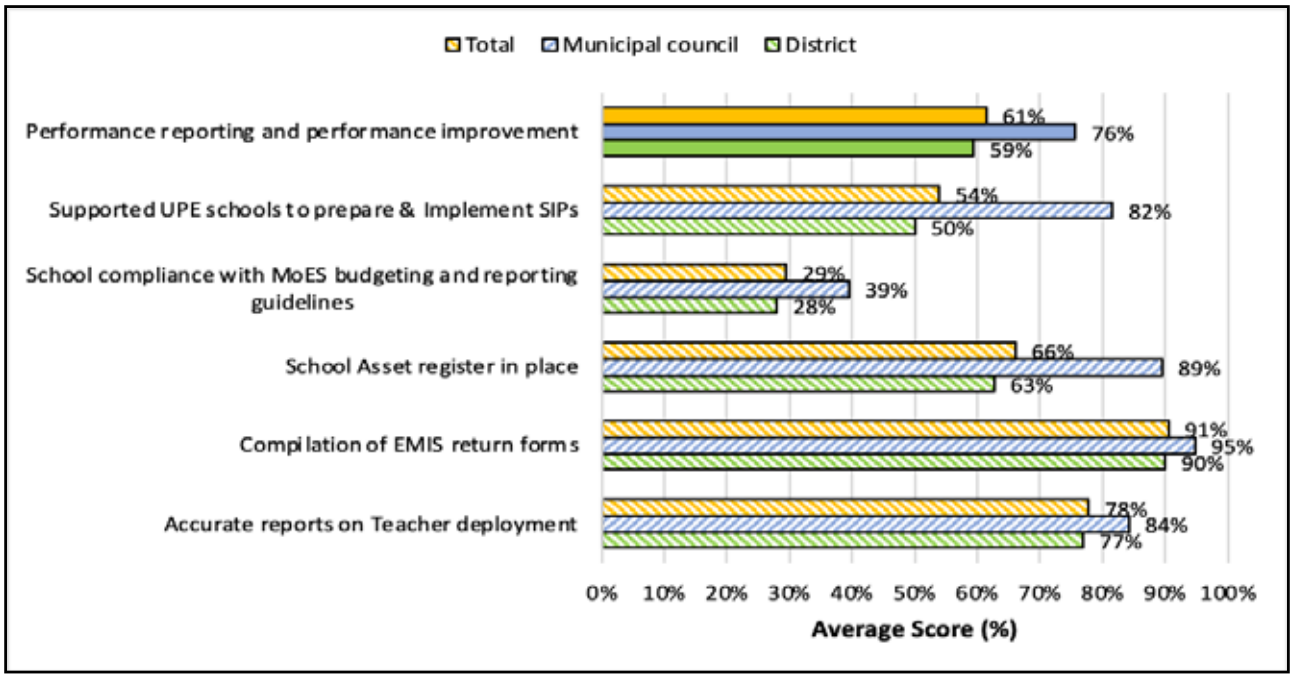
No. of LGs assessed = 153

Overall, 39% (60) of the LGs registered the highest score of 1 point (Education proof of Land ownership), while 61% (93) of the LGs scored zero on this indicator. More MLGs (47%) achieved the maximum score of 1 point compared to 37% of the DLGs.

4.4.7. Performance reporting and performance improvement

Figure 64 below presents the performance of LGs concerning Performance reporting and performance improvement.

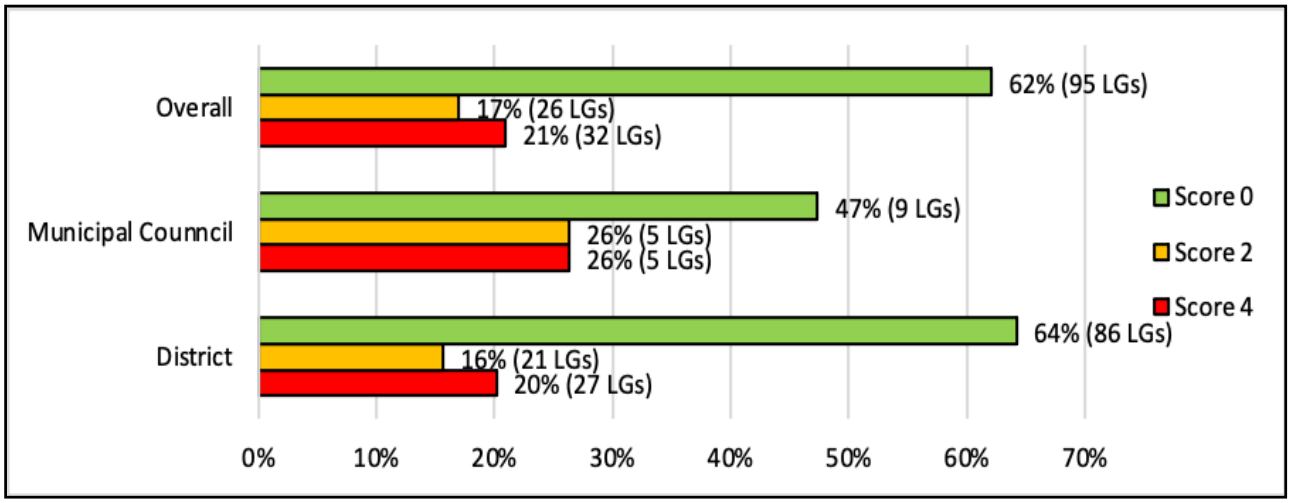
Figure 64: Education Performance Measures in Performance Reporting and Performance Improvement



No. of LGs assessed = 153

The average score for LGs under Performance Reporting and Improvement was 61% with MCs scoring 76% better than DLGs which scored an average of 59%. Compilation of EMIS return forms was the best performed thematic area with a score of 91%, followed by accurate reports on teacher deployment with a score of 78%.

Figure 65: School compliance with MoES budgeting and reporting guidelines



No. of LGs assessed = 153

Overall, 21% (32) of the LGs registered the highest score of 4 points (School compliance with MoES budgeting and reporting guidelines), 17% (26) of the LGs scored 2 points on this indicator while 62% (95) of the LGs scored zero on this indicator. More MLGs (26%) achieved the maximum score of 4 points compared to 20% of the DLGs.

4.5. Conclusion, Emerging Issues and recommended action from the LGMSD 2020

Given that this was the first assessment under the revised LGMSD framework and Manual, many LGs performed poorly with an overall average score of 44% (43% for DLGs and 54% for MLGs). Most of the indicators were refined, updated and new ones introduced to measure service delivery. It is also important to note that the performance of an LG under Minimum Conditions had an impact on the overall score for that LG. This largely explains the low performance by most LGs especially those who did not have critical staff like District Education Officer, Principal Education Officer, District/Municipal School Inspectors among others. There is therefore a need for LGs to come up with strategies to address the identified weak areas. Table 19 presents key emerging issues and recommendations from the assessment.

Table 19: Emerging Issues and recommendations under Education measures

No.	Emerging Issue/Outstanding Challenges	Recommended Actions	Responsibility
1.	Failure by the LGs to recruit and fill up the positions of District Education Officers and the District Inspector of Schools	In the next LG assessment, the time when the DEO retired leaving the position vacant should be considered. If below one year, there should be a waiver	MoPS MoES
2.	Late submission of the warrants for the school's capitation grant by the District Planner	Build capacity of the District Planners and the LG staff as a whole	MoFPED
3.	Failure to take up correction actions based on the teachers' appraisal reports.	Functionalize the Rewards and Sanctions Committees	MoPS LGs
4.	Low recruitment of Primary school teachers which in turn has a direct impact on low performance of the pupils/ students	New guidelines should be made on the recruitment of teachers and their deployment. In addition, teachers should also be assessed whether they are teaching from where they have been deployed.	MoPS LGs

5.0 Health Performance Assessment

5.1 Introduction to Health Performance Assessment

The Local Government Management of Service Delivery assessment for Health has two elements namely; Minimum Conditions (MCs) and Performance Measures (PMs). Minimum Conditions (seen as core performance indicators) focus on addressing key bottlenecks for service delivery and safeguard management while performance measures focus on evaluating service delivery in the Local Governments as a whole. PMs in some areas also aggregate performance information from facilities like schools, health centers, and Lower Local Governments as well as assessing compliance with performance reporting and improvement support.

5.1.1 Health Minimum Conditions

The LG Health Departments under MCs were assessed against 2 performance areas of Human Resource Management and Development (HRMD) and Environmental and Social Safeguards with a maximum of 100 percentage points. The performance areas, their respective performance indicators and scores are presented in the table 20 below.

Table 20: Scoring guide for Health Performance Minimum Conditions for LGMSD 2020

Number	LG Type	Performance Area	Assessment Area	Percentage score of overall Score for MCs
A	**Districts**	Human Resource Management and Development	District Health Officer	10 Percentage points
			Assistant District Health Officer Maternal, Child Health and Nursing	10 Percentage points
			Assistant District Health Officer Environmental Health	10 Percentage points
			Principal Health Inspector (Senior Environment Officer)	10 Percentage points
			Senior Health Educator	10 Percentage points
			Biostatistician	10 Percentage points
			District Cold Chain Technician	10 Percentage points
B		Environment and Social Requirements	Environment, Social and Climate Change Screening/ Environment	15 Percentage points
			Social Impact Assessments (ESIAs)	15 Percentage points

Total				**100 Percentage points**
A	**MLGs**	Human Resource Management and Development	Medical Officer of health Services/Principal Medical Officer	30 Percentage points
			Principal Health Inspector	20 Percentage points
			Health Educator	20 Percentage points
B		Environment and Social Requirements	Environment, Social and Climate Change Screening/ Environment	15 Percentage points
			Social Impact Assessments (ESIAs)	15 Percentage points
Total				**100 Percentage points**

5.1.2 Health Performance Measures

The performance of the LG Health Departments Performance Measures was assessed against 6 thematic areas with weighted performance scores totaling to a maximum of 100 percentage points. The thematic areas and the corresponding scores are presented in Table 21.

Table 21: Scoring guide for Health Performance Measures for LGMSD 2020

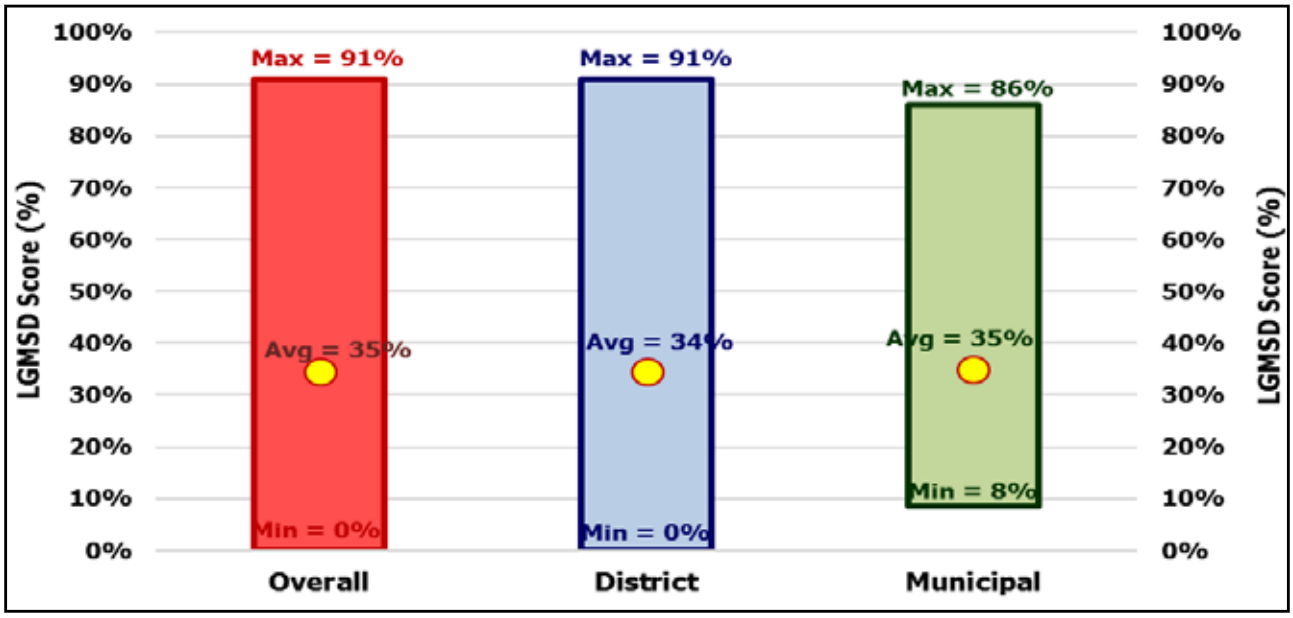
Number	Performance Area	Percentage score of PMs
A	Local Government Service Delivery Results	18 Percentage points
B	Performance Reporting and Performance Improvement	18 Percentage points
C	Human Resource Management and Development	16 Percentage points
D	Management, Monitoring and Supervision of Services	20 Percentage points
E	Investment Management	14 Percentage points
F	Environment and Social Safeguards	14 Percentage points
Total		**100 percentage points**

5.2 Overview of Health Performance Results – LGMSD 2020

5.2.1 Polarity of Scores for Health Performance

Figure 66 shows the relative orientation of the maximum, average, and minimum composite scores in Health for districts and municipal councils.

Figure 66: Polarity of Composite Scores in Health



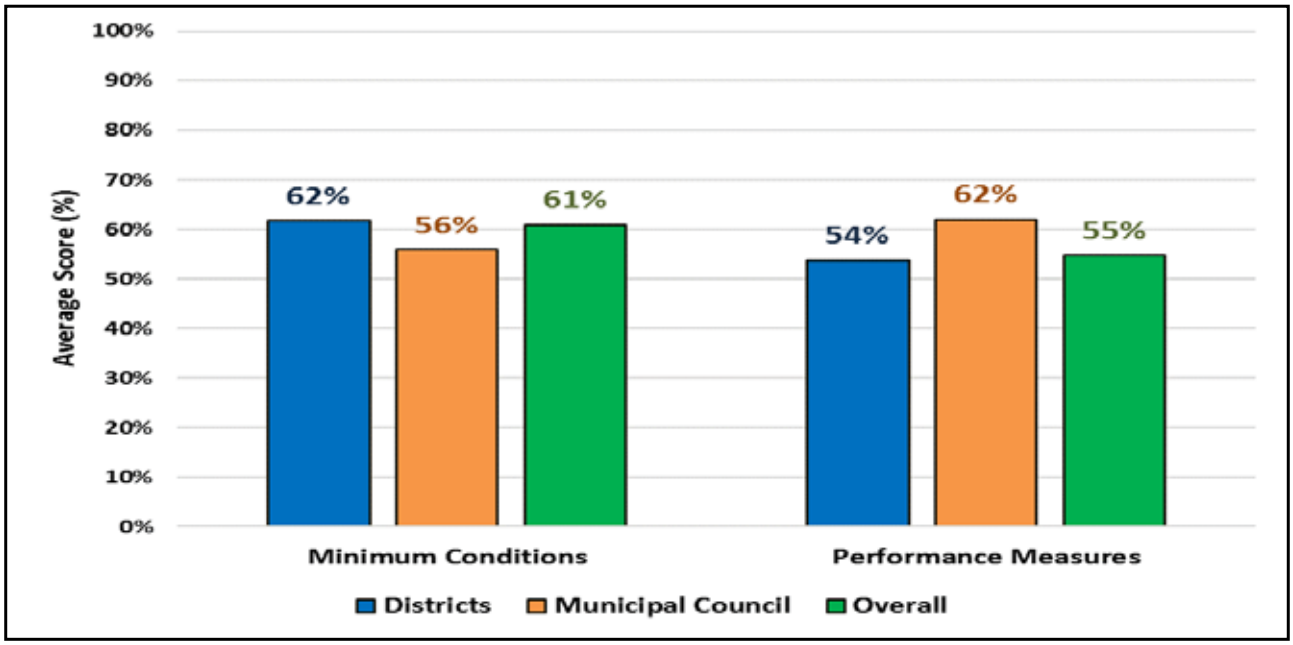
No. of LGs assessed = 153

The overall average score for all the 153 LGs combined for the Health Performance Measures and Minimum Conditions was 35% with DLGs scoring 34% and MLGs 35% respectively. The highest score for DLGs was 91% compared to 86% for MLGs while the lowest score was 0% and 8% for DLGs and MLGs respectively. Overall, the best performing LG scored 91% while the lowest scored 0%.

5.2.2 Average Scores for Health Minimum Conditions and Performance Measures - LGMSD 2020

Figure 67 shows the average scores under Health MCs and PMs; disaggregated for MLGs and DLGs.

Figure 67: Average scores under Health MCs and PMs; disaggregated for MLGs and DLGs



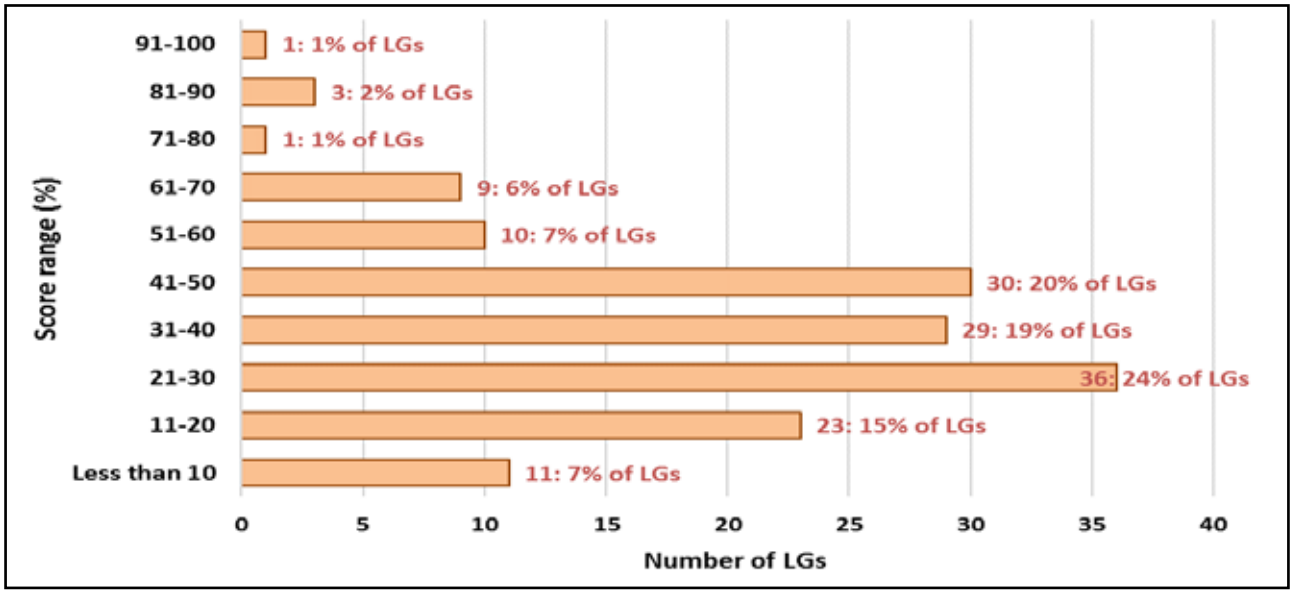
No. of LGs assessed = 153

The overall average score for LGs' compliance to MCs was 61% with DLGs scoring 62% and MLGs 56%. On the other hand, MLGs performed better than DLGs under PMs with a score of 62% against 54% with an overall score combined of 55% for PMs.

5.2.3 Distribution of LGs across score categories – LGMSD 2020

Figure 68 presents the distribution (by number and proportion) of LGs across the different composite score ranges for Health Performance Areas.

Figure 68: Distribution of all LGs in Health across score categories

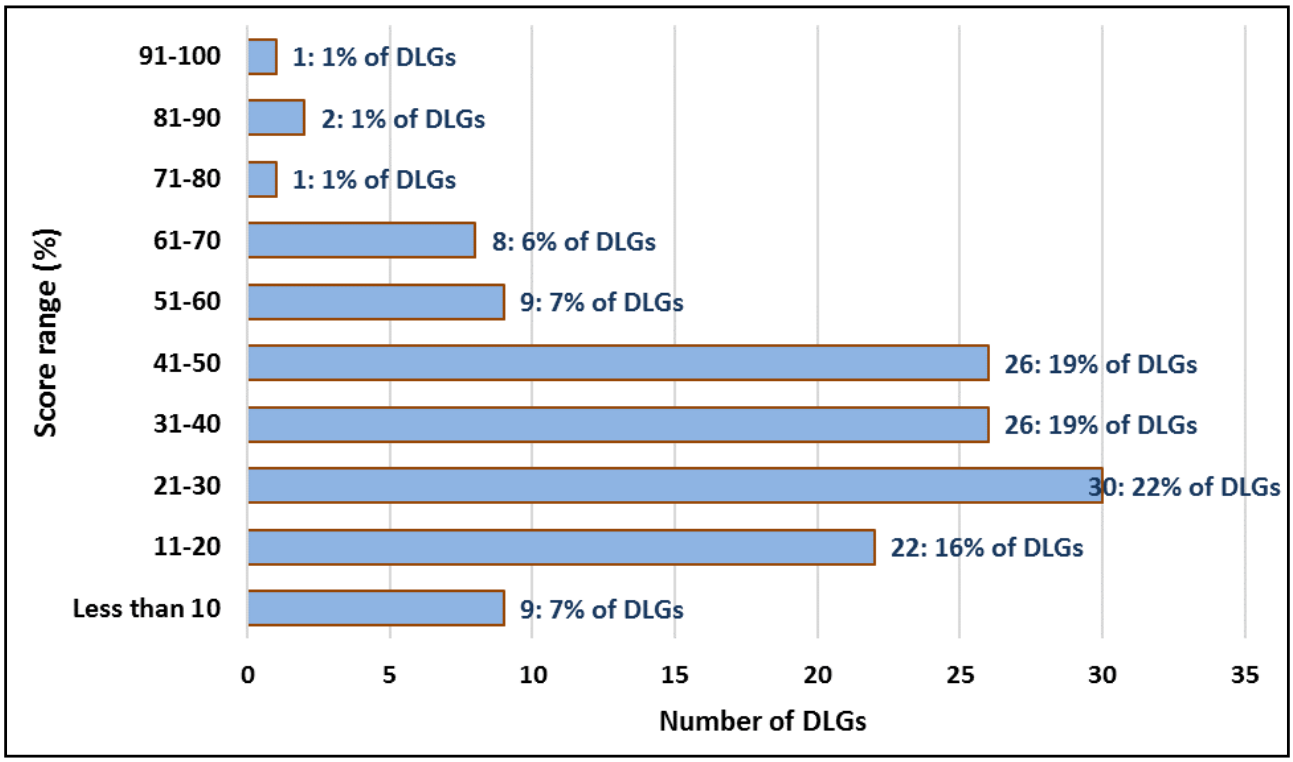


No. of LGs assessed = 153

The Majority of the LGs (36) scored in the range of 21% - 30%, while 30 LGs (20%) scored between 41% - 50%. Only 24 LGs scored above 50% of the maximum attainable score for Health Performance Areas. The low performance is largely attributed to the failure of most LGs to meet the minimum conditions which greatly impact the overall LG score.

Figure 69 presents the distribution (by number and proportion) of District LGs across the different score ranges in the Health Performance Areas

Figure 69: Distribution of DLGs in Health across score categories

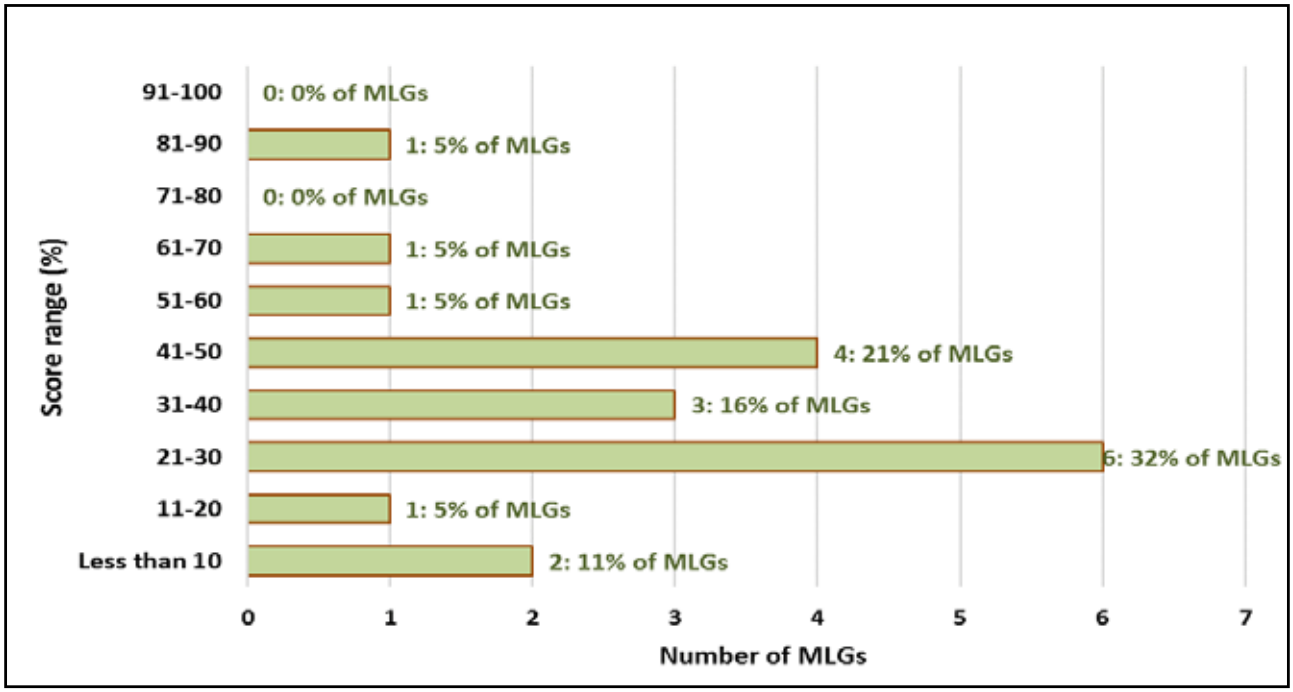


No. of DLGs assessed = 134

Overall, 22% (30) of the 134 DLGs assessed scored between 21% - 30%, while 26 DLGS (19%) scored in the range of 31% - 40% and 41% - 50% respectively. Majority of the DLGs (113) scored in the range of 0% - 50% largely due to dismal performance in MCs.

Figure 70 presents the distribution (by number and proportion) of MLGs across the different score ranges in the health measures.

Figure 70: Distribution of MLGs in Health across score categories



No. of MLGs assessed = 19

Overall, 32% (6) of the 19 MLGs assessed scored between 21% - 30%, while 4 MLGS (21%) scored in the range of 41% - 50%. None of the MLGs scored in the range 91% - 100%. The Majority of the MLGs (15) scored below 50% meaning that the majority of them performed poorly under MCs.

5.2.4 Ranking of LGs in Health Performance Areas

Tables 22 and 23 present average scores for the ten (10) highest and lowest scoring LGs on Health Sector performance respectively during the 2020 LGMSD Assessment.

Table 22: Ten (10) Overall Highest Scoring LGs on Health Performance Areas (Minimum conditions and Performance Measures)

Rank 2020	Vote Name	Score 2020
1	Isingiro District	91
2	Masindi Municipal Council	86
3	Ibanda District	82
3	Rubanda District	82
5	Kamwenge District	72
6	Kabarole District	70
6	Rubirizi District	70
8	Ngora District	69
8	Kibaale District	69
8	Soroti District	69

No. of LGs assessed = 153

Isingiro district got the highest score of 91% followed by Masindi MLG (86%), Ibanda and Rubanda Districts each scoring 82% respectively. On the other hand, Madi-Okollo district scored the lowest at 0% followed by Ntoroko, Karenga and Abim districts each scoring 5% as highlighted in table 26. Overall, in 2020 LGMSD assessment, the lowest 10 LGs scored below 10% mainly due to poor performance in meeting the minimum conditions concerning staffing and environment and social requirements.

Table 23: Ten (10) Overall Lowest Scoring LGs on Health Assessment Areas (Minimum conditions and Performance Measures)

Rank 2020	Vote Name	Score 2020
144	Pakwach District	9
144	Agago District	9
146	Zombo District	8
146	Kapchorwa Municipal Council	8
146	Iganga Municipal Council	8
149	Pader District	7
150	Abim District	5
150	Karenga District	5
150	Ntoroko District	5
153	Madi-Okollo District	0

No. of LGs assessed = 153

5.2.5 Best and Worst scoring indicators for Health Assessment Areas

Tables 24 and 25 present a summary of the top 10 and bottom 10 performing indicators for both health minimum conditions and health performance measures in the 2020 LGMSD assessment.

Table 24: Overview of the top 10 scoring indicators for Health MCs and PMs – 2020

Rank 2020	Performance Indicator	Score 2020
1	Health projects above threshold cleared by Solicitor General	90%
2	Average score in Results Based on Financing quarterly facility assessment	89%
3	Complete Health project procurement Files	88%
4	Accuracy of information on upgraded and constructed health facilities	88%
5	Filling position of the Biostatistician	87%
6	DHT held health promotion activities	86%
7	Health Worker deployment list publicized	84%
8	Health contract price within /-20 of Engineer's estimates	84%
9	Health development grant spent on eligible activities	83%
10	Health infrastructure projects followed standard technical designs by MoH	82%

Table 25: Overview of the bottom 10 scoring indicators for Health MCs and PMs - 2020

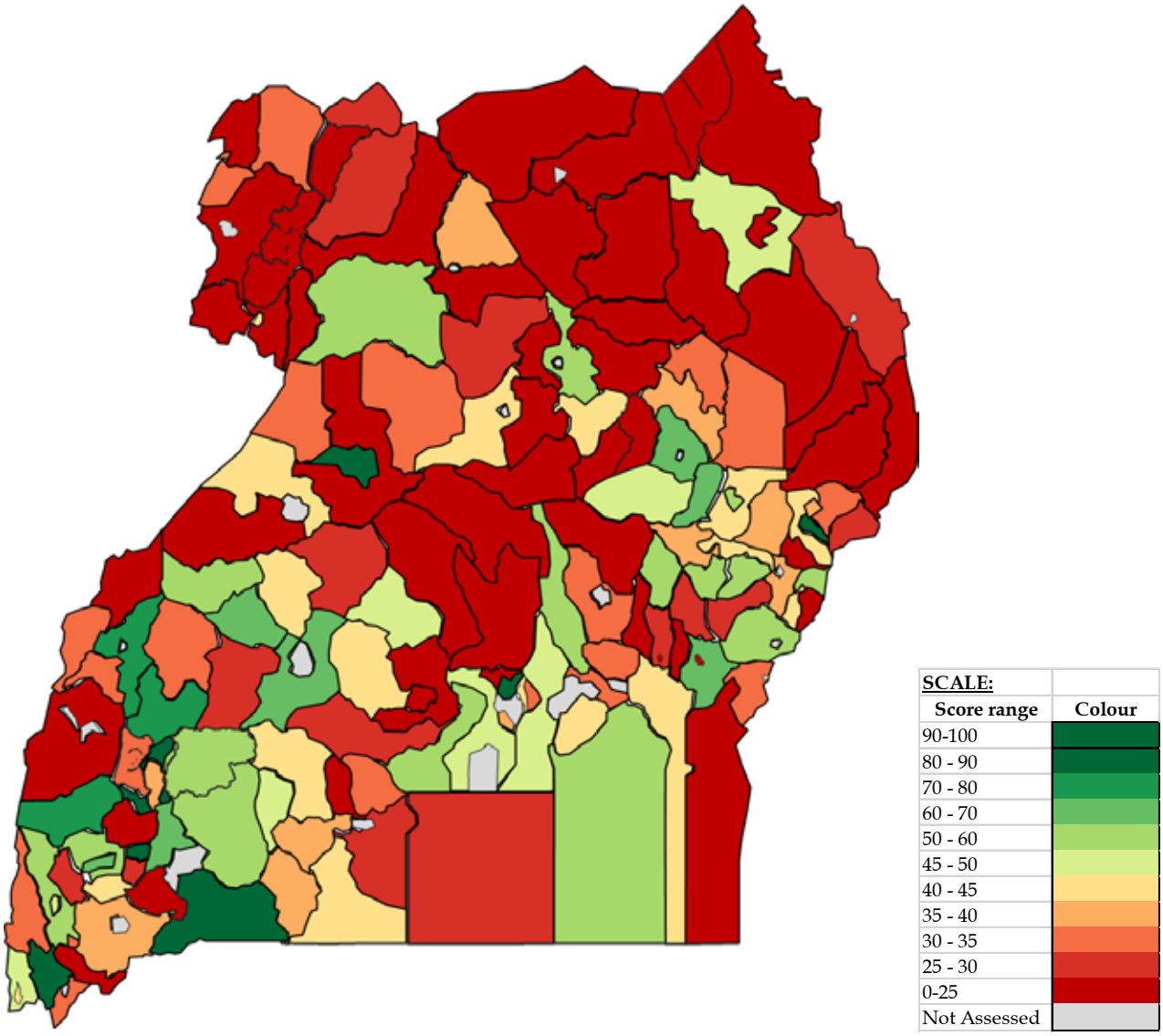
Rank 2020	Performance Indicator	Score 2020
67	Deployment of health workers as per sector guidelines	37%
68	30% allocation to health promotion and prevention	36%
69	Health sector projects field appraised	35%
70	Health grievance framework publicized with proof of redress actions	34%
71	Health projects Implementation team in place	33%
72	Timely submission of warrants for health facility transfers	33%
73	Timely submission of RBF invoices to MOH	27%
74	Corrective actions taken based on health facility worker appraisal reports	27%
75	Timely invoicing & communication of health facility transfers	25%
76	Health facility compliance with MoH budgeting and reporting guidelines	18%

The lowest performing indicator was Health facilities complying with Ministry of Health budgeting and reporting guidelines (18%), timely invoicing and communication of health facility transfers (25%), corrective action being taken based on health worker appraisal reports, timely submission of RBF invoices and warrants for health facility transfers each scoring 27% respectively. The best performed indicator was health projects for the previous FY being approved by the Contracts Committee or cleared by the Solicitor General (where applicable) before the commencement of construction. The Majority of the LGs (90%) complied with this requirement.

5.2.6 Snapshot of Health Performance Scores across the Country

Figure 71 depicts the distribution of performance scores for all LGs across the country for Health Measures

Figure 71: Heat-map of Health Performance Scores across LGs



No. of LGs assessed = 153

Majority of the high performing LGs were concentrated in Western and some parts of Eastern Uganda. Northern, West Nile, and some parts of Central Uganda had the majority of LGs performing below 30%.

5.3 Results on Health Minimum Conditions

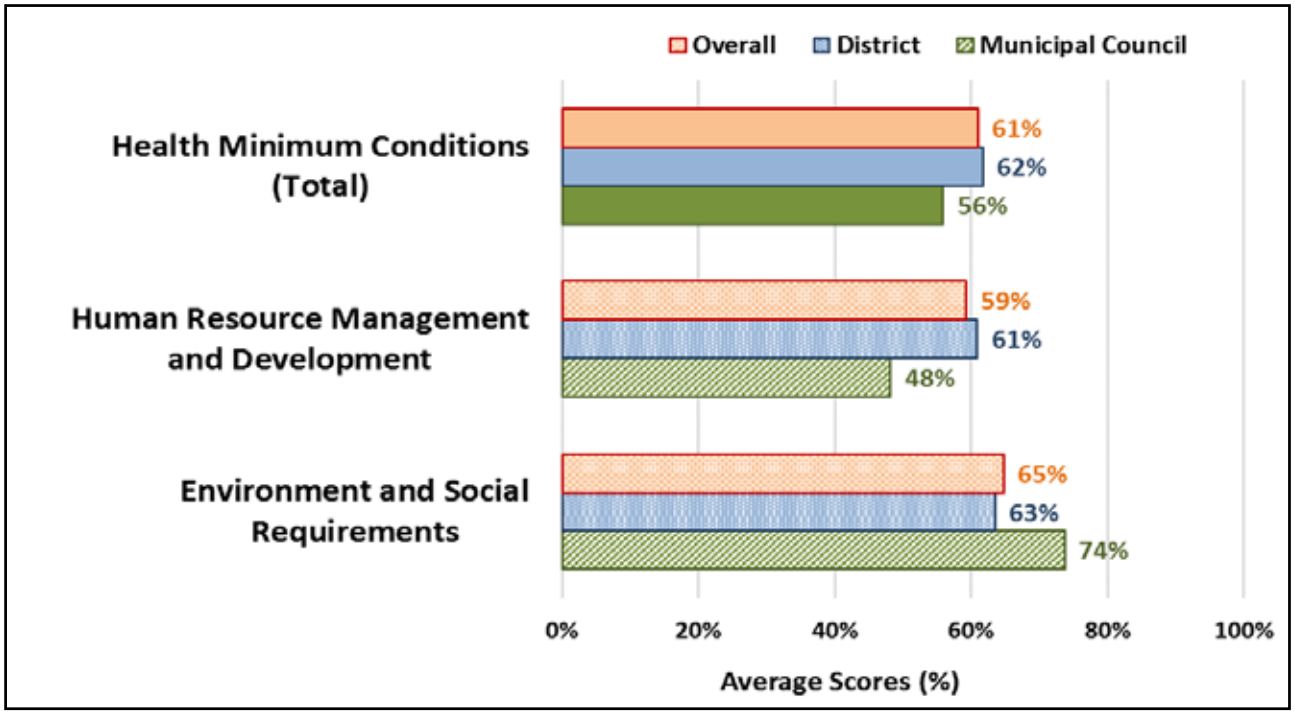
This section presents the details on the assessment results for each of the Minimum Conditions under Health.

5.3.1 Performance per Assessment Area under Health Minimum Conditions

Figure 72 shows the average scores of LGs across the two thematic areas of Health performance for Minimum Conditions (Human Resource Management and Development and Environmental and Social Requirements). The performance of LGs varies between DLGs and MLGs with a score of 61% for DLGs against 48%

for MLGs under Human Resource and 63% for DLGs and 74% for MLGs under Environment.

Figure 72: Scores for Health Minimum Conditions per Assessment Area



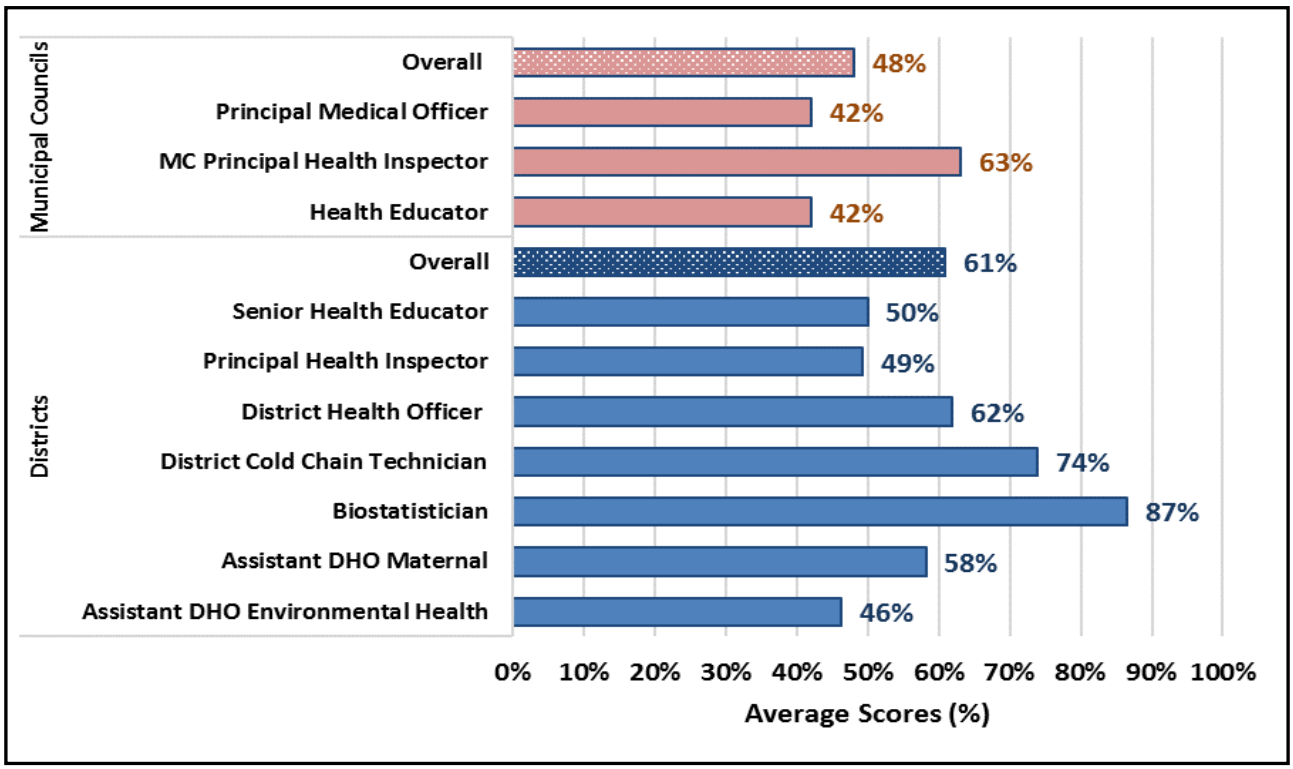
No. of LGs assessed = 153

The overall average score across the two performance areas under health minimum conditions met was 61%. DLGs with an average score of 62% performed better than Municipal councils that attained an average score of 56% overall. The best-performed area was Environment and Social Requirements with an average score of 65%.

5.3.2 Human Resource Management and Development - Health

Figure 73 shows the performance of LGs in Minimum Conditions for the area of Human Resource Management and Development. The assessment focused on whether the LGs had substantively recruited or formally requested for secondment of critical staff under Health.

Figure 73: Scores for Health MCs in Human Resource Management and Development



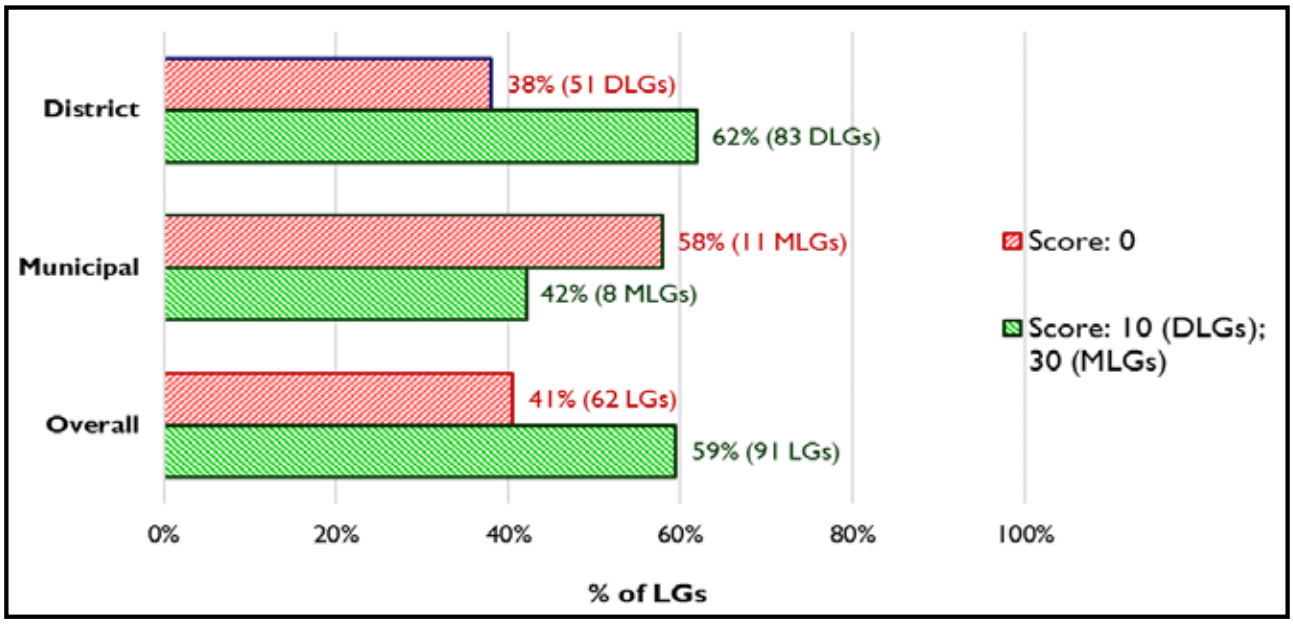
No. of LGs assessed = 153

Overall, the performance of DLGs in MCs was commendable with a total average score of 61% compared to Municipalities that registered an average score of 48% in the area of Human Resource Management and Development. This implies that 39% of DLGs and 52% of the MLGs did not have all positions for the critical staff filled which negatively affects service delivery.

Distribution of LGs across score categories on recruitment of the District Health Officer and the Municipal Health Officer

Figure 74 shows the distribution of LGs across score categories for the assessment on recruitment or request of secondment for the positions of the District Health Officer and the Municipal Health Officer.

Figure 74: Recruitment of the District Health Officer for DLGs and Municipal Health Officer for MLGs



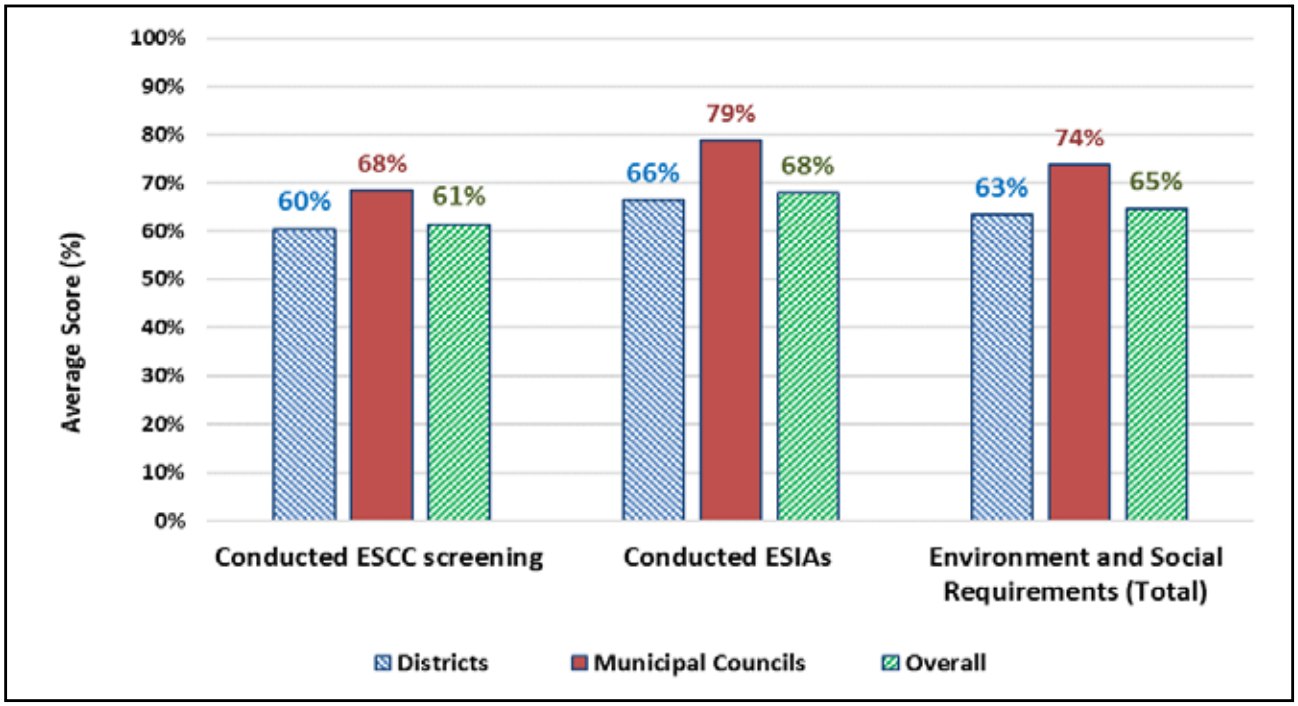
No. of LGs assessed = 153

Overall, 59% (91) of the LGs had substantively recruited or requested for secondment for the position of DHO and MHO for districts and Municipal Councils respectively. On the other hand, 11 MLGs (58%) had not substantively filled the position of MHOs while 51 DLGs (38%) had not substantively recruited DHOs nor requested for secondment.

5.3.3 Environment and Social Requirements - Health

Figure 75 shows the performance of LGs in Minimum Conditions for the area of Environment and Social Requirements. The assessment focused on whether the LG had carried out Environmental, Social and Climate Change Screening and Environmental Social Impact Assessments for all Health sector projects prior to commencement of civil works.

Figure 75: Scores for Health MCs in Environment and Social Requirements



No. of LGs assessed = 153

The results above show that overall, the performance of LGs in conducting Environment and Social Impact Assessments (ESIAs) was better than conducting Environment, Social and Climate Change (ESCC) screening with an average score of 68% compared to 61%. MLGs performed slightly better than DLGs in both areas of interest.

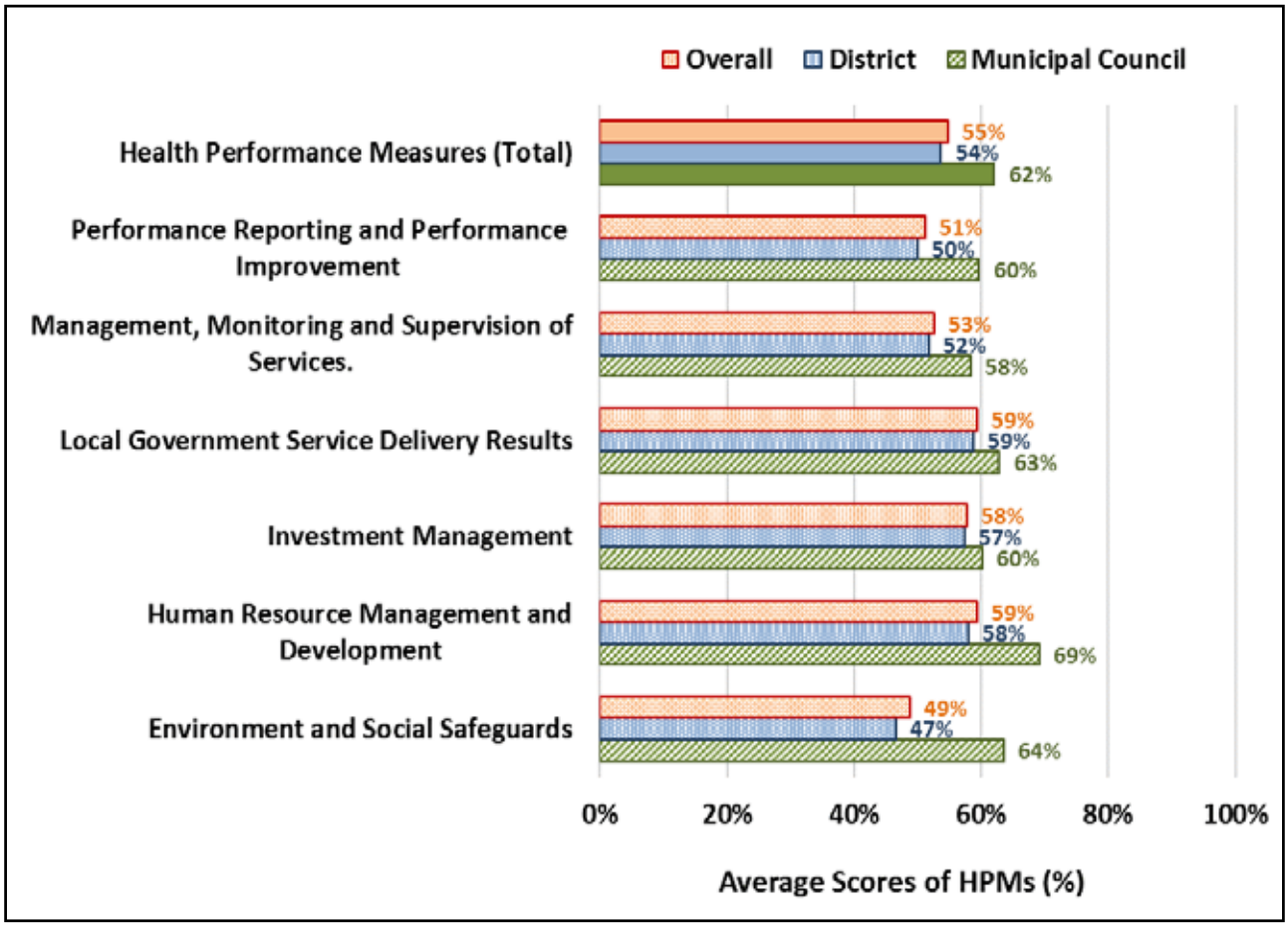
5.4 Results on Health Performance Measures

This section presents the details of the assessment results for each of the areas for Performance Measures under Health which include; Local Government Service Delivery Results, Performance Reporting and Performance Improvement, Human Resource Management and Development, Management, Monitoring and Supervision of Services, Investment Management, and Environment and Social Safeguards.

5.4.1 Performance per Assessment Area under Health Performance Measures

Figure 76 shows the average scores of LGs across the six assessment areas of Health performance measures. Performance does not vary greatly between DLGs and MLGs except in the area of Human Resource Management and Development and Environment and Social Safeguards.

Figure 76: Average Scores per Assessment Area under Health Performance Measures



No. of LGs assessed = 153

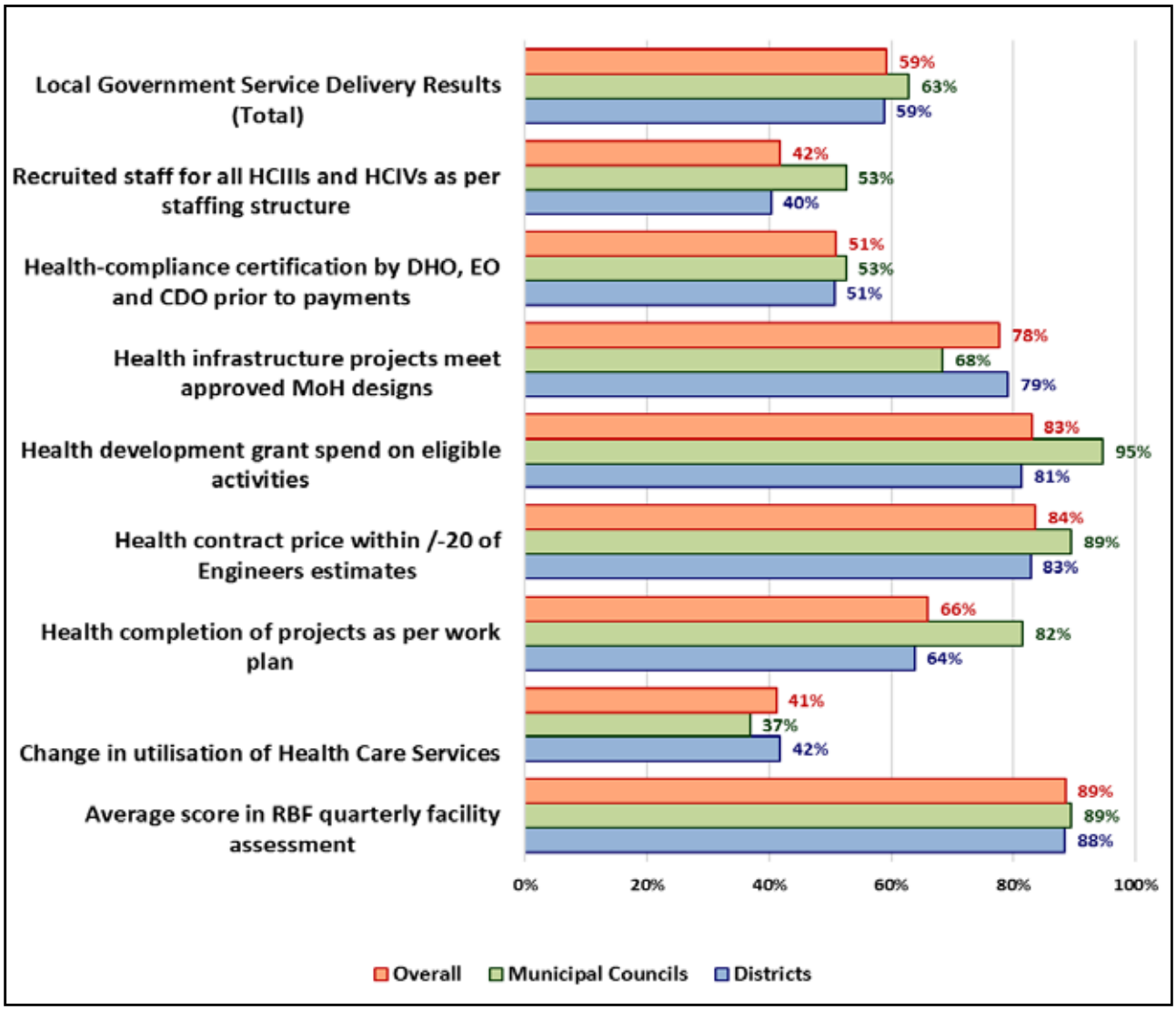
The overall average score across the six performance areas in health was 55%. MLGs with an average score of 62% performed better than Districts that attained an average of 54%.

The best-performed area was Human Resource Management and Development at an average score of 59%, while the worst performed area was that of Environment and Social Safeguards at an average score of 49%. This is because most of the LGs failed to achieve indicators related to; supervision and monitoring of health projects by the Environment and Community Development Officers, having grievance redress framework in place to handle health issues and proof of land ownership for health projects.

5.4.2 Local Government Service Delivery Results

Figure 77 shows the performance of LGs in Performance Measures requirements for the area of Local Government Service Delivery Results. The assessment under this area addressed itself to indicators that relate to service delivery like staffing of health facilities, timely completion of projects as per the work plan and utilization of health care services.

Figure 77: Scores for Health PMs in Local Government Service Delivery Results



No. of LGs assessed = 153

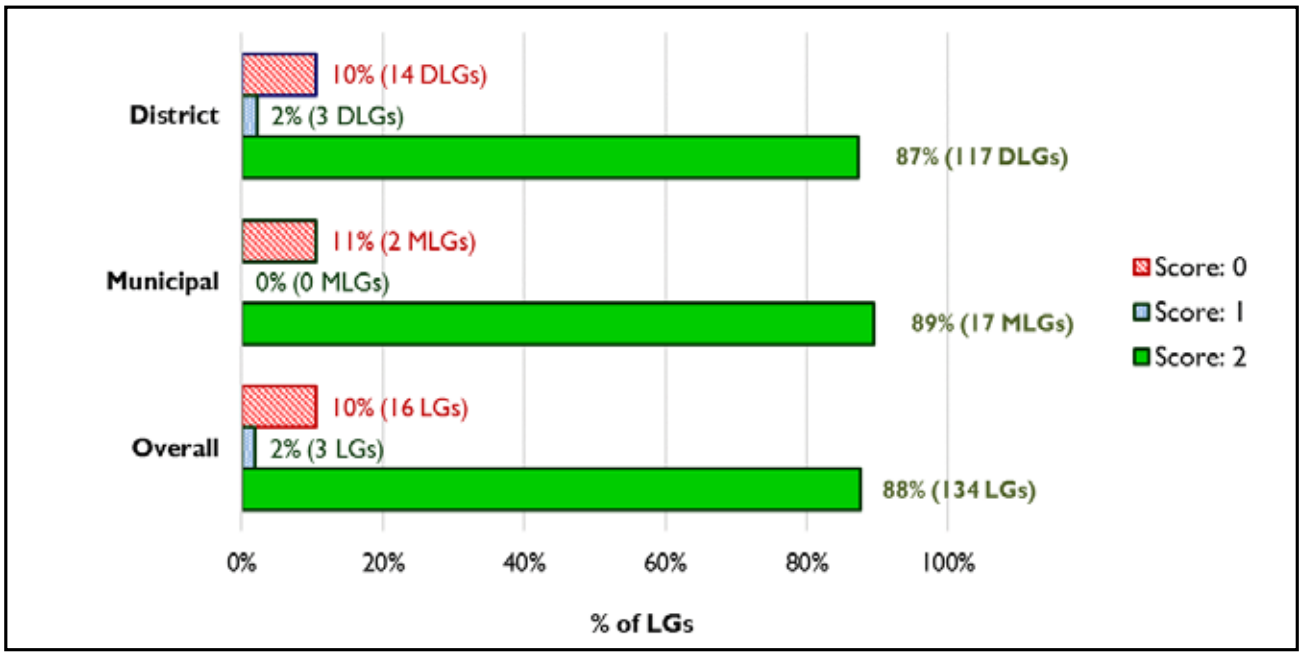
MLGs edged DLGs in most of the indicators under Service Delivery Results except on health projects meeting MoH designs and change in utilization of health care services. Best performed areas were; average scores in RBF quarterly facility assessment at 89% followed by Health contract price being within the Engineer's estimates (84%) and development grant being spent on eligible activities at (83%).

As noted earlier, recruitment of staff has a direct impact on service delivery. It can be observed that only 42% of the LGs had recruited staff for health centers as per the staffing structure. This could explain the low performance in utilization of health care services with only 41% of the LGs registering an increase of more than 20%. Relatedly, 66% of the LGs had completed their projects as per the work plan which also affects service delivery.

Distribution of LGs across score categories for RBF Quarterly facility assessment

Figure 78 shows the distribution of LGs across score categories for the average score in RBF Quarterly facility assessment.

Figure 78: Average Score in RBF Quarterly Facility Assessment for HC IIIs and IVs



No. of LGs assessed = 153

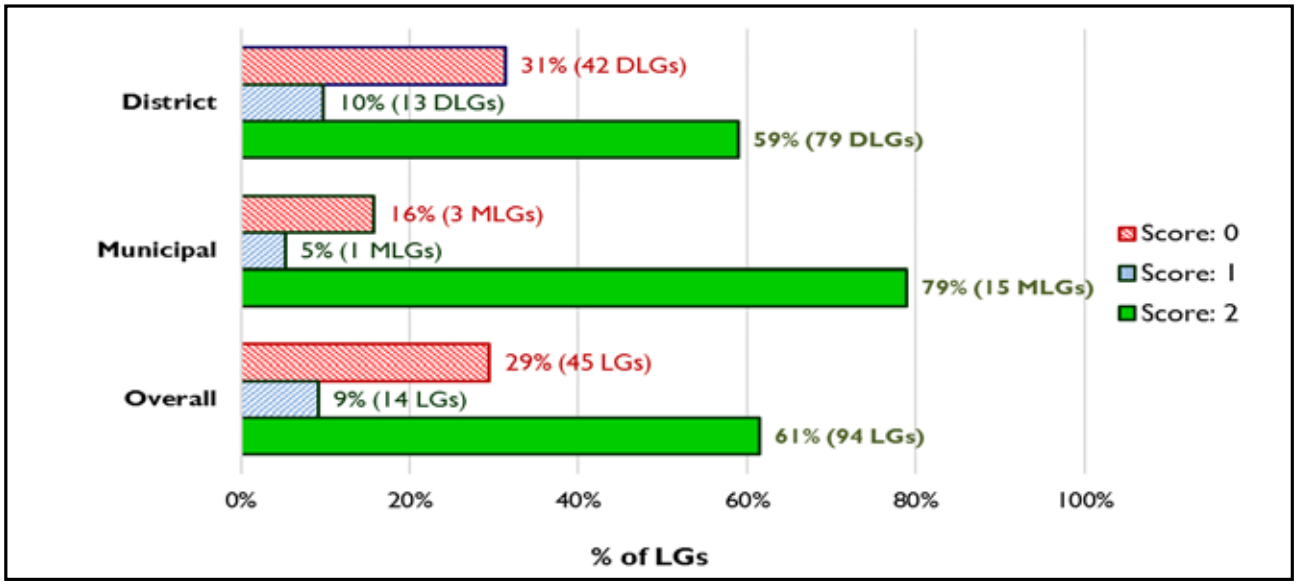
Note: If RBF average Score is above 75%, score 2; between 65 and 74%, Score 1; below 65%, Score 0.

Overall, there was good performance across all LGs in regard to the quarterly average score for RBF facilities where 88% (134) of the LGs scored the maximum score of 2 (attaining 75% and above), with MLGs performing at 89% and DLGs at 87%. Additionally, 2% of the LGs had their facilities scoring between 65% - 74% thus a score of 1 while 10% of LGs scored 0 (their facilities scored less than 65% on average).

Distribution of LGs across score categories in regard to completion of health investment projects as per the work plan

Figure 79 shows the distribution of LGs across score categories for the average score in regard to completion of health investment projects as per the work plan for previous FY. Timely completion of projects is key to ensure access and utilization by beneficiaries.

Figure 79: Completion of Health Sector Investment Projects as per Work



No. of LGs assessed = 153

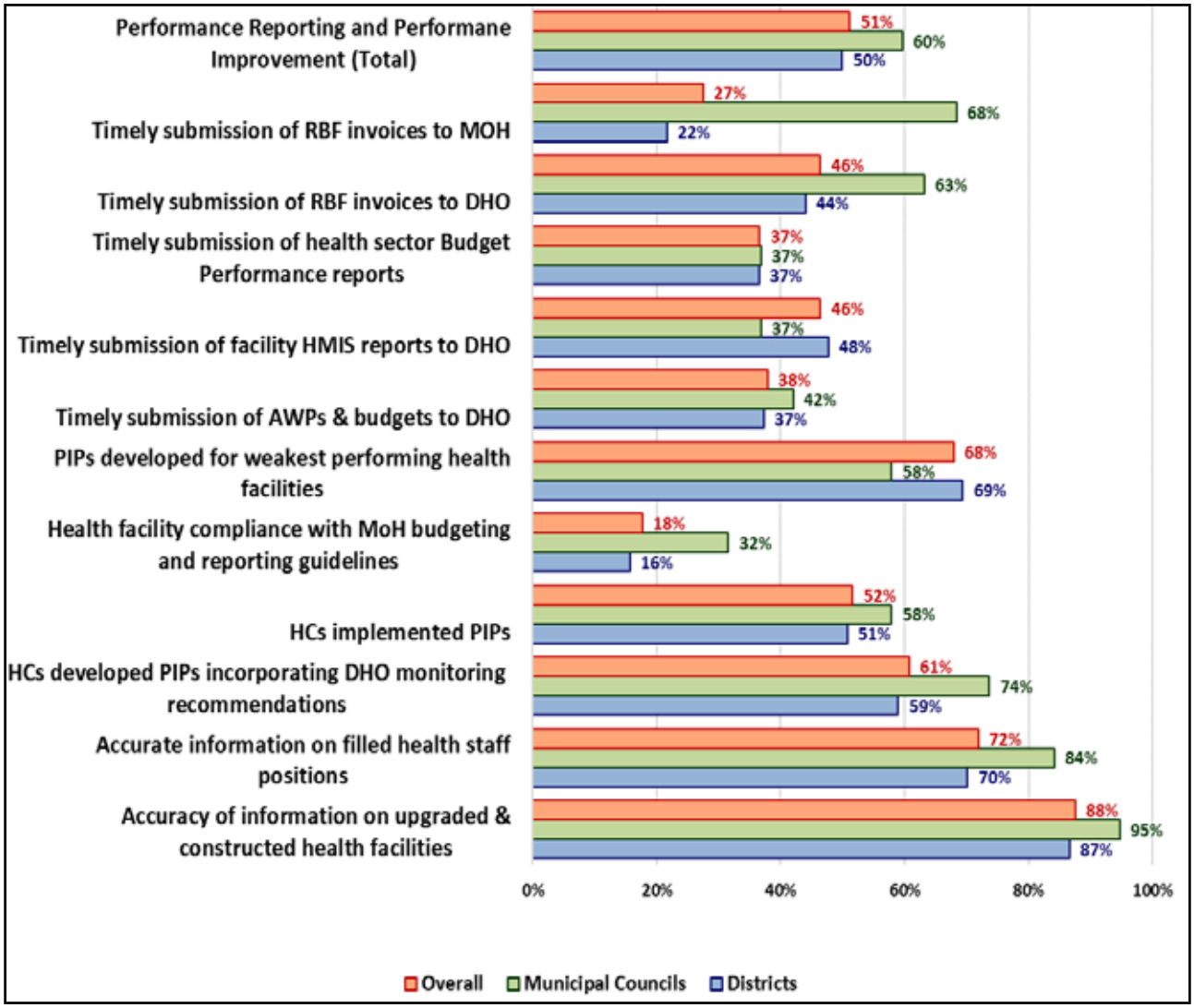
Note: If 100% completed: score 2 points; 80 - 99% of the facilities completed: score 1; and Less than 80% of the health facilities: score 0

Overall, 61% (94) of the LGs scored the maximum score of 2 on providing evidence that the health sector projects implemented in the previous FY were completed as per work plan by end of the FY, with MLGs scoring 79% and DLGs 59% respectively. 9% of LGs scored 1 in instances where the completion was between 80% and 99% and 29% scored 0.

5.4.3 Performance Reporting and Performance Improvement

Figure 80 shows the performance of LGs in Performance measures for the area of Performance Reporting and Performance Improvement. The assessment was on measuring the ability of LGs to report accurately and also use results to improve performance.

Figure 80: Scores for Health PMs in Performance Reporting and Performance Improvement



No. of LGs assessed = 153

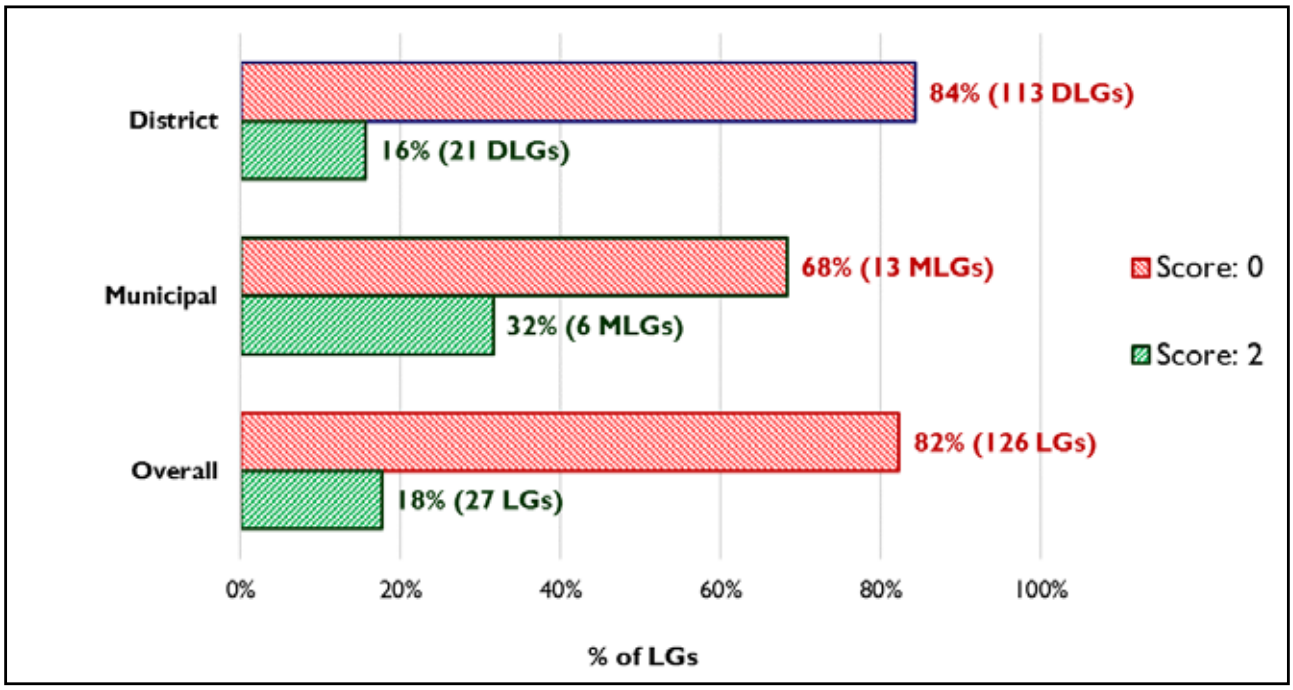
Overall, performance reporting and improvement performed at 51% with MLGs edging DLGs in most of the indicators except on timely submission of HMIS reports and development of Performance Improvement Plans for weakest performing Health Centres. The best-performed area was reporting accurate information on filled health staff positions at 72% overall.

From the results, the lowest performed area was health facilities compliant with MoH budgeting and reporting guidelines with only (18%) of LGs complying. Compliance to guidelines has an impact on other indicators related to reporting and performance improvement. It can be observed for example, that LGs still performed poorly on timely submission of RBF invoices to Ministry of Health at 27%, timely submission of sector budget performance reports (37%) and Annual Work plans and budgets to District Health Officer at 38% respectively. All the above relate to compliance with guidelines.

Distribution of LGs across score categories for the assessment on health facility compliance to the sector budget and grant guidelines

Figure 81 shows the distribution of LGs across score categories for the assessment on health facility compliance to the sector budget and grant guidelines[10].

Figure 81: Health Facility Compliance to the Sector Budget and Grant Guidelines



Number of LGs Assessed = 153

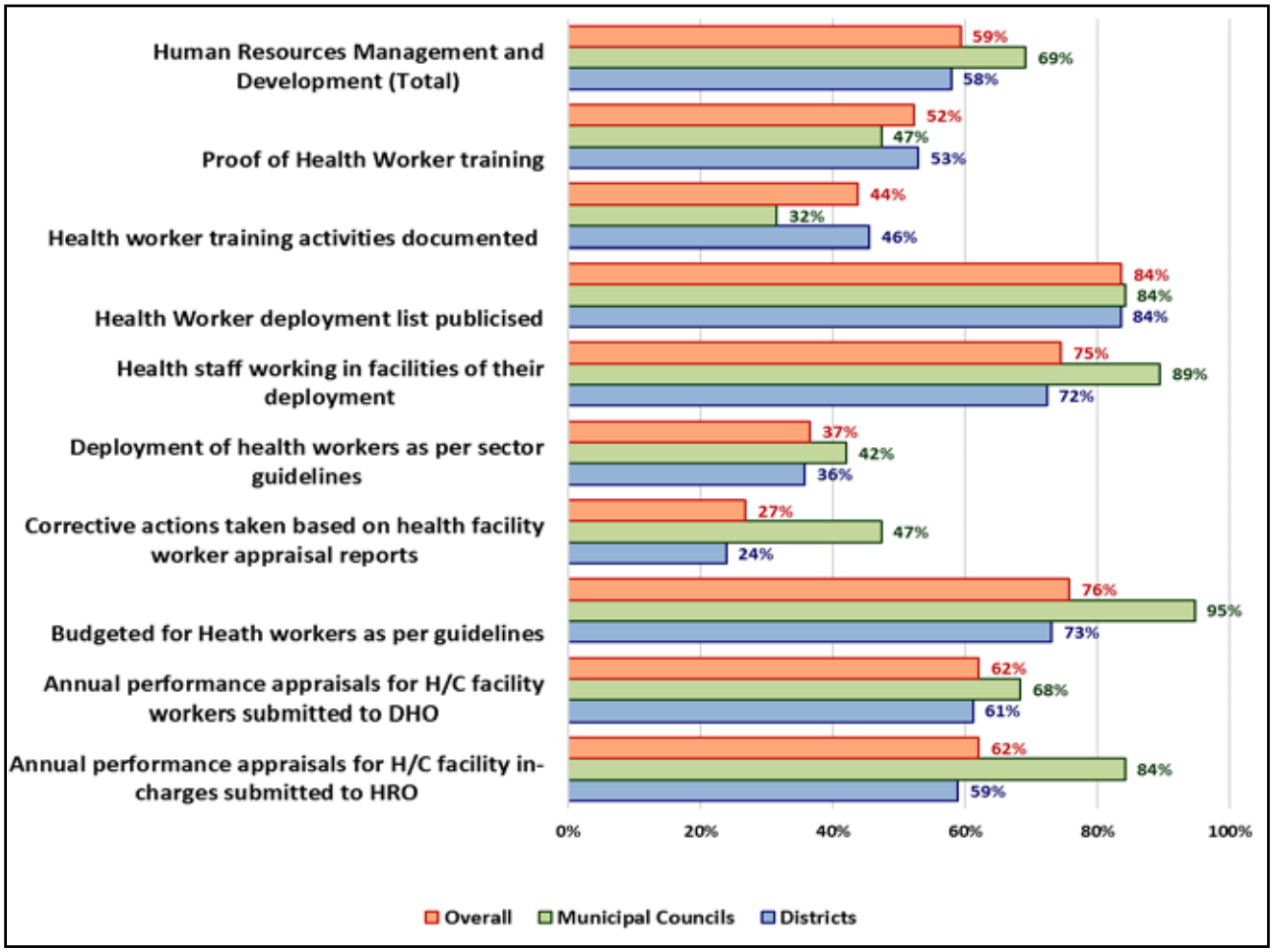
Overall, only 18% (27) of the LGs scored the maximum score of 2 on all their health facilities preparing and submitting to the DHO/MMOH the annual budget performance reports for the previous FY by July 15th of the previous FY as per the budget and grant guidelines. On the other hand, 82% of LGs including 13 MLGs and 113 DLGs had most of their facilities not compliant with this requirement thus scoring zero.

5.4.4 Human Resource Management and Development

Figure 82 shows the performance of LGs in Performance measures for the area of Human Resource Management and Development.

10 The guidelines prescribe the format to include; a) highlights of performance, b) a reconciled cash flow statement, c) an annual expenditure and budget report, d) an asset register and f) the report has been endorsed by the in charge and the chair of the HUMC/Hospital Board.

Figure 82: Scores for Health PMs in Human Resource Management and Development



No. of LGs assessed = 153

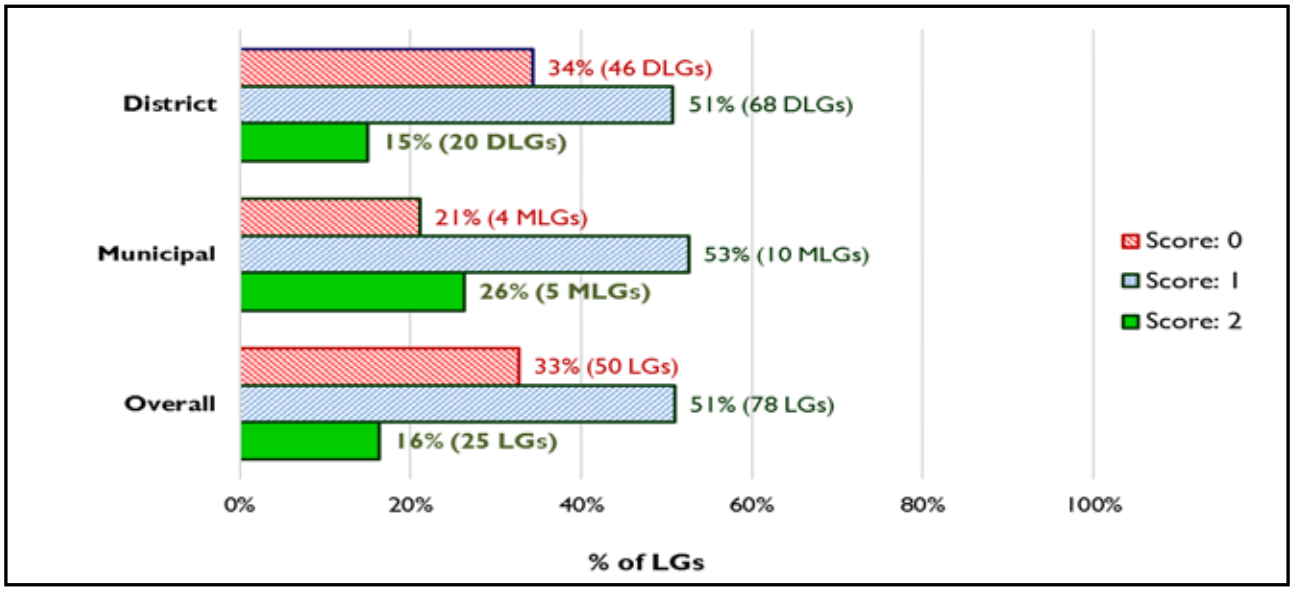
In the area of Human Resource Management and Development, MLGs performed better than DLGs in most of the indicators except on providing proof for the training of health workers and the training activities being documented. MLGs performed better at 95% in budgeting for health workers as per guidelines as compared to 73% for DLGs. Both DLGs and MLGs performed well in regard to publicizing the deployment list for health workers.

Again, the best-performed area was publicizing of deployment list for Health Workers scoring 84%. However, whereas, 52% of the LGs conducted training of health workers for continuous professional development in accordance to the training plan, only 44% of the LGs had evidence of documentation of the training activities in their database.

Secondly, whereas 62% of the LGs had the appraisal for health workers and in charges submitted to DHO and HRO respectively, only 27% of the LGs used these appraisal reports to take corrective actions. The indicator on the deployment of health workers as per sector guidelines– all health facilities to have at least 75% of staff required in accordance with the staffing norms; also performed lowly at only 37% of LGs achieving it. The above indicate inadequate follow-up and supervision at LG level to ensure adherence.

Distribution of LGs across score categories on recruitment of staff for all HC IIIs and HC IVs as per staffing structure

Figure 83 shows the distribution of LGs across score categories for the assessment on recruitment of staff for all HC IIIs and HC IVs as per staffing structure.



No. of LGs assessed = 153

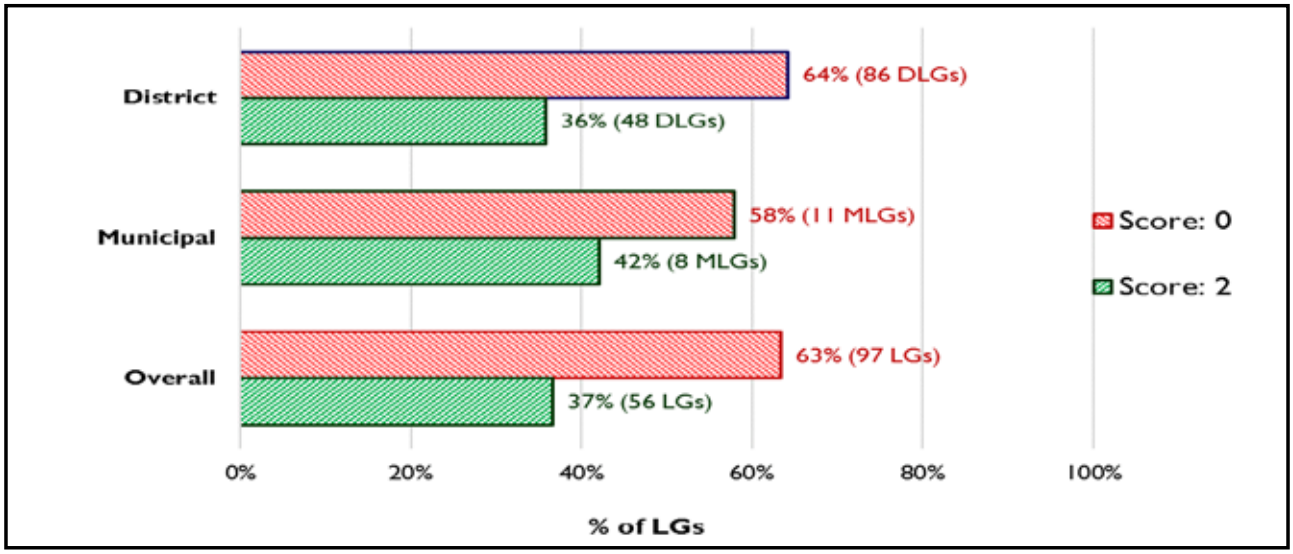
Note: If Recruitment is above 90%: score 2; 80 - 99%: score 1; and Less than 80%: score 0

Overall, only 16% (25) of the LGs scored the maximum score of 2 on recruitment of staff for HC IIIs and HC IVs (above 90% of their staffing structure), with MLGs scoring 26% and DLGs 15% respectively. 51% of LGs scored 1 in instances where performance was 75% - 90%. Then, 33% of the LGs had some facilities with less than 75% of their staff structure filled thus scoring 0 with MLGs at 21% and DLGs at 34% respectively.

Distribution of LGs across score categories for deployment of health workers as per guidelines

Figure 84 shows the distribution of LGs across score categories for the assessment on deployment of health workers as per guidelines (all the health facilities to have at least 75% of staff required in accordance with the staffing norms).

Figure 84: LG has Deployed Health Workers as per the Sector Guidelines



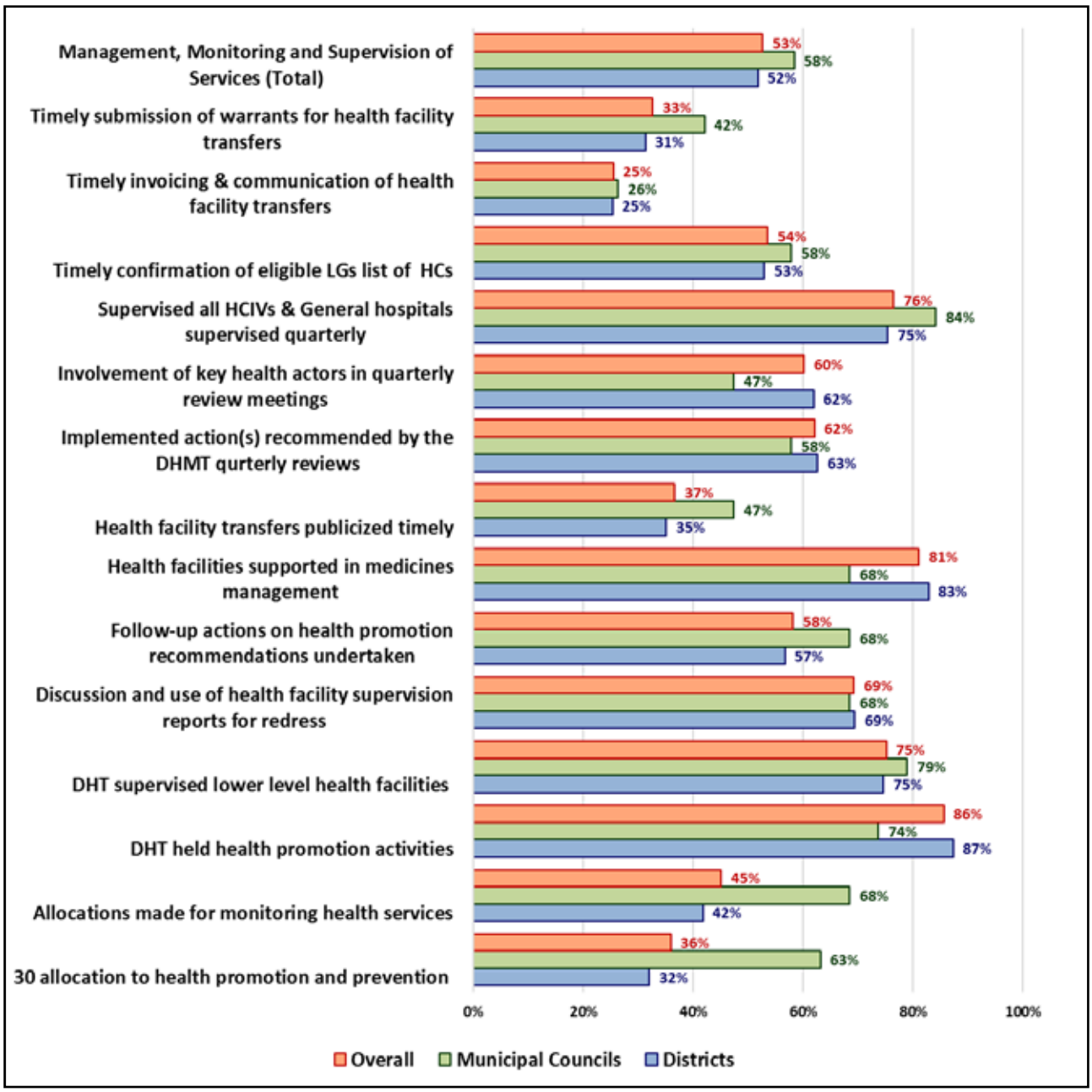
No. of LGs assessed = 153

Overall, only 37% (56) of the LGs scored the maximum score of 2 on the deployment of health workers in accordance with sector guidelines (all the health facilities to have at least 75% of staff required in accordance with the staffing norms). 63% (97) of the LGs had some health facilities with less than 75% of the required staff in line with the staffing norms thus scoring 0.

5.4.5 Management, Monitoring and Supervision of Services

Figure 85 shows the performance of LGs in Performance measures for the area of Management, Monitoring and Supervision of services.

Figure 85: Scores for Health PMs in Management, Monitoring and Supervision of Services



No. of LGs assessed = 153

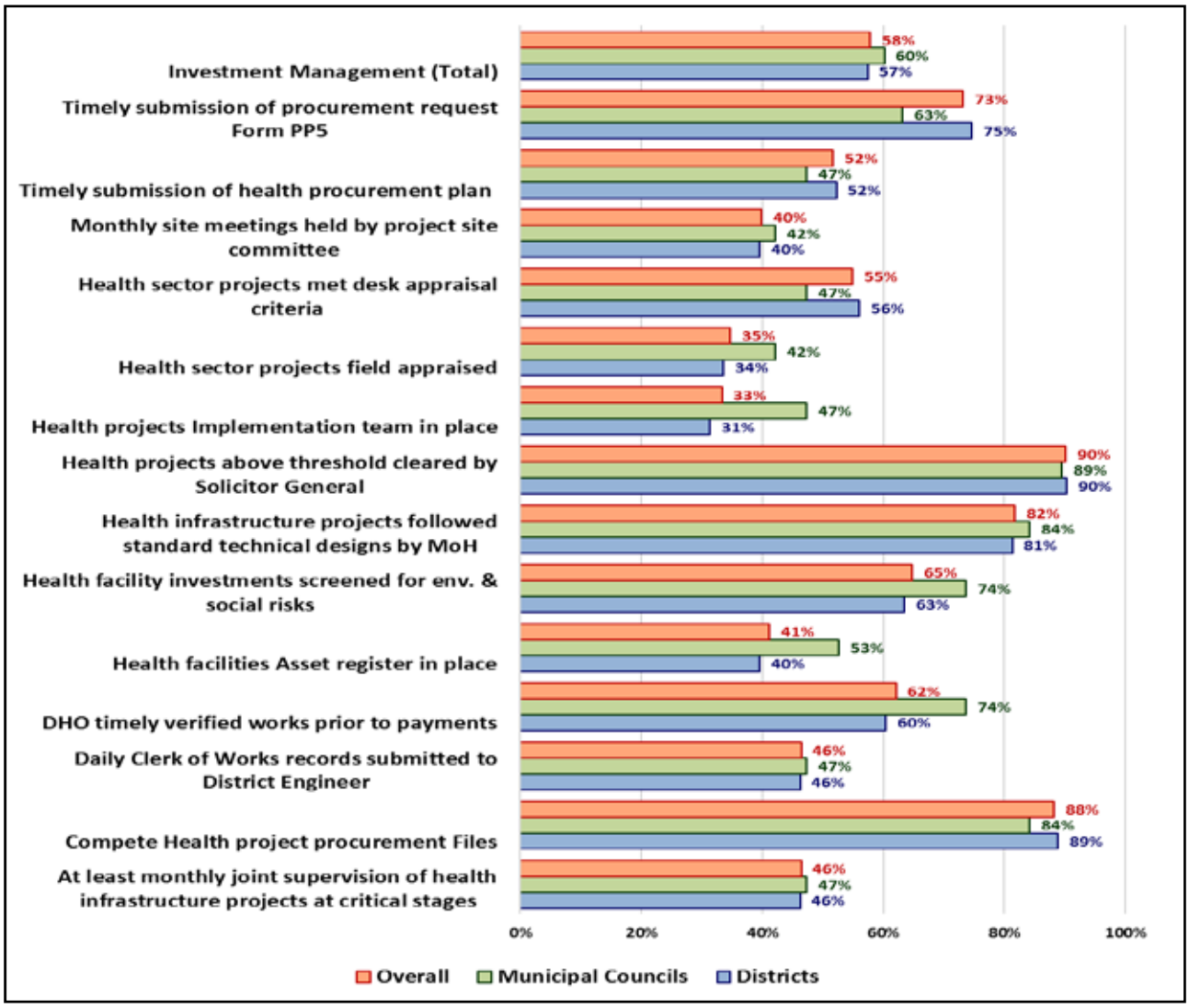
Overall performance for the area was 53% with MLGs edging DLGs in most of the indicators. The best-performed areas concerned holding of health promotion activities scoring 86% overall, providing guidance to health facilities in medicines and health supplies management (81%) and quarterly supervision of HCIVs and general hospitals among others.

The lowest performed areas were; timely invoicing and communication of facility transfers, timely submission of warrants for health facility transfers, allocation to health promotion and prevention activities and allocation for monitoring health services scoring 25%, 33%, 36% and 45% respectively.

5.4.6 Investment Management

Figure 86 shows the performance of LGs in Performance measures for the area of Investment Management.

Figure 86: cores for Health PMs in Investment Management



No. of LGs assessed = 153

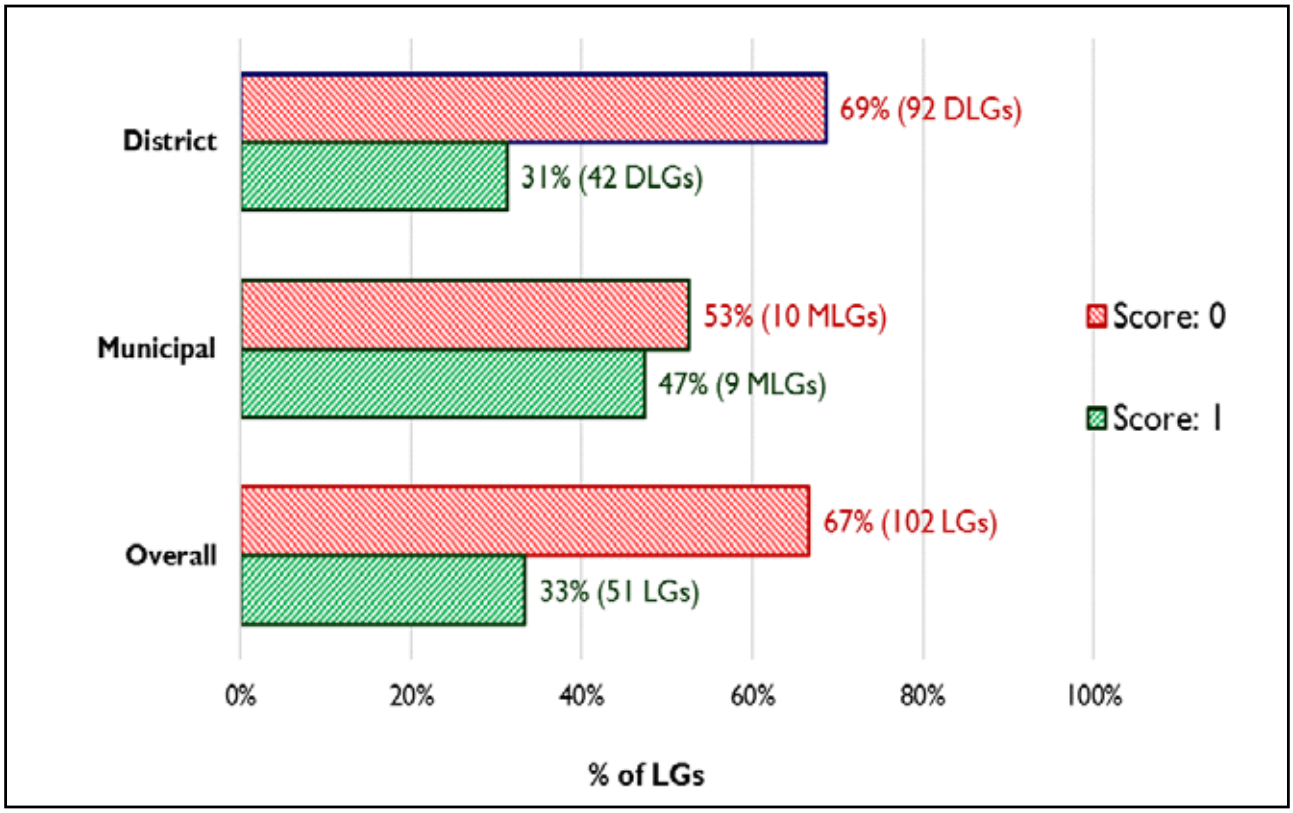
Overall, Investment Management scored 58% with MLGs scoring 60% and DLGs 57%. The best-performed areas were; health projects being approved by the Contracts Committee and cleared by Solicitor General where applicable at 90% and projects following MoH standard technical designs 82%. Additionally, 88% of the LGs had complete procurement files for the health projects.

Whereas, projects performed well in being approved and following standard technical designs, most of them did not have project implementation teams, had no field appraisals being undertaken and most of them did not conduct monthly project site meetings with only 33%, 35% and 40% of LGs complying. In addition, only 41% of LGs had health facility assets register in place to inform investment decisions.

Distribution of LGs across score categories for the assessment on whether LGs properly established a Project Implementation team

Figure 87 shows the distribution of LGs across score categories for the assessment on whether LGs properly established a Project Implementation team for all health projects composed of; the Contract Manager, Project Manager, Clerk of Works, Environment Officer, Community Development Officer, and Labor Officer.

Figure 87: Establishment of a Project Implementation Team for Health Projects



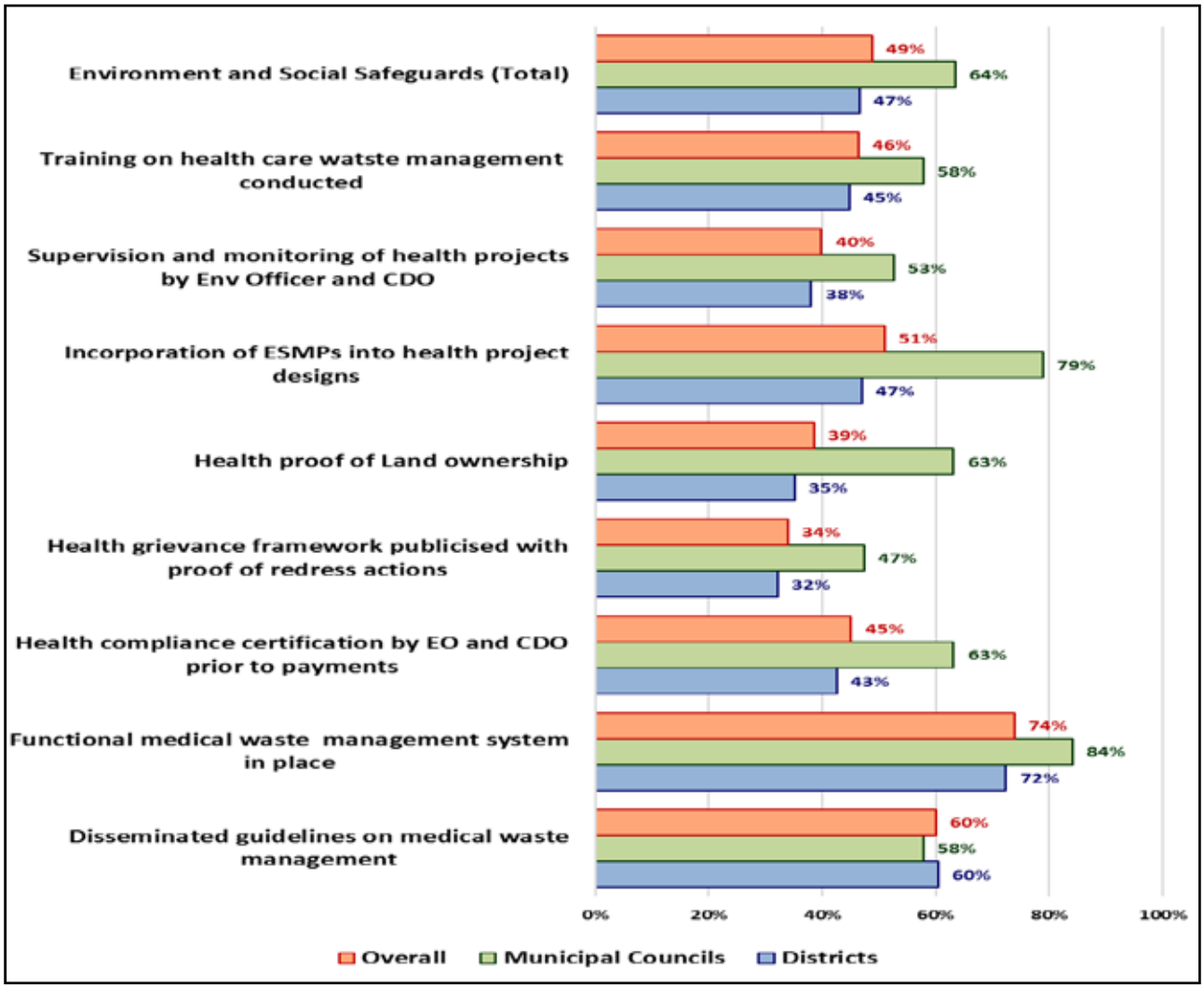
No. of LGs assessed = 153

Overall, only 33% (51) of the LGs scored the maximum score of 1 on the proper establishment of a project implementation team with MLGs at 47% and DLGs at 31%. Most of the LGs (102) did not have properly established teams with all the members as required.

5.4.7 Environment and Social Safeguards

Figure 88 shows the performance of LGs in Performance measures for the area of Environment and Social Safeguards. The assessment focused on the management of health waste, incorporation of ESMPs into project designs, having a grievance redress framework and proof of land ownership to ensure that health projects are implemented where there are no land issues.

Figure 88: Scores for Health PMs in Environment and Social Safeguards



No. of LGs assessed = 153

MLGs performed better than DLGs in most of the indicators under Environment and Social Safeguards except for dissemination of guidelines on medical waste management. The overall score for the area was 49% with DLGs scoring 47% and MLGs 64%. The best-performed areas were; having a functional waste management system in place including having an incinerator or registered service provider (74%) and dissemination of waste management guidelines[11] to health facilities scoring 60%.

The lowest performed areas were; publishing of health grievance framework (34%), having proof of land ownership for health projects (39%) and supervision and monitoring of health projects by the Environment and Community Development Officers (40%). In addition, whereas most LGs had functional waste management system in place and guidelines disseminated, only 46% of the LGs had conducted trainings and created awareness in waste management which directly affects utilization of guidelines and the system.

11 Medical waste includes domestic; non-infectious; highly infectious; expired medicines and supplies.

5.5 Conclusion, Emerging Issues and Recommended actions for Health Performance Assessment – LGMSD 2020

Given that this was the first assessment under the revised LGMSD framework and Manual, many LGs performed poorly with an overall average score of 35% (34% for DLGs and 35% for MLGs). Most of the indicators were refined, updated and new ones introduced to measure service delivery. It is also important to note that the performance of a LG under Minimum Conditions had an impact on the overall score for that LG. This largely explains the low performance by most LGs especially those who did not have critical staff like District Health Officer, Principal Medical Officer, District/Municipal Health Inspectors, Health Educators, Biostatistician among others.

In addition, there were a number of key emerging issues from the assessment and recommended actions to address them. These are presented in detail below;

Table 26 below highlights the key emerging issues relating to the Health performance assessment along with recommendations and proposed actions for improvement.

Table 26: Emerging Issues and recommended actions from the LGMSD 2020

No.	Emerging Issue/Outstanding Challenges	Recommended Action (s)	Responsibility
1.	Failure to follow MoH guidelines while deploying health workers. Only 37% of LGs fully followed the guidelines on staff deployment	Timely dissemination and follow up to ensure implementation	MoH
2.	Late submission of warrants for health facility transfers	Decentralize the warranting process	MoFPED
3.	Inadequate Health facility compliance with MoH budgeting and reporting guidelines	Build the capacity of the facilities to utilize the guidelines	MoH
4.	Late submission of RBF invoices to MOH	Strict follow up to ensure adherence to the timelines.	MoH
5.	Corrective actions taken based on health facility worker appraisal reports	Functionalize the Rewards and Sanctions Committees	MoPS LGs

6.0 Water and Environment Performance Assessment

6.1 Introduction to Water and Environment Performance Assessment

The assessment for the Water and Sanitation sector addressed two areas; i.e. i) minimum conditions and ii) performance measures each with a total maximum potential score of 100 points as presented in the tables 26 and 27 below;

6.1.1 Water and Environment Performance Assessment Minimum Conditions

The DLGs were assessed against two minimum conditions under Water and Environment performance i.e. Human Resource Management and Development and adherence to Environment and Social requirements. The thematic areas, their respective indicators, and scoring guide are presented in Table 27.

Table 27: Scoring guide for water and environment performance Minimum Conditions for LGMSD Assessment 2020

No.	Area addressed	Thematic area	Performance Area	Percentage of overall maximum score
1	Minimum conditions	A. Human Resource Management	Assistant Water Officer for mobilization	10%
			Borehole Maintenance Technician	10%
			Civil Engineer Water	15%
			Environment Officer	10%
			Forestry Officer	10%
			Natural Resources Officer	15%
		B. Environment and Social Requirements	Conducted ESCC screening	10%
			Conducted ESIAs	10%
			Obtained water abstraction permit	10%
	Total			**100%**

6.1.2 Water and Environment Performance Measures

The DLGs were assessed in six performance areas under Water and Environment with weighted performance scores totaling to a maximum of 100 percentage points. The thematic areas and their corresponding scores are presented in Table 28.

Table 28: Scoring guide for Water and Environment performance measures for LGMSD Assessment 2020

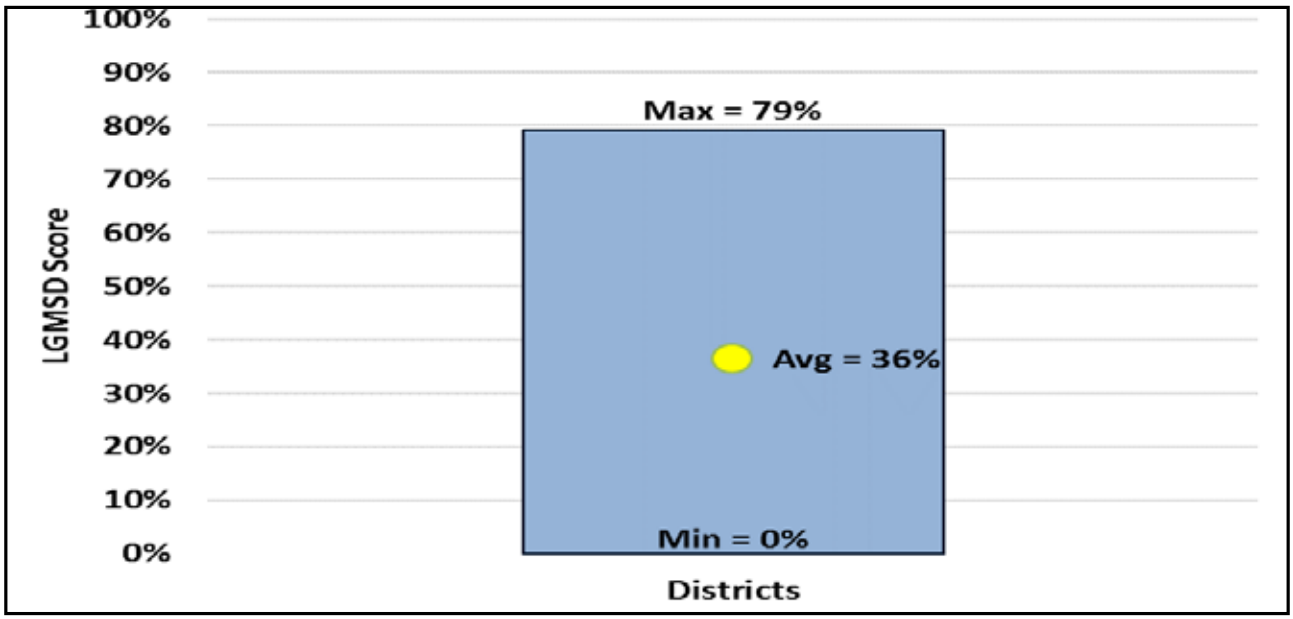
No.	Area addressed	Thematic area	Percentage of overall maximum score
1	Performance Area	Local Government Service Delivery Results	16%
		Performance reporting and performance improvement.	10%
		Human Resource Management and Development	10%
		Management, monitoring, supervision of services	20%
		Investment management	28%
		Environmental and social requirements	16%
	Total		**100%**

6.2 Overview of Water and Environment Performance Results – LGMSD 2020

6.2.1 Polarity of Composite Scores for Water and Environment performance

Figure 89 shows the relative orientation of the maximum, average, and minimum composite scores in Water and Environment.

Figure 89: Polarity of composite scores for Water and Environment



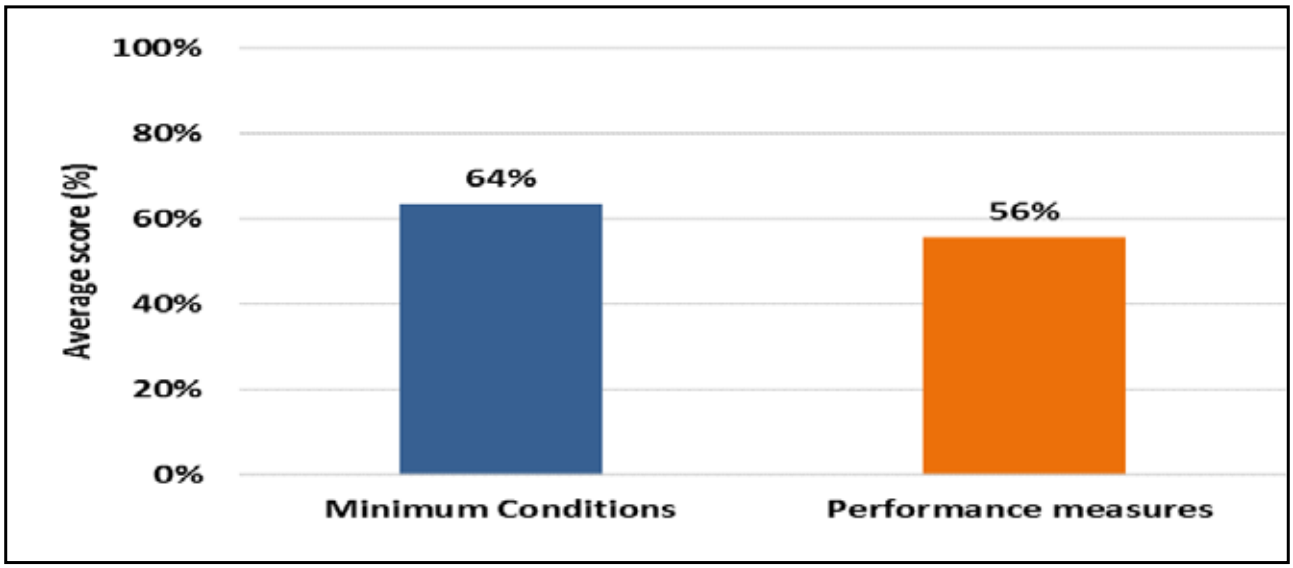
No. of DLGs assessed = 134

The maximum LG score for DLGs assessed under the Water and Environment performance measures was 79% while the minimum score was 0%.

6.2.2 Average score for Water and Environment minimum conditions and Performance Measures

The figure 90 below shows average scores for the two areas that were assessed under Water and Environment.

Figure 90: Average scores for Performance Measures and Minimum Conditions under Water and Environment



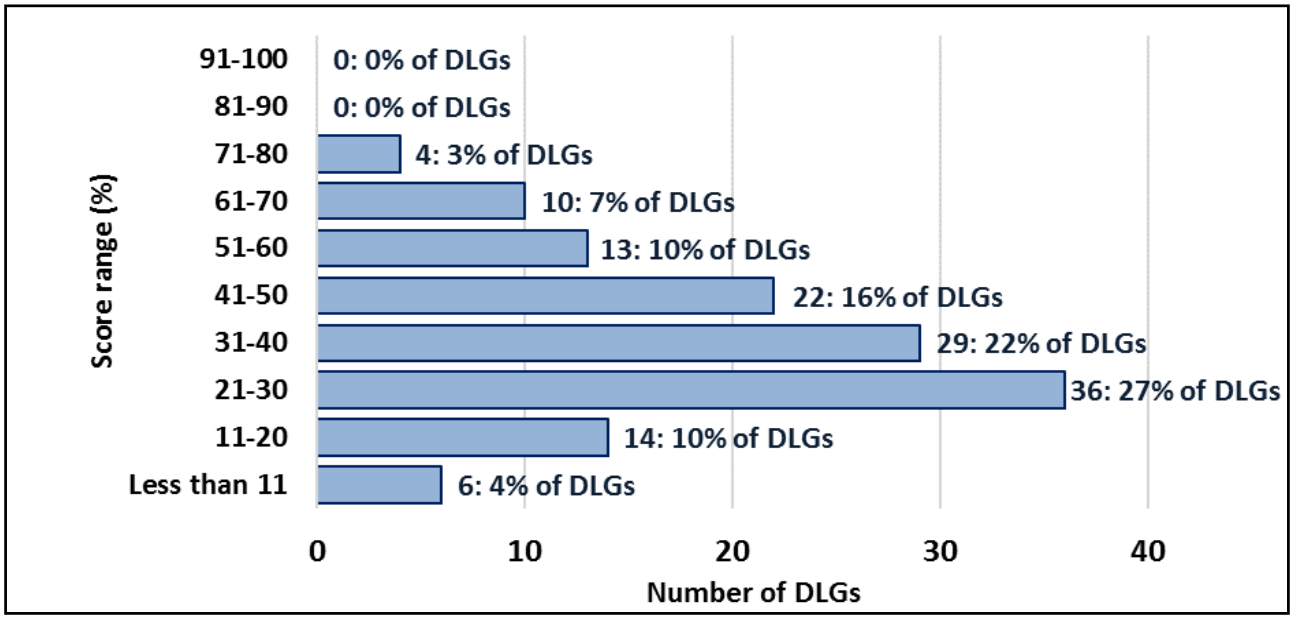
No. of DLGs assessed = 134

As noted in the figure 90, the average score for DLG's compliance was 64% while compliance to performance measures was 56%. The detailed analysis for each is discussed in the subsequent sections.

6.2.3 Distribution of LGs across score categories

Figure 91 presents the distribution of Districts (by number and proportion) across the different composite ranges for Water and Environment performance areas for all the 134 District Water Offices.

Figure 91: Distribution of LGs in Water and Environment across score categories



No. of DLGS=134

It should be noted that none of the DLGs scored between 91%-100% and 81%-90%. This performance is largely attributed to the poor performance in the minimum conditions largely seen as core performance indicators in the revised framework which influence the overall score

Generally,3%(4) of the districts (i.e. Ibanda, Isingiro, Kabarole and Mpigi) scored between 71%-80%, while, 7%(10) of the districts scored between 61%-70%, 10%(13) of the districts scored between 51%-60%, 16%(22) of the districts scored 41%-50%, 22%(29) of the districts scored between 31%-40%, 27%(36) of the districts scored between 21%-30%, 10%(14) of the districts scored 11%-20%. 6 districts namely; Abim, Arua, Bugweri, Madi-Okollo, Nakaseke and Rukiga scored less than 11%.

Overall, 107 districts scored below 50%, and this performance is attributed to the poor performance in the minimum conditions which are a major determinant to the overall score for each DLG.

6.2.4 Ranking of LGs in Water and Environment Performance Areas

Tables 29 and 30 below present average scores for the ten (10) highest and lowest scoring LGs in Water and Environment performance area respectively during the 2020 LGMSD.

Table 29: Ten (10) Overall Highest Scoring LGs on Water and Environment (Minimum conditions and Performance Measures)

Rank 2020	Vote	Score
1	Ibanda District	79
2	Mpigi District	76
2	Kabarole District	76
4	Isingiro District	72
5	Bulambuli District	67
6	Bugiri District	66
7	Budaka District	65
7	Bududa District	65
9	Sembabule District	63
10	Masaka District	62

Ibanda district was ranked number 1 with a score of 79% followed by Mpigi and Kabarole both with a score of 76%.

Table 30: Ten (10) Overall Lowest Scoring LGs on Water and Environment (Minimum conditions and Performance Measures)

Rank 2020	Vote	Score
134	Bugweri District	0
133	Madi-Okollo District	5
132	Rukiga District	7
130	Arua District	8

130	Nakaseke District	8
129	Abim District	9
128	Luuka District	11
127	Kasese District	12
125	Apac District	14
125	Kitagwenda District	14

Bugweri district was ranked last (without any score) followed by Madi-Okollo and Rukiga. It should be noted that these are new Districts and most of them did not have Civil Engineer for Water as one of the preconditions for water performance.

6.2.5 Top 10 and Bottom 10 performing indicators in LGMSD assessment for Water and Environment

Tables 31 and 32 below present a summary of the top 10 and bottom 10 performing indicators for both minimum conditions and performance measures for Water and Environment in the 2020 LGMSD Assessment.

Table 31: Overview of the top 10 scoring indicators for Water and Environment MCs and PMs - 2020

Rank 2020	Indicator	Score
1	Water infrastructure investments incorporated in AWP	99%
2	Accuracy of information on WSS facilities constructed	97%
3	Water supply infrastructure approved by the Contracts Committee	96%
4	Compete Water project procurement Files	94%
5	Water infrastructure projects followed standard technical designs	93%
6	of WSS infrastructure projects completed as per AWP	87%
7	Water contract price within /-20 of Engineers estimates	85%
8	Civil Engineer Water	84%
9	Trained WSCs on O&M	81%
10	Conducted ESIAs	79%

Table 32: Overview of the bottom 10 scoring indicators for Water and Environment MCs and PMs - 2020

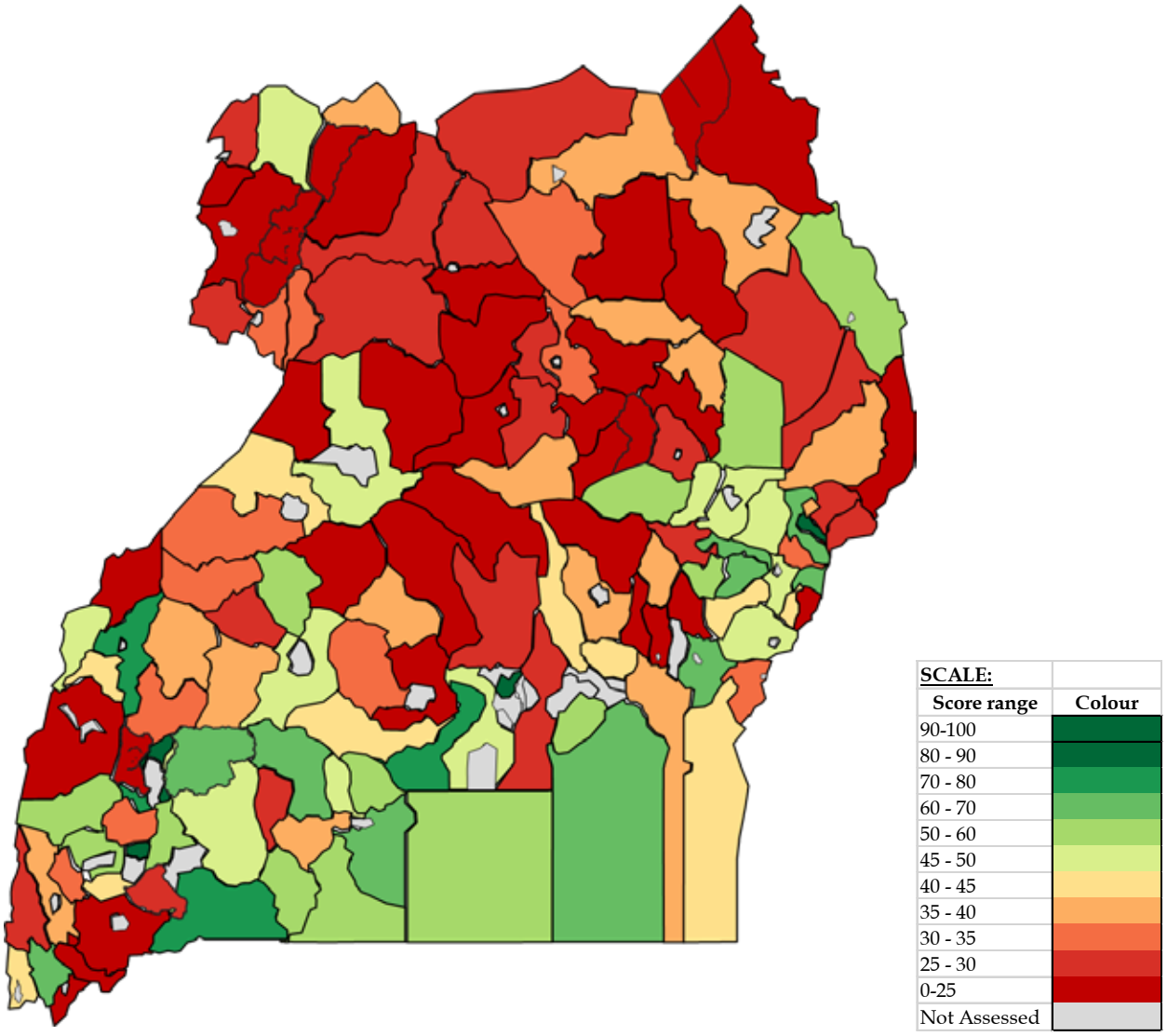
Rank 2020	Indicator	Score
38	Preparation of training plan for water staff	23%
37	Water source &NR plans for WSS facilities prepared and implemented	28%
36	Disseminated water source & catchment protection guidelines to CDOs	31%
35	Water grievance framework publicized with proof of redress actions	32%
34	Monitoring of water projects by Environment Officer and CDO	34%

33	change in functional WATSAN committees	35%
32	Prioritized allocations for S/Cs with water coverage below the district	36%
31	Natural Resources Officer	37%
30	Water project implementation team in place	42%
29	Water sector projects met desk appraisal criteria	43%

6.2.6 Snapshot of Water and Environment Performance Scores across the Country

Figure 92 depicts the distribution of performance scores for all LGs across the country for Water and Environment Measures.

Figure 92: Heat-map of Water and Environment Performance Scores across LGs



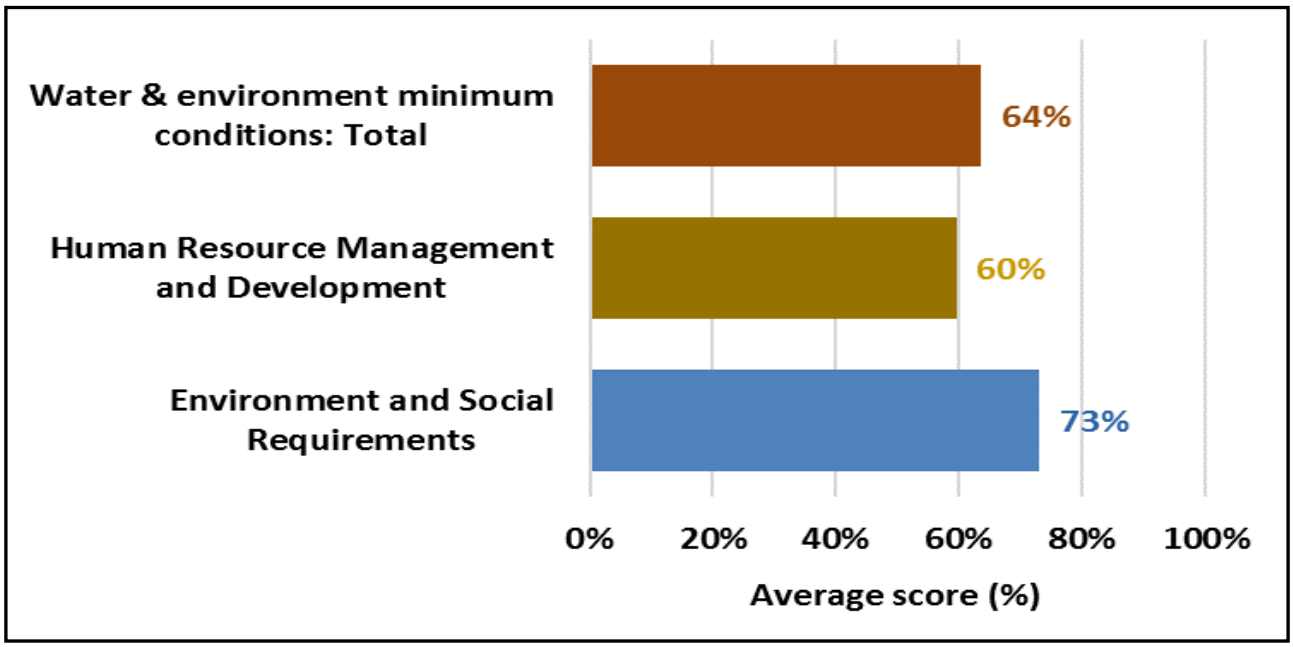
No. of DLGs assessed = 134

6.3 Results on Water and Environment Minimum Conditions

6.3.1 Performance per assessment area under and Environment Minimum Conditions

Figure 93 shows performance across the two thematic areas of Water and Environment minimum conditions.

Figure 93: Scores for Water and Environment Minimum Conditions per Assessment Area



No. of DLGs assessed = 134

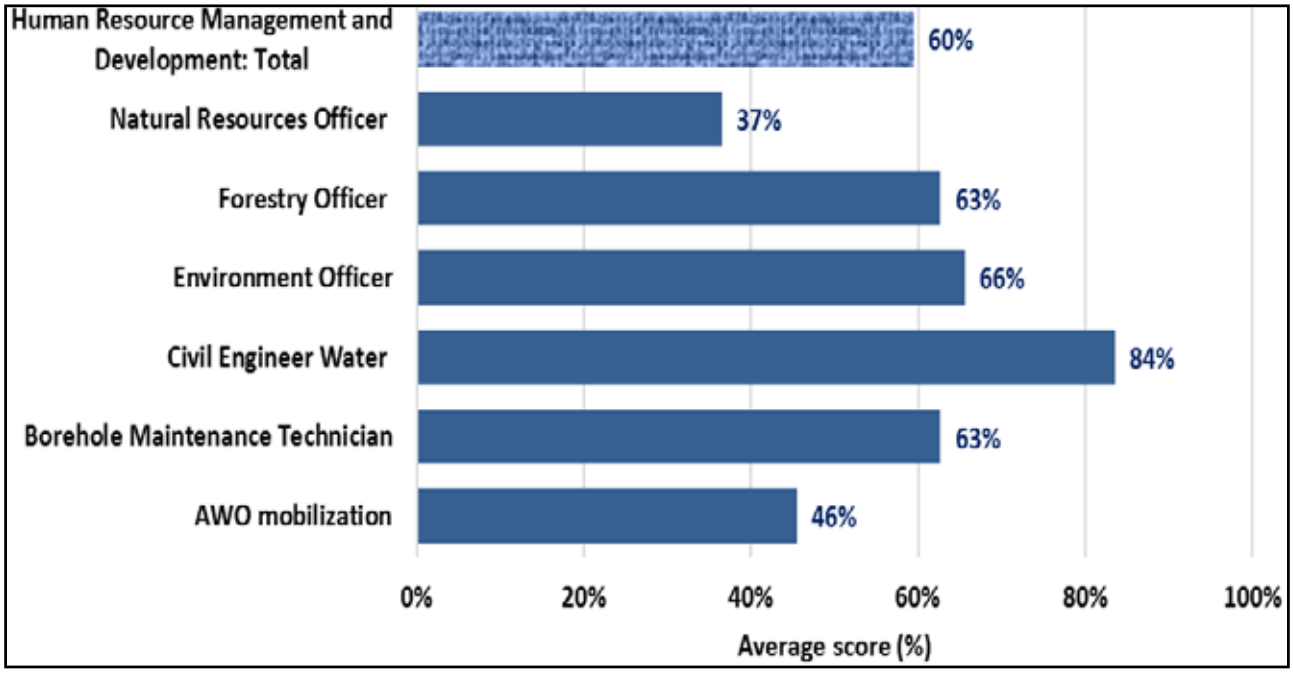
Figure 93 above shows adherence to minimum conditions namely; Environmental and Social requirements and Human Resource Management and Development.

The overall average score across the two performance areas under Water and Environment minimum conditions met was 64%. It should be noted that 73% of DLGs adhered to Environmental and Social requirements (indicators assessed included obtaining water abstraction permits, conducting ESIAS and ESCC Screening) and 60% of the LGs complied with Human Resource Management and Development requirement (focus being on recruitment for key positions under the Water and Environment sector).

6.3.2 Human Resource Management and Development under Water and Environment

The Human Resource Management and Development section provides findings on whether the District Local Government had recruited or formally requested for secondment of staff for all critical positions. Figure 94 shows the performance of DLGs in Minimum Conditions for the area of Human Resource Management and Development.

Figure 94: Scores of Water and Environment MCs in Human Resource Management and Development



No. of DLGs assessed = 134

Overall, 60% of DLGs adhered to Human Resource Management and Development requirements. 84% of DLGs had filled the position of Civil Engineer Water. Only 37% and 46% of DLGs had filled the positions of Natural Resources Officer and Assistant Water Officer for Mobilization respectively.

The low-performance levels depicted by the DLGs in the recruitment of Assistant Water Officer (AWO) for mobilization and Natural Resources Officer is due to limited funding for these positions and as such many of the LGs have officers that are multi-tasking as a District Natural Resource officer, Environment officer and Forestry officer.

Table 33 below shows DLGs that did not have positions of Assistant Water Officer for mobilization and Natural Resource officer filled.

Table 33: Districts that had not filled positions of Assistant Water Officer for mobilization and Natural Resource officer

***Districts without Assistant Water Officer for mobilization**; Abim, Adjumani, Agago, Alebtong, Amudat, Amuria, Apac, Arua, Bugweri, Buhweju, Bulambuli, Buliisa, Bushenyi, Busia, Butaleja, Butambala, Buyende, Dokolo, Gomba, Hoima, Kaabong, Kabale, Kabarole, Kaberamaido, Kagadi, Kakumiro, Kalaki, Kamuli, Kanungu ,Kapchorwa, Kapelebyong, Karenga, Kasanda, Kibaale, Kiboga, Kikuube, Kiruhura, Kiryandongo, Kitagwenda, Koboko, Kole, Kumi, Kwania, Kween, Kyegegwa, Luuka, Madi-Okollo, Manafwa, Mitooma, Mityana, Mubende, Mukono, Nakaseke, Nakasongola, Namutumba, Nebbi, Ngora, Ntoroko, Ntungamo, Nwoya, Omoro, Otuke, Pader, Pakwach, Pallisa, Rubirizi, Rukiga, Rukungiri, Rwampara, Soroti, Tororo, Wakiso & Zombo.*

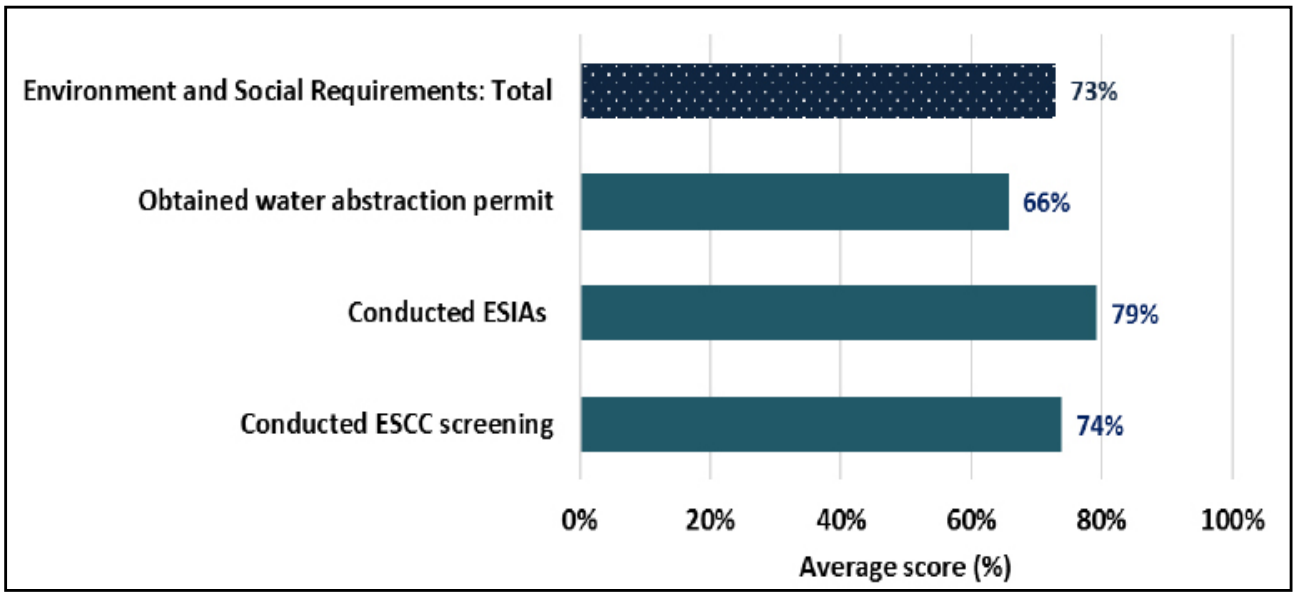
***Districts without Natural Resource Officer;** Abim, Agago, Amolatar, Amudat, Apac, Arua, Bugiri, Bugweri, Buhweju, Bukedea, Bukwo, Buliisa, Bundibugyo, Busia, Butaleja, Butambala, Buyende, Dokolo, Gomba, Gulu, Jinja, Kaabong, Kaberamaido, Kagadi, Kakumiro, Kalaki, Kaliro, Kamwenge, Kapelebyong, Karenga, Kasanda ,Kasese, Katakwi, Kayunga, Kazo, Kibaale, Kiboga, Kikuube, Kiruhura, Kiryandongo, Kitagwenda, Kitgum, Koboko, Kole, Kumi, Kwania, Kween, Kyegegwa, Kyenjojo, Lamwo, Lira, Luuka, Lwengo, Lyantonde, Madi-Okollo, Manafwa, Maracha, Masindi, Mbale, Mbarara, Moroto, Moyo, Mukono, Nakapiripirit, Nakaseke, Nakasongola, Namisindwa, Namutumba, Napak, Ntoroko, Nwoya, Obongi, Omoro, Oyam, Pader, Pakwach, Rakai, Rubirizi, Rukiga, Sembabule, Serere, Sironko, Soroti, Tororo & Zombo.*

6.3.3 Environment and Social Requirements under Water and Environment

Environment and Social Requirements section presents findings whether the District Local Governments carried out social and climate change screening/social impact assessments and issuance of water abstraction permits by the Directorate of Water Resources Management.

Figure 95 shows the performance of DLGs in Minimum Conditions for the area of Environment and Social Requirements.

Figure 95: Scores of Water and Environment in MCs in Environment and Social Requirements



No. of DLGs assessed = 134

Overall, 73% of DLGs adhered to Environmental and Social requirements. Good performance was observed in conducting of ESIAs and ESCC screening.

However, there was low performance in ensuring that contractors obtained abstraction permits issued by the Directorate of Water Resources Management (DWRM)

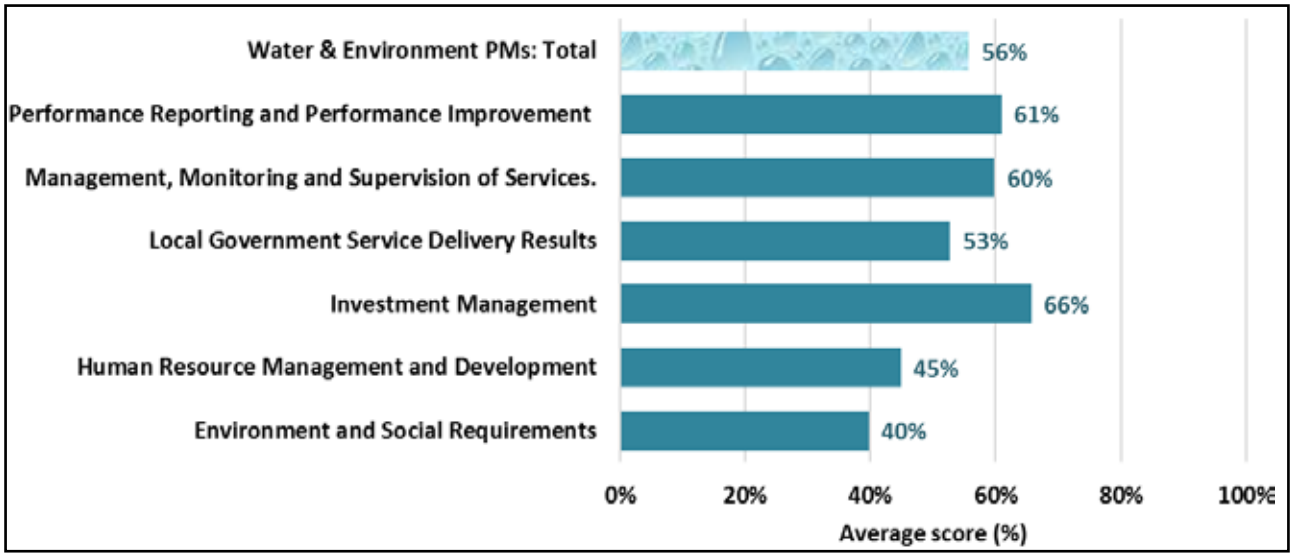
6.4 Results on Water and Environment Performance Measures

6.4.1 Performance per Assessment Area under Water and Environment Performance Measures

There are six assessment areas under Water and Environment Performance Measures and these are: i) Performance Reporting and Performance Improvement, ii) Management, Monitoring and Supervision of Services, iii) Local Government Service Delivery Results, iv) Investment, v) Human Resource Management and Development, and vi) Environment and Social Requirements.

Figure 96 shows the average scores of DLGs across the six assessment areas of Water and Environment performance measures.

Figure 96: Water and Environment Performance Measure average scores



No. of DLGs assessed = 134

The overall average score across the six performance measures in Water and Environment was 56%. The best-performed area was Investment and Management with an average score of 66%. The worst performed area was Environment and Social requirements with an average of 40%.

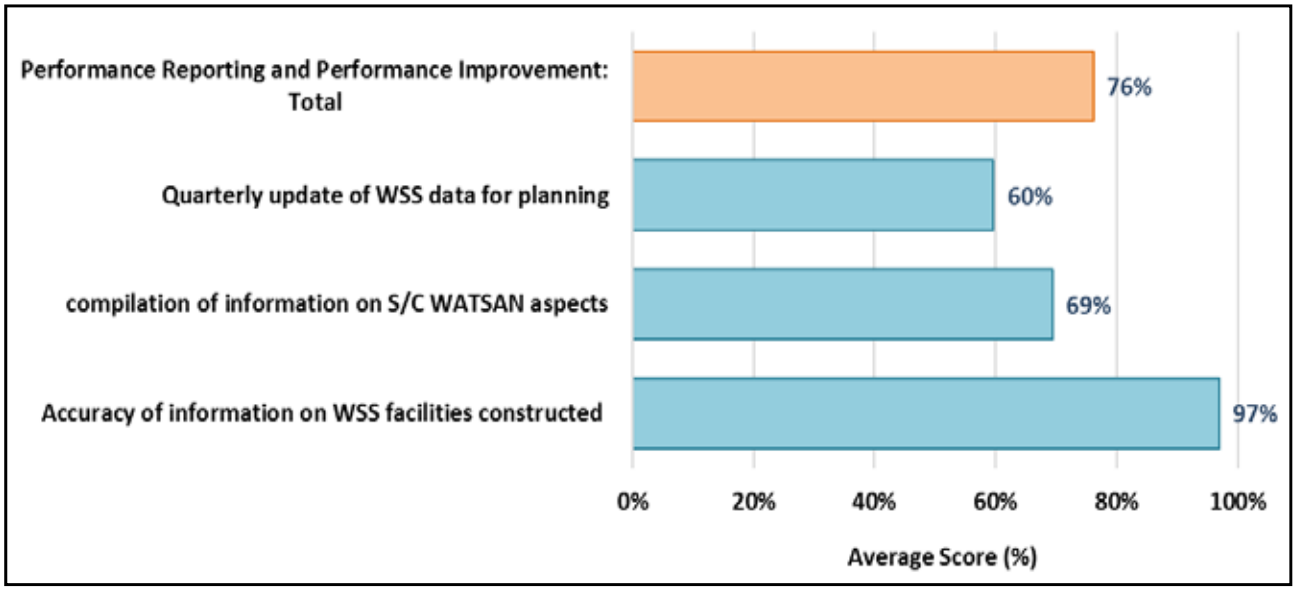
6.4.2 Performance Reporting and Performance Improvement

Performance reporting and performance improvement section presents findings on District Local Governments' accuracy of reported information, and reporting

and performance improvement under Water and Environment performance measure.

Figure 97 shows the performance of LGs in Performance Measure requirements for the area of Performance Reporting and Performance Improvement.

Figure 97: Score for Water and Environment PM on Performance Reporting and Performance Improvement



No. of DLGs assessed = 134

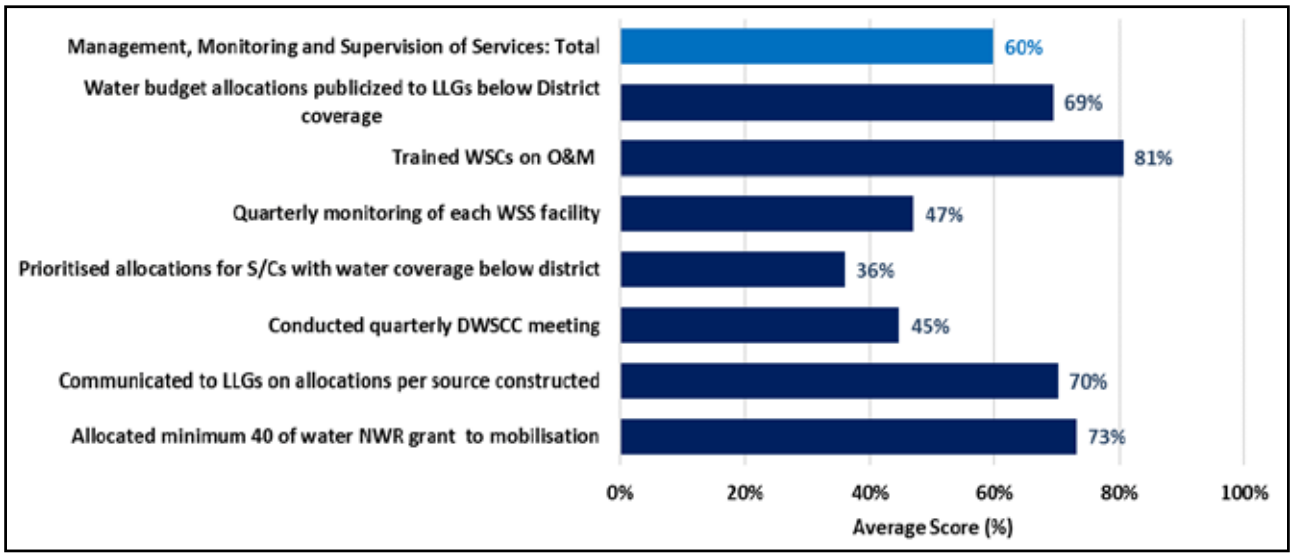
The overall average score across this area was 76%. The Best performed indicator was Accuracy of information on WSS facilities constructed at an average score of 97%. The Indicators on compilation of information on S/C WATSAN aspects and quarterly update of WSS data for planning all scored above average with 69% and 60% respectively.

6.4.3 Management, Monitoring and Supervision of Services

This section presents findings on i) planning, budgeting, and transfer of funds for services delivery, ii) routine oversight and monitoring, and iii) mobilization for Water Supply and Sanitation services.

Figure 98 shows the performance of LGs in Performance Measures requirements for the area of Management Monitoring and Supervision.

Figure 98: Score for Water and Environment PM on Management Monitoring and Supervision

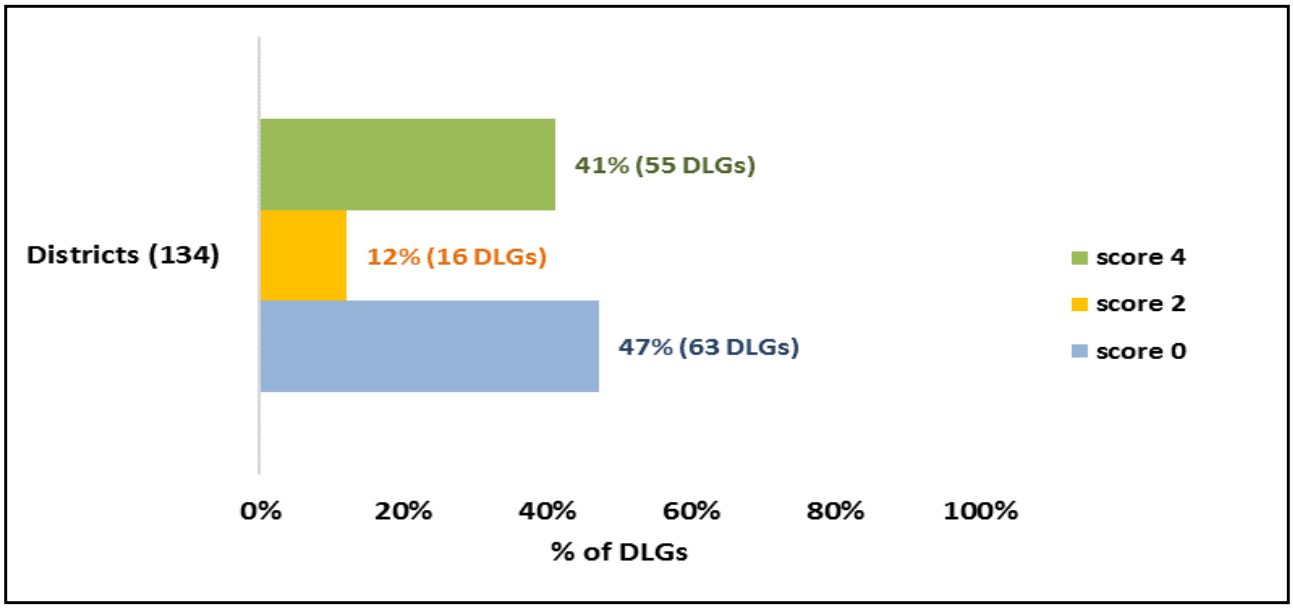


No. of DLGs assessed = 134

The overall average score across was 60%. Best performed indicators were trained WCSCs on O&M with an average score of 81%, allocation of a minimum of 40% of water NWR grant to mobilization at an average score of 73%, and communication to LLGs on allocations per source constructed at an average score of 70%.

Low performance was registered in Prioritization of allocations for S/Cs with water coverage below district with an average score of 36%, quarterly monitoring of each WSS facility at an average score of 47% and Conducting quarterly DWSCC meeting at an average score of 45%.

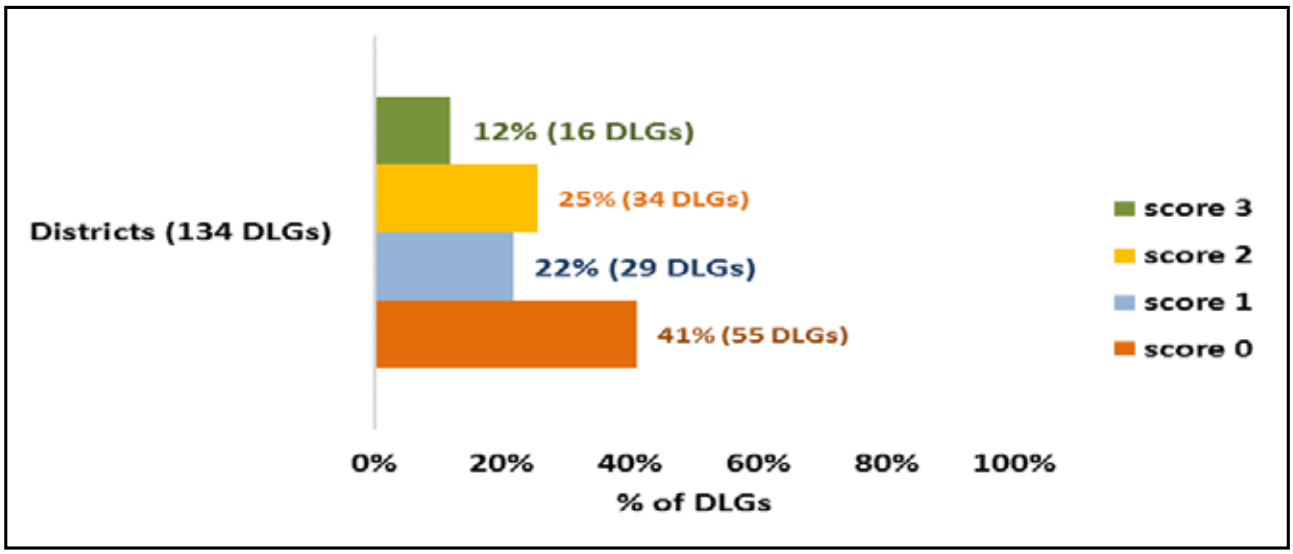
Figure 99: Evidence that the District Water offices have monitored each of the WSS facilities at least Quarterly



No. of DLGs assessed = 134

Overall, 41%(55) of the 134 DLGs assessed obtained the maximum score of 4(had monitored 95% of the WSS facilities Quarterly); while an additional 12%(16) of the DLGs obtained a score of 2(had monitored 80%-99% of the WSS facilities Quarterly). The remaining 47%(63) of the DLGs had a score of 0(had monitored less than 80% of the WSS facilities Quarterly.)

Figure 100: Evidence that the DWO has prioritized budget allocations to Sub-counties that have safe water coverage below that of the district average in the budget for the current FY



No. of DLGs assessed = 134

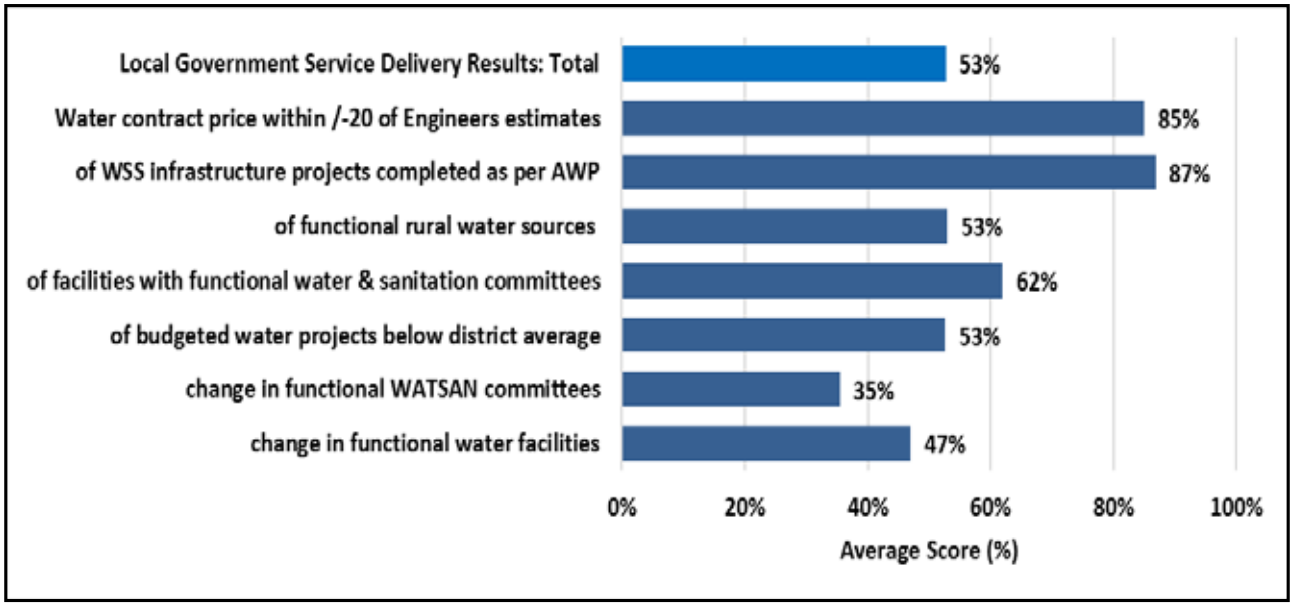
Overall, 12%(16) of the 134 DLGs attained the maximum score of 3(allocated 100% of the FY 2020/21 budget to sub-counties below the district average coverage.), while 25%(34) of the DLGs scored 2(allocated 80%-99 % of the budget), 22%(29) of the DLGs scored 1(allocated 60%-79% of the budget) and 41%(55) of the DLGs scored 0 (allocated less than 60% of the budget) to undeserved sub-counties.

6.4.4 Local Government Service Delivery

This section presents findings on: i) water and environment outcomes i.e. the functionality of water sources and management committees, ii) service delivery performance and iii) achievement of standards under Water and Environment.

Figure 101 shows the performance of LGs in Performance Measures requirements for the area of Human Resource Management Development.

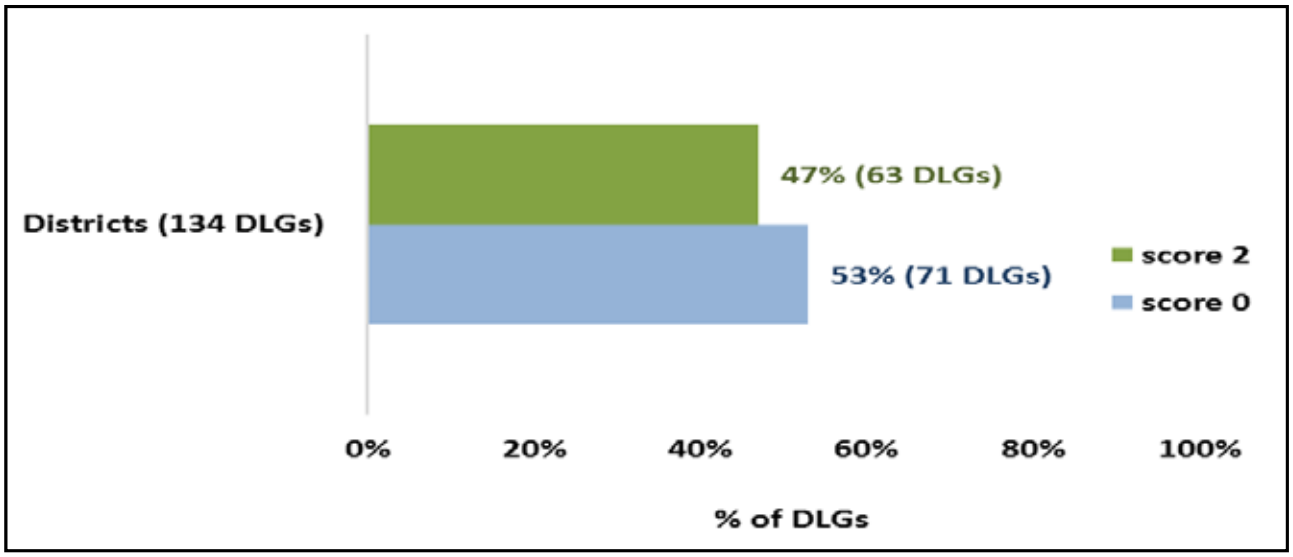
Figure 101: Score for Water and Environment PM on Local Government Service Delivery



No. of DLGs assessed = 134

The overall average score across was 53%. The best performed indicators were water contract price within +/-20% of Engineer's estimates and completion of WSS infrastructure projects as per AWP with average scores of 85% and 87% respectively. However, performance in Change in functional WATSAN committees and Change in functional water facilities remains low at an average score of 35% and 47% respectively. Important to note is that the functional change is not easily noted over a short period of time hence going forward time frame needs to be considered in order to observe the change.

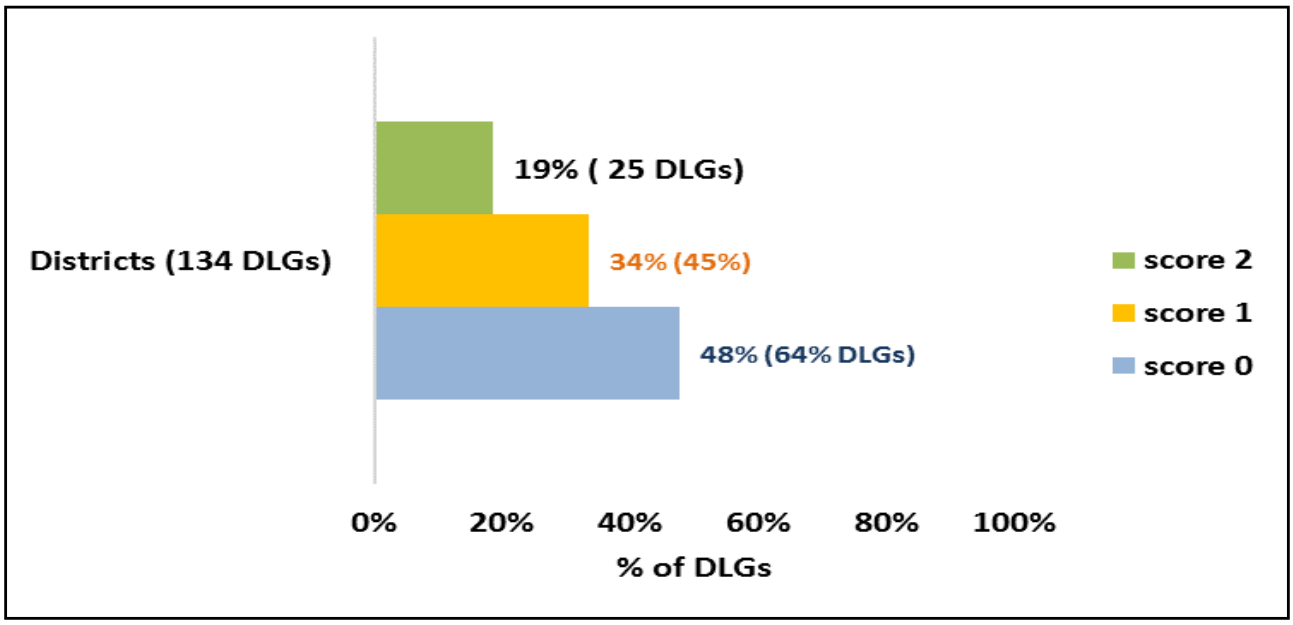
Figure 102: Increase in the Percentage of water supply facilities that are functioning



No. of DLGs assessed = 134

Overall 47%(63) of the DLGs attained the maximum score of 2(an increase in water supply facilities that are functioning), the remaining 53%(71) DLGs scored 2 (no increase in water supply facilities that are functioning.

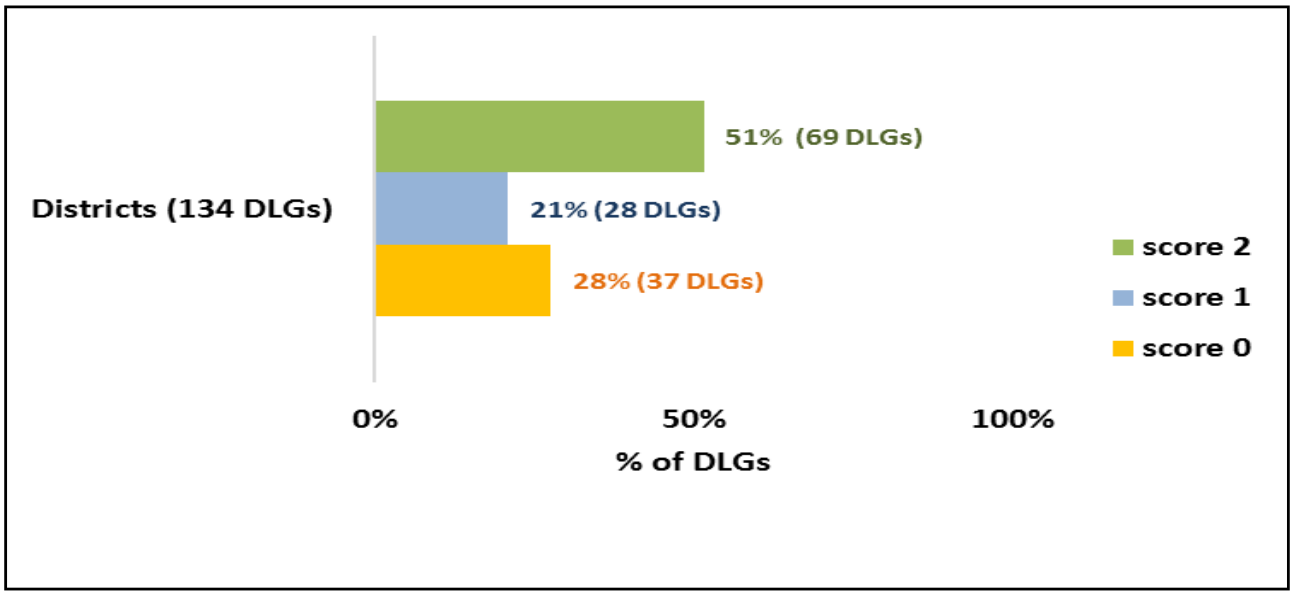
Figure 103: Change in functional WATSAN committees



No. of DLGs assessed = 134

Overall 19%(25) of the DLGs scored 2(increase in % of facilities with functional water and sanitation committees is more than 5%). 34%(45) of the DLGs scored 1(increase in % of facilities with functional water and sanitation committees is between 0-5%), the remaining 48%(64) of the DLGs scored 0. (no increase in % of facilities with functional water and sanitation committees).

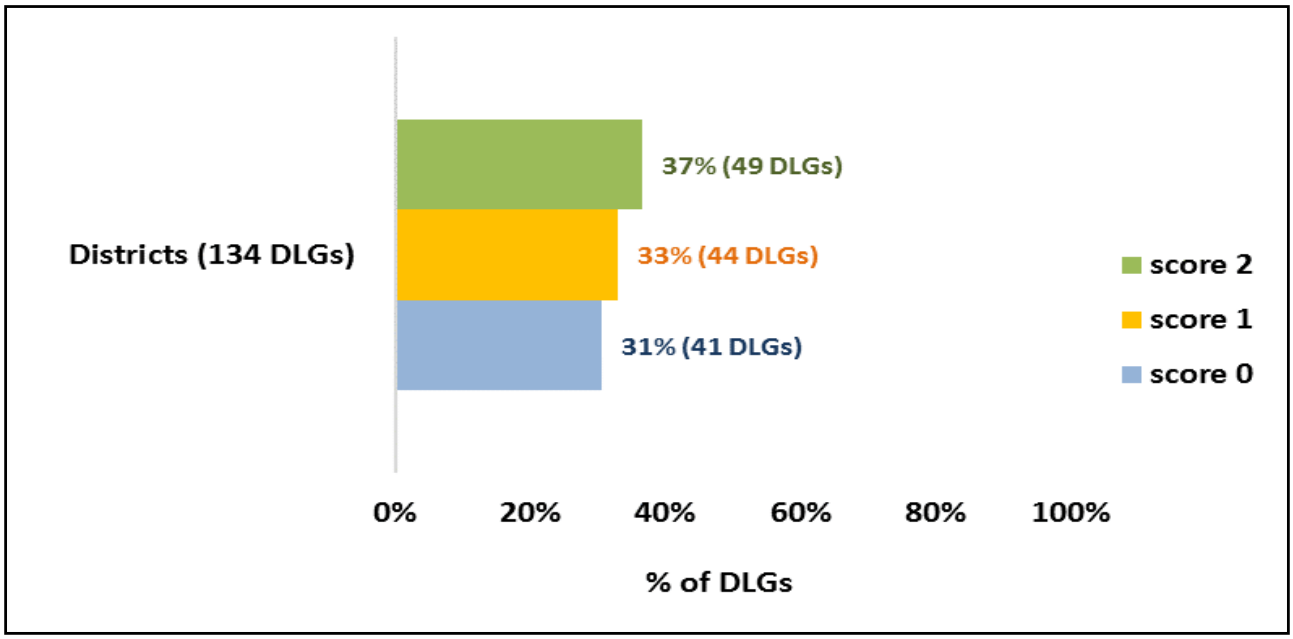
Figure 104: Percentage of facilities with functional water & sanitation committees



No. of DLGs assessed = 134

Overall, 51%(69) of the DLGs scored 2 (90-100% of facilities with functional water and sanitation committees); 21%(28) of the DLGs scored 1(80-89% of facilities with functional water and sanitation committees); the remaining 28%(37) DLGs scored 0. (% of facilities with functional water and sanitation committees below 80%)

Figure 105: Percentage of rural water sources that are functional



***No.** of DLGs assessed = 134*

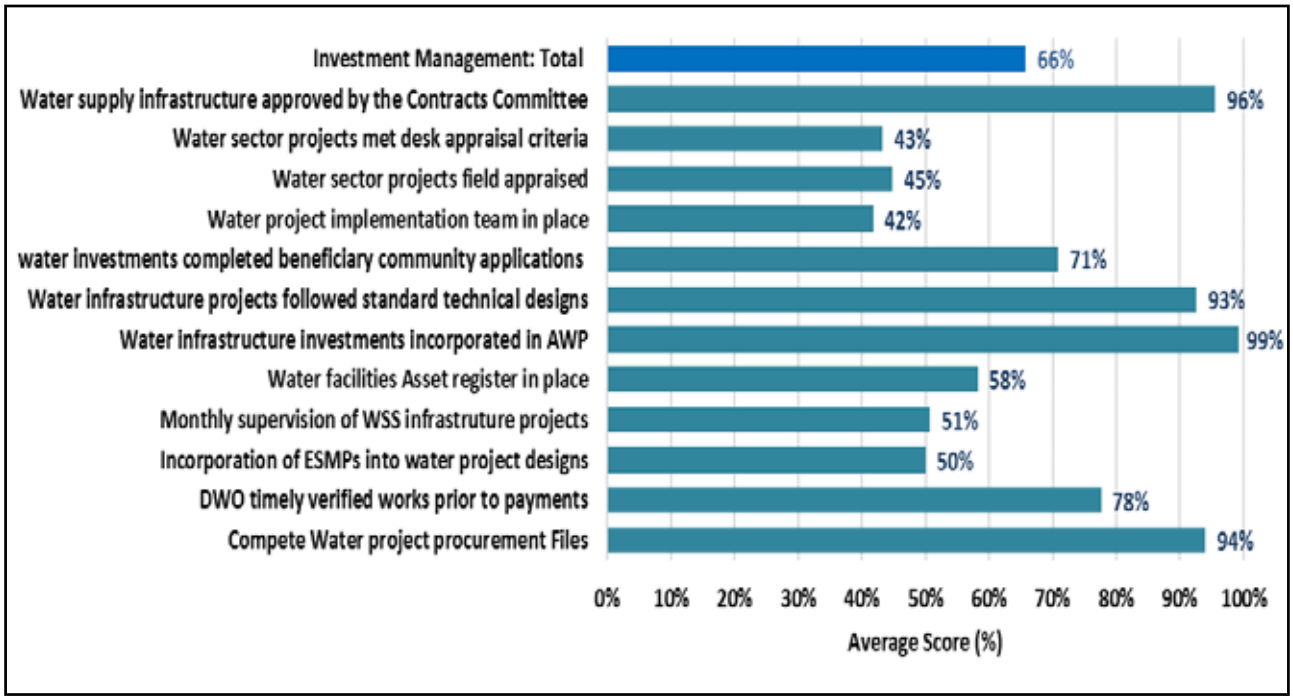
Overall, 37%(49) DLGs scored 2. (90%-100% district rural water sources that are functional as per the sector MIS); 33%(44) DLGs scored 1. (80-89% district rural water sources that are functional as per the MIS); the remaining 31%(41) DLGs scored 0. (had water sources that are functional as per sector MIS below 80%).

6.4.5 Investment Management

This section presents findings on: i) planning and budgeting for investments, and ii) procurement and contract management/execution.

Figure 106 shows the performance of LGs in Performance Measure requirements for the area of Human Resource Management Development.

Figure 106: Score for Water and Environment PM on Investment Management



No. of DLGs assessed = 134

The overall average score across was 66%. The Best performed indicators were; Water infrastructure projects incorporated in AWPs at an average score of 99%, Water supply infrastructure approved by the contracts committee at an average score of 96%, Water infrastructure projects following standard technical designs at an average score of 93% and Completion of water project procurement files at an average score of 94%.

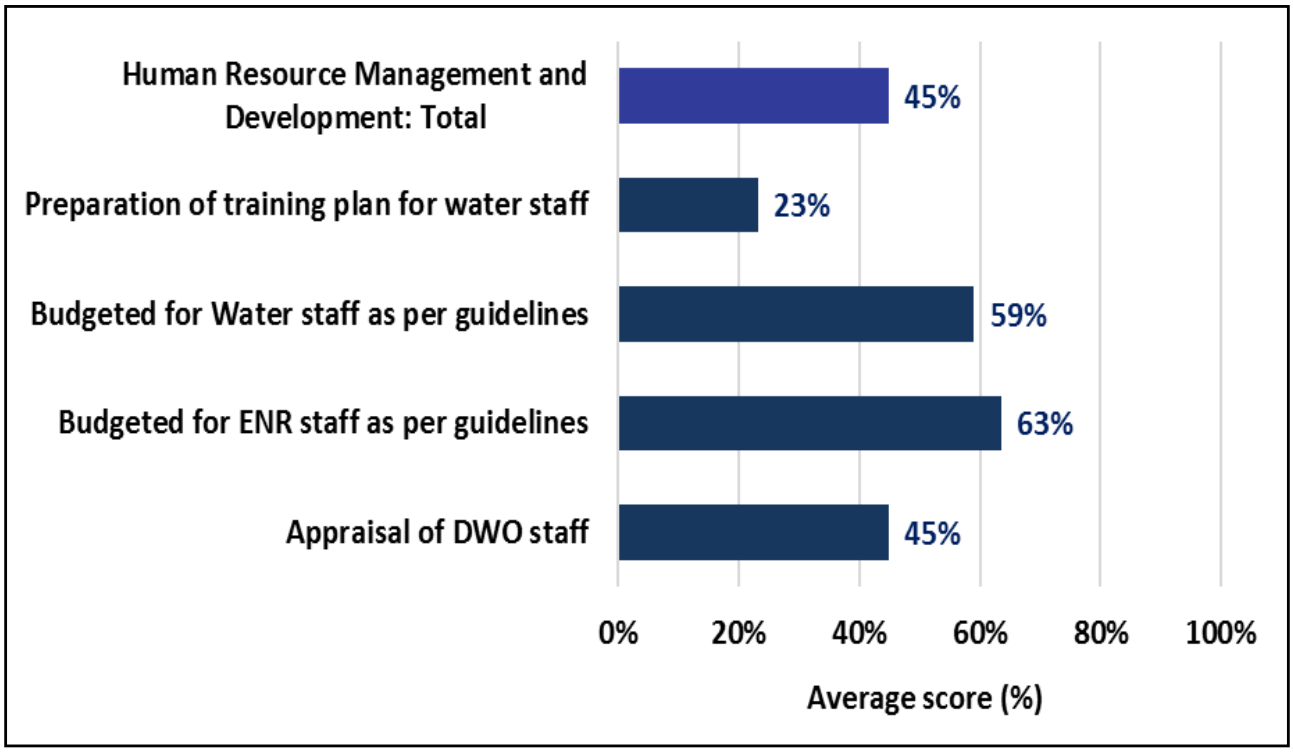
Worst performed indicators were; Water project implementation team in place at an average score of 42%, Water sector project met desk appraisal criteria at an average score of 43% and Water sector projects field appraised at an average score of 45%.

6.4.6 Human Resource Management Development

This section presents findings on: i) budgeting for staff under Water & Sanitation, and Environment and Natural Resources, ii) staff performance management.

Figure 107 shows the performance of LGs in Performance Measure requirements for the area of Human Resource Management Development.

Figure 107: Scores for Water and Environment PM on Human Resource Management Development



No. of DLGs assessed = 134

The overall average score across was 45%. Best performed indicators were Budgeting for ENR staff and water staff as per guidelines at average scores of 63% and 59% respectively. Worst performed indicators were preparation of training plan for water staff at an average score of 23% and appraisal of DWO staff at an average of 45%. The table below indicates DLGs that did not have a training plan for the Water staff.

Table 34: Districts that did not have a training plan for the Water staff

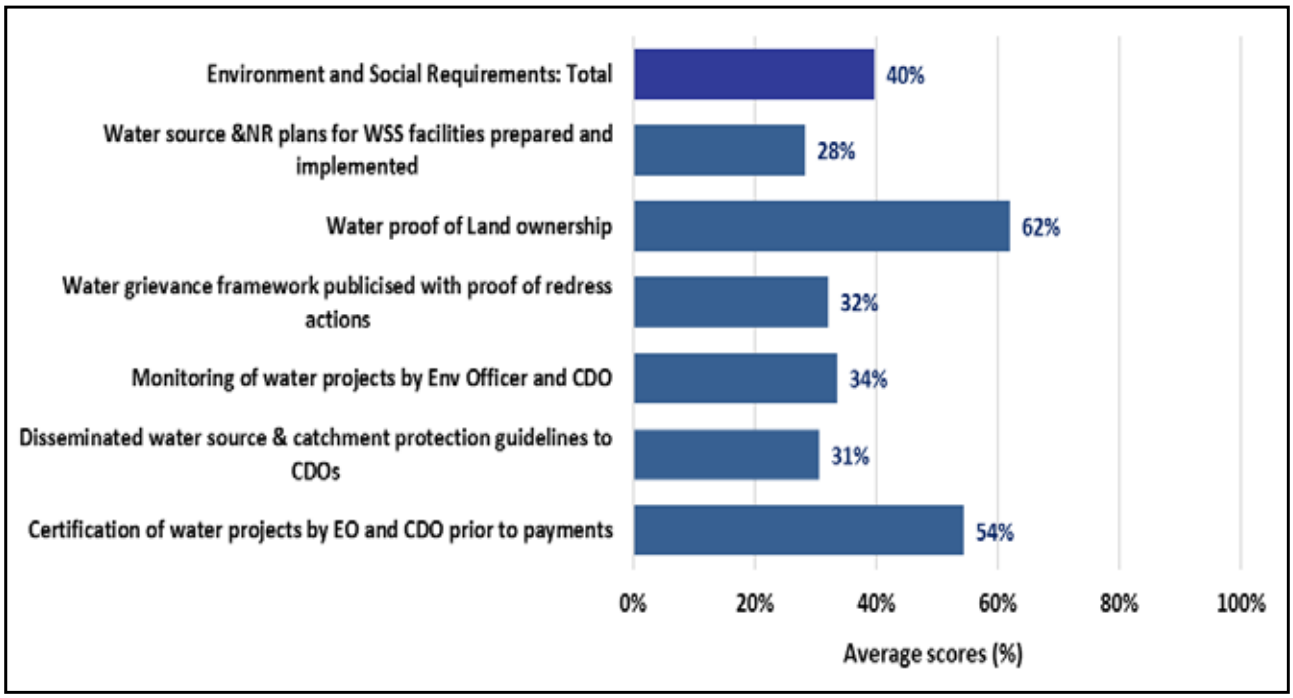
DLGs without training plan prepared for Water staff; *Abim, Adjumani, Agago, Alebtong, Amolatar, Amudat, Amuria, Amuru, Apac, Arua, Budaka, Bududa, Bugweri, Buhweju, Buikwe, Bukedea, Bukomansimbi, Bukwo, Buliisa, Busia, Butaleja, Butebo, Buyende, Gulu, Hoima, Iganga, Jinja, Kaabong, Kabale, Kaberamaido, Kagadi, Kakumiro, Kalaki, Kalangala, Kalungu, Kamuli, Kamwenge, Kanungu, Kapchorwa, Kapelebyong, Karenga, Kasanda, Kasese, Katakwi, Kibaale, Kiboga, Kibuku, Kiryandongo, Kisoro, Kitagwenda, Koboko, Kole, Kotido, Kwania, Kween, Kyankwanzi, Kyegegwa, Kyenjojo, Lamwo, Lira, Luuka, Luwero, Lwengo, Lyantonde, Manafwa, Maracha, Masaka , Masindi, Mayuge, Mbale, Mbarara, Mitooma, Mityana, Moyo, Mpigi, Mubende, Nabilatuk, Nakapiripirit, Nakaseke, Nakasongola, Namayingo, Namisindwa, Namutumba, Napak, Nebbi, Ngora, Ntoroko, Ntungamo, Nwoya, Otuke, Oyam, Pader, Pallisa, Rakai, Rukiga, Rukungiri, Rwampara, Serere, Sironko, Soroti, Tororo, Wakiso & Yumbe*

6.4.7 Environment and Social Requirements

This section presents findings on: i) grievance redress, and ii) safeguards in delivery of investments.

Figure 108 shows the performance of LGs in Performance Measure requirements for the area of Environment and Social Requirements.

Figure 108: Scores for Water and Environment PM on Environment and Social Requirements



No. of DLGs assessed = 134

The overall average score across was 40%. The Best performed indicator was proof of land ownership where WSS projects were implemented at an average score of 62%.

Worst performed indicators were; Preparation and implementation of water resource protection plans and natural management plans where WSSS facilities were constructed in the previous FY (28%), Publicizing water grievance framework with proof of redress actions (32%), Monitoring of water projects by the Environment officer and CDO (34%) and Dissemination of water source and catchment protection guidelines to CDOs (31%).

6.5 Conclusion, Emerging issues and recommendations for Water and Environment

Water and Environment performance area just like all other performance areas that are assessed under the new revised LGMSD performance assessment and framework has had a number of its indicators refined, updated and a number of indicators introduced in order to improve management and delivery of services.

It's important to note that this assessment is the first of its kind under the new revised LGMSD assessment framework and therefore trend analysis with the previous years has not been considered.

Generally, we note the low performance of DLGs under Water and Environment performance measure. Important to note is that none of the DLGs had an overall score between 91%-100% and 81%-90%; 3%(4 districts) scored between 71%-80%, while, a number of the DLGs scored between 51%-60%(22 districts) and 41%-50%(29 districts) whereas 6 districts scored less than 11%. It should be noted that this performance is largely attributed to the poor performance in the minimum conditions largely seen as core performance indicators in the revised framework of the LGMSD assessment but also to note is that most of the DLGs are still acclimatizing to this new framework.

The assessment also identified a number of emerging issues and proposed recommendations to address them as highlighted in table 35.

Table 35: Emerging issues and recommendations under Water and Environment

No.	Emerging issues	Recommendation	Responsibility
6.6.1	***Human Resource Planning and Management***		
	DLGs performed poorly on the requirement to fill critical positions notably Assistant Water Officer and Natural resource officer. Only 37% and *46% of DLGs had filled the positions of Natural Resources Officer and Assistant Water Officer for Mobilization respectively.*	The MOWE should follow up on the additional funding under the Wetland grant in order to facilitate the recruitment of all positions not substantively filled.	**MOWE** **MOFPED**
Environment and Social requirements			
6.6.2	There has been incoherent communication and dissemination of statutory documents that guide LGs the in implementation of water and Environment related activities such as the water grievance framework, water source, and catchment protection guidelines and ESCC screening guidelines. *Publicizing water grievance framework with proof of redress actions scored (32%)* *Dissemination of water source and catchment protection guidelines to CDOs (31%)*	There is need to strengthen and fast track dissemination and sensitization of the relevant documents	**MOWE**
6.6.3	Despite the average performance, (62%) there are still challenges in enforcing proof of land ownership where WSS water projects are implemented;	The MOWE together with other relevant agencies such as MOLHUD among others are working together to enforce proof of land ownership	**MOWE** **MLHUD** **NEMA**
Local Government Service Delivery			

No.	Emerging issues	Recommendation	Responsibility
6.6.4	Service delivery performance in key areas has notably been low for example functionality of WAATSAN committees (35%average score) water project implementation teams (42% average score)	There is need to strengthen the functionality of these committees through the issuance of service delivery guidelines, also routine monitoring to assess the functionality of these committees should be undertaken	**MOWE** **LGs**
Management monitoring and supervision			
6.6.5	Weak supervision of WSS facilities. Quarterly supervision stood an average score of 47%	Strengthen the functionalization of DWO to supervise WSS facilities through additional funding.	**MOWE** **LGs**

7.0 Micro-Scale Irrigation Performance Assessment

7.1 Introduction to Micro - Scale Irrigation Performance Assessment

The assessment of Local Government Management of Service Delivery for Micro-Scale Irrigation appears for the first time in this Report since the Local Government Performance Assessment started. It has two elements namely Minimum Conditions and Performance Measures. Minimum Conditions (seen as core performance indicators) focuses on addressing key bottlenecks for service delivery and safeguard management while performance measures focus on evaluating service delivery in the LGs as a whole. 40 Districts selected to receive the micro-scale irrigation grant were assessed in this LGMSD.

All indicators were assessed in FY 2020/21, however, indicators which were not applicable during the year of assessment were scored 0. This is because;

a) They will provide a baseline and a basis for trend analysis in subsequent years.
b) This did not disadvantage any LG as all scored 0 – level ground. At this level, districts are supposed to be performing the functions even without the microscale irrigation grant

The results for the assessment conducted in FY 2020/21 and those of FY 2021/22 will be used for monitoring and evaluation purposes and to develop performance improvement plans but not to impact the allocation of the grants. This is because the districts will not have received and used the grants in FY 2019/20 (assessed in 2020/21), and the grants received in 2020/21 (assessed in 2021/22) are only for complementary services. Therefore, the results of the performance assessment to be conducted in FY 2022/23 will be the first to be used to impact the allocation of grants for FY 2023/24. This is because the LGs would have received and used the capital development grant for FY 2021/22.

7.1.1 Micro-Scale Irrigation Minimum Conditions

The LG Micro-Scale Irrigation was assessed against 2 performance areas of Human Resource Management and Development and Environmental and Social Safeguards with a maximum of 100 percentage points. The performance areas, their respective performance indicators and scores are presented in Table 36 below.

Table 36: Scoring guide for Micro-Scale Irrigation Performance Minimum Conditions for LGMSD 2020

Number	Performance Area		Percentage score for MCs
A	Human Resource Management and Development	Senior Agricultural Engineer	70 Percentage points
B	Environment and Social Requirements	Environment, Social and Climate Change Screening/Environment	15 Percentage points
		Social Impact Assessments (ESIAs)	15 Percentage points
Total			100 **Percentage points**

7.1.2 Micro - Scale Irrigation Performance Measures

The performance of the LG Micro-Scale Irrigation Performance Measures was assessed against six thematic areas with weighted performance scores totaling to a maximum of 100 percentage points. The thematic areas are presented in Table 37.

Table 37: Scoring guide for Micro-Scale Irrigation Performance Measures for LGMSD 2020

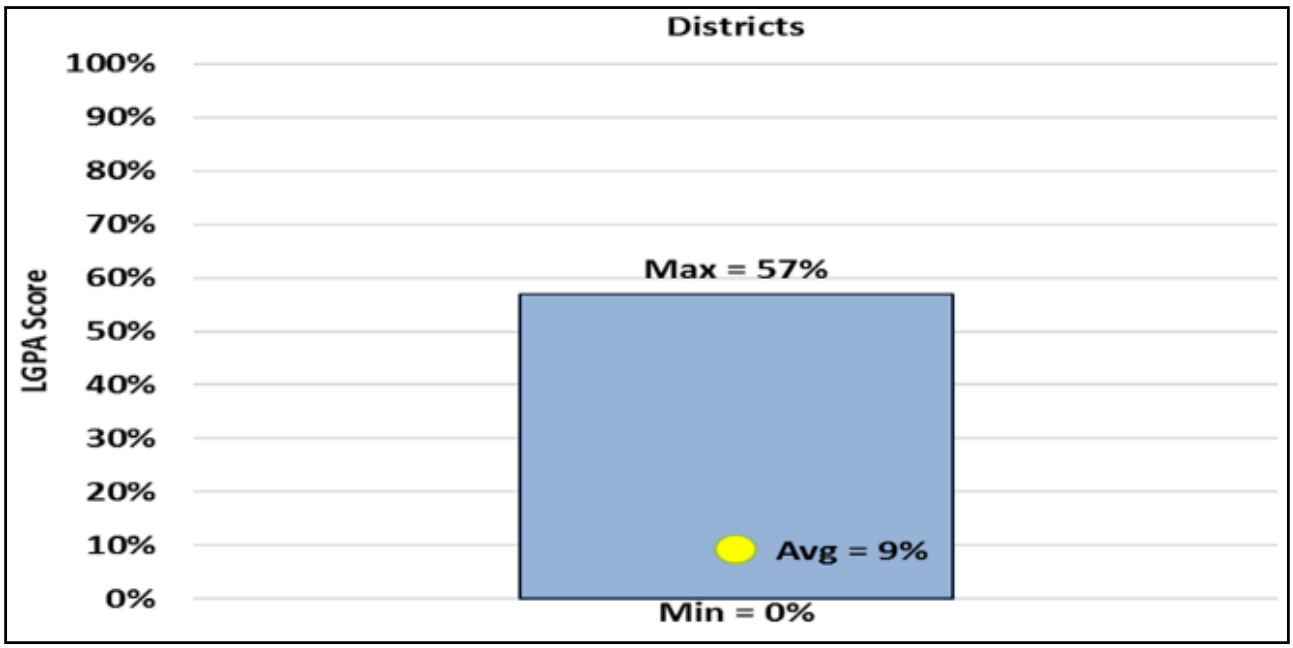
Number	Performance Area	Percentage score for PMs
A	Local Government Service Delivery Results	20 Percentage points
B	Performance Reporting and Performance Improvement	10 Percentage points
C	Human Resource Management and Development	10 Percentage points
D	Management, Monitoring and Supervision of Services	22 Percentage points
E	Investment Management	26 Percentage points
F	Environment and Social Safeguards	12 Percentage points
Total		**100 percentage points**

7.2 Overview of Micro-Scale Irrigation Performance Results – LGMSD 2020

7.2.1 Polarity of Scores for Micro-Scale Irrigation Performance

Figure 109 shows the relative orientation of the maximum, average, and minimum scores in Micro Scale Irrigation performance measures for all the selected LGs.

Figure 109: Polarity of score for Micro-Scale irrigation performance measures



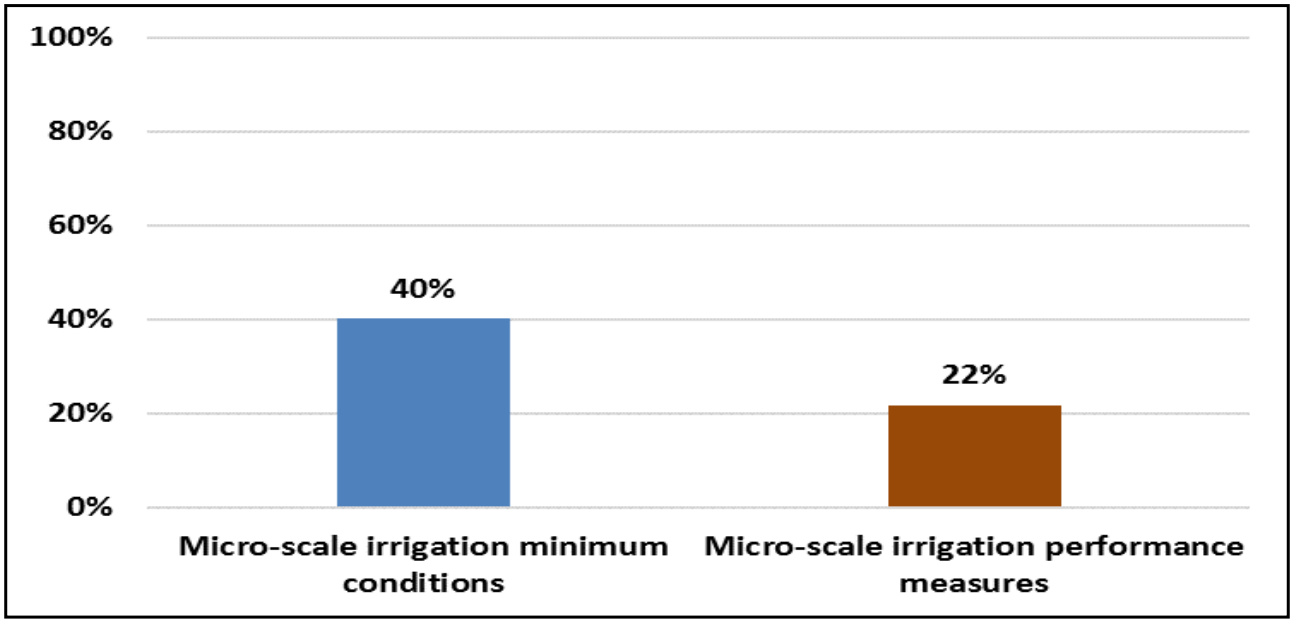
No. of DLGs assessed = 40

The Overall average score for all the 40 LGs for all Micro-Scale Irrigation performance measures was 9%. The highest score was 57% and the minimum score was 0%.

7.2.2 Average Scores for Micro Scale Irrigation Minimum Conditions and Performance Measures - LGMSD 2020

Figure 110 shows the average scores under Micro Scale Irrigation MCs and PMs; disaggregated for DLGs.

Figure 110: Average scores under Micro Scale Irrigation MCs and PMs



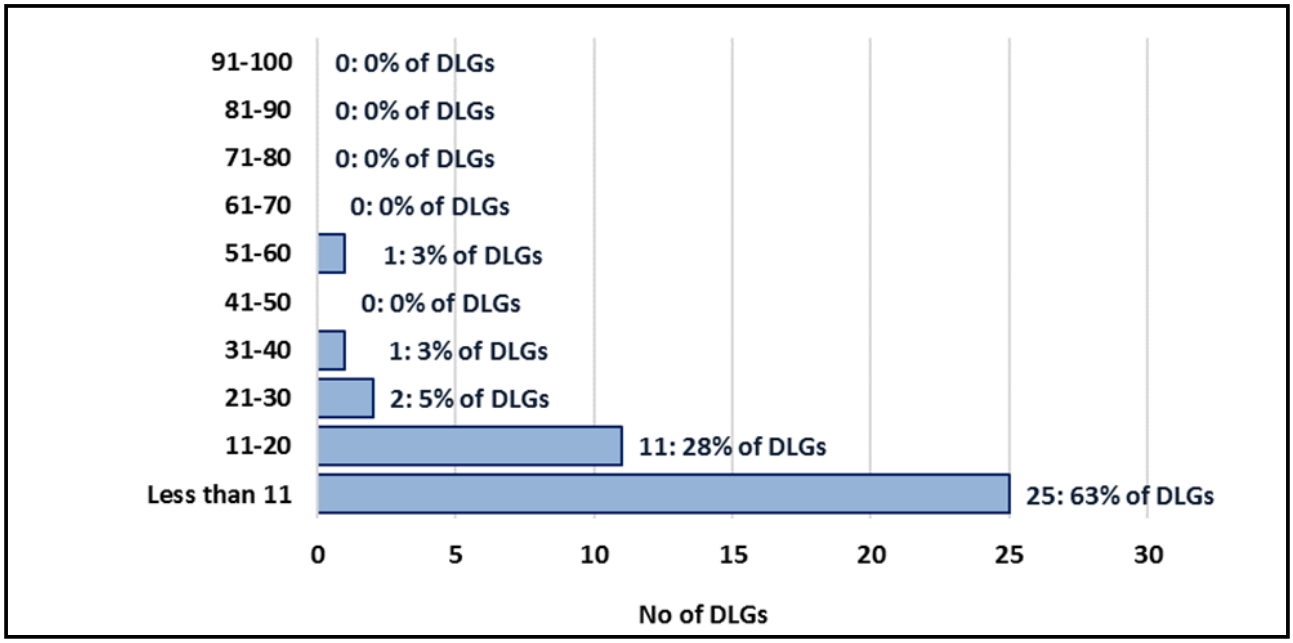
No. of DLGs assessed = 40

The overall average score for Micro-scale irrigation minimum conditions was 40% and 22% for performance measures. The poor performance is due to unimplemented phases of the program whereby some of the activities by design have not been implemented.

7.2.3 Distribution of LGs across average score categories – LGMSD 2020

Figure 111 presents the distribution (by number and proportion) of Districts across the different score ranges for Micro Scale Irrigation performance measures.

Figure 111: Micro-Scale irrigation performance scores distribution for 40 Districts



No. of DLGs assessed = 40

A total 1 district (3%) scored between 51%-60%, another one district (3%) scored between 31%-40% while 2 districts (5%) scored between 21%-30%, 11 districts (28%) scored between 11%-20% and the rest of 25 districts (63%) scored below 11%.

7.2.4 Best and Worst scoring LGs for Small Scale Irrigation

Table 38 and 39 below present average scores for the ten (10) highest and lowest scoring LGs on Micro Scale Irrigation Sector performance respectively during the 2020 LGMSD.

Table 38: Ten (10) Overall Highest Scoring LGs on Micro Scale Irrigation Sector Performance

Rank 2020	Vote	Score 2020 (%)
1	Tororo District	57
2	Butambala District	36
3	Kamwenge District	29
4	Mukono District	24
5	Ibanda District	20
6	Mubende District	18
6	Mbale District	18
8	Sembabule District	17
8	Mayuge District	17
10	Rakai District	16

No. of DLGs assessed = 40

Tororo District got the highest score of 57%, while Lwengo, Kyotera, Kitagwenda, Kapchorwa, Kalungu, Iganga, Bukomansimbi, Buikwe, Bududa, and Amuru District scored the lowest at 0%. Overall, in 2020 LGMSD the lowest 10 LGs scored 0%. This was due to poor performance in meeting the minimum conditions for Environmental and Social Requirements and Human Resource Management and Development.

Table 39: Ten (10) Overall Lowest Scoring LGs on Micro Scale Irrigation Sector Performance

Rank 2020	Vote	Score 2020 (%)
24	Lwengo District	0
24	Kyotera District	0
24	Kitagwenda District	0
24	Kapchorwa District	0
24	Kalungu District	0
24	Iganga District	0
24	Bukomansimbi District	0
24	Buikwe District	0
24	Bududa District	0
24	Amuru District	0

No. of DLGs assessed = 40

7.2.5 Best and Worst scoring indicators for Micro Scale Irrigation

Table 40 and 41 presents a summary of the top 10 and bottom 10 performing indicators for performance measures in the 2020 LGMSD.

Table 40: Ten (10) Best Scoring Indicators for Micro Scale Irrigation Sector

Rank 2020	Indicator	Score
1	Up-to-date LLG information entered into MIS	90%
2	Mobilization activities for farmers conducted	88%
3	Accurate information on filled extension staff positions	80%
4	Budgeted for extension workers as per guidelines	78%
4	An up-to-date database of farmer applications	78%
5	Deployed extension workers as per guidelines	75%
6	Extension staff working in LLGs of their deployment	68%
7	Disseminated info on use of farmer co-funding	65%
8	Awareness training on micro-irrigation	55%
9	Annual performance appraisals for extension workers	53%
10	Quarterly report based on info from LLGs	45%

Table 41: Ten (10) Worst Scoring Indicators for Micro Scale Irrigation Sector

Rank 2020	Indicator	Score
21	Display of Irrigation grievance redress framework in public places	5%
22	Published list of eligible farmers on LG and LLG noticeboards	3%
22	Irrigation compliance certification by EO prior to payments	3%
22	Irrigation compliance certification by CDO prior to payments	3%
22	FFS established as per guidelines	3%
22	Asset register of micro-scale irrigation equipment	3%
23	Use of the farmer co-funding as per guidelines	0%
23	Irrigation proof of Land access	0%
23	Irrigation co-funding and allocations as per guidelines	0%
23	Approved Farmer Acceptance Form signed	0%

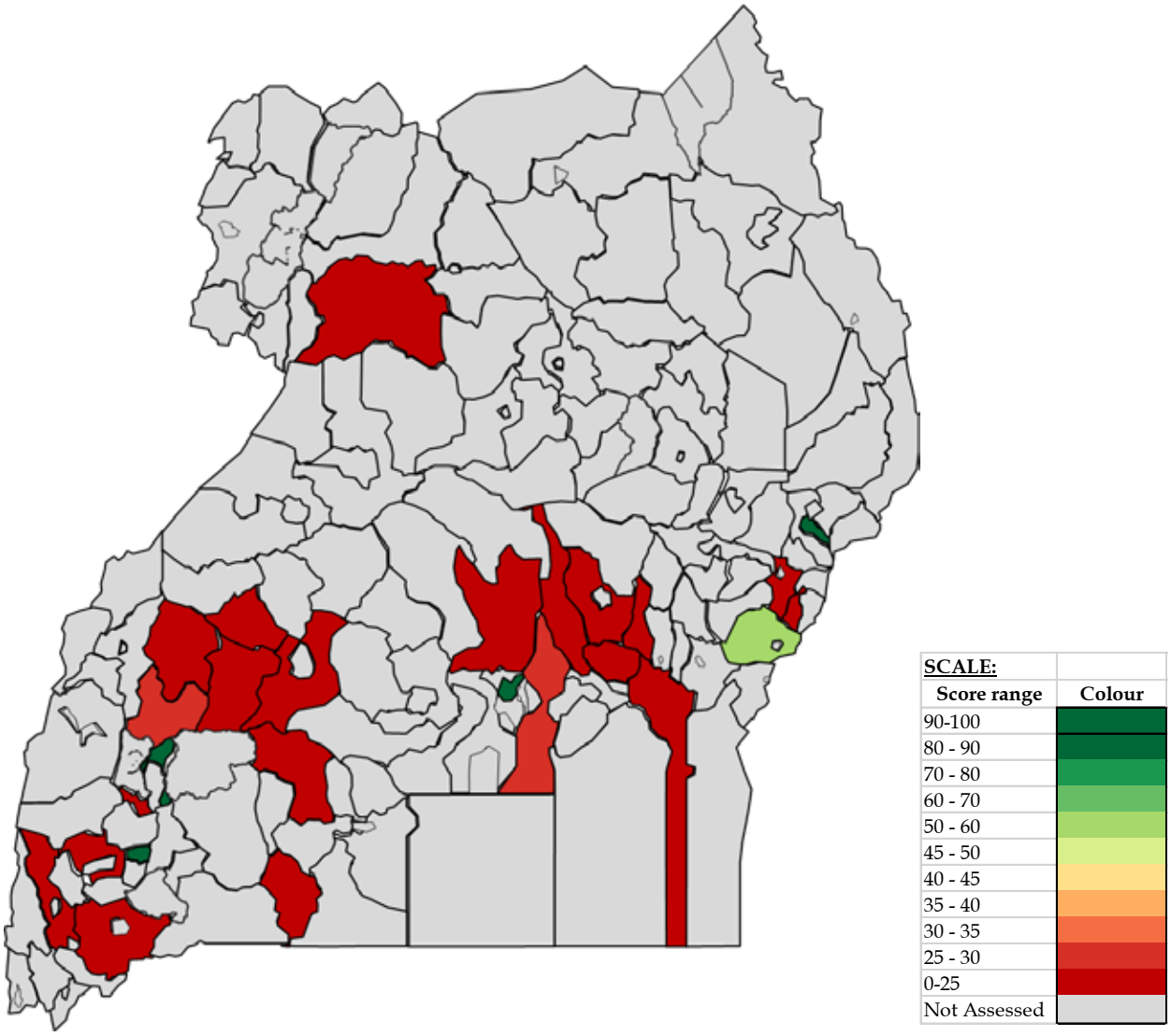
No. of DLGs assessed = 40

All the above indicators performed poorly due to the phased manner in which the project of Micro-scale irrigation is being implemented. The poor-performing indicator activities have not started and will be implemented in the next phases.

7.2.6 Snapshot of Micro-Scale Irrigation Performance Scores across the Country

Figure 112 depicts the distribution of performance scores for all LGs across the country for Micro-Scale Irrigation Measures

Figure 112: Heat-map of Micro Scale Irrigation Performance Scores across LGs



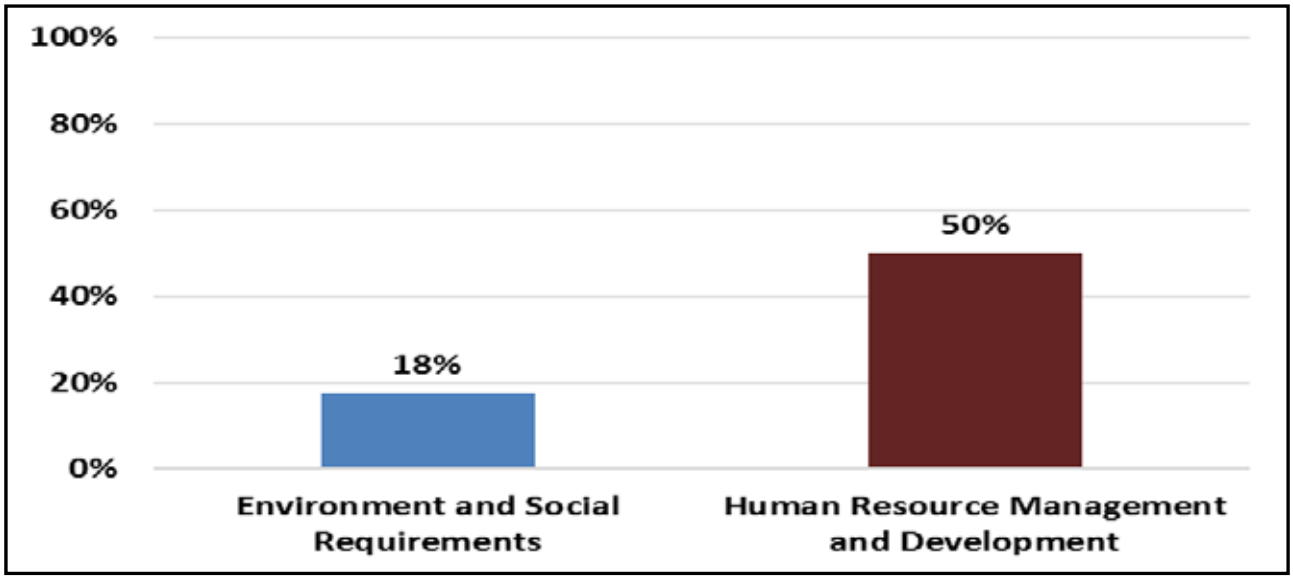
No. of DLGs assessed = 40

7.3 Results on Micro-Scale Irrigation Minimum Conditions

7.3.1 Average Scores for Micro Scale Irrigation Minimum Conditions Per Performance Area

Figure 113 shows the average scores of LGs across the two thematic areas of Micro Scale Irrigation performance for Minimum Conditions; disaggregated for DLGs selected to receive the Micro Scale Irrigation grant.

Figure 113: Average Scores for Micro Scale Irrigation Minimum Conditions per thematic area

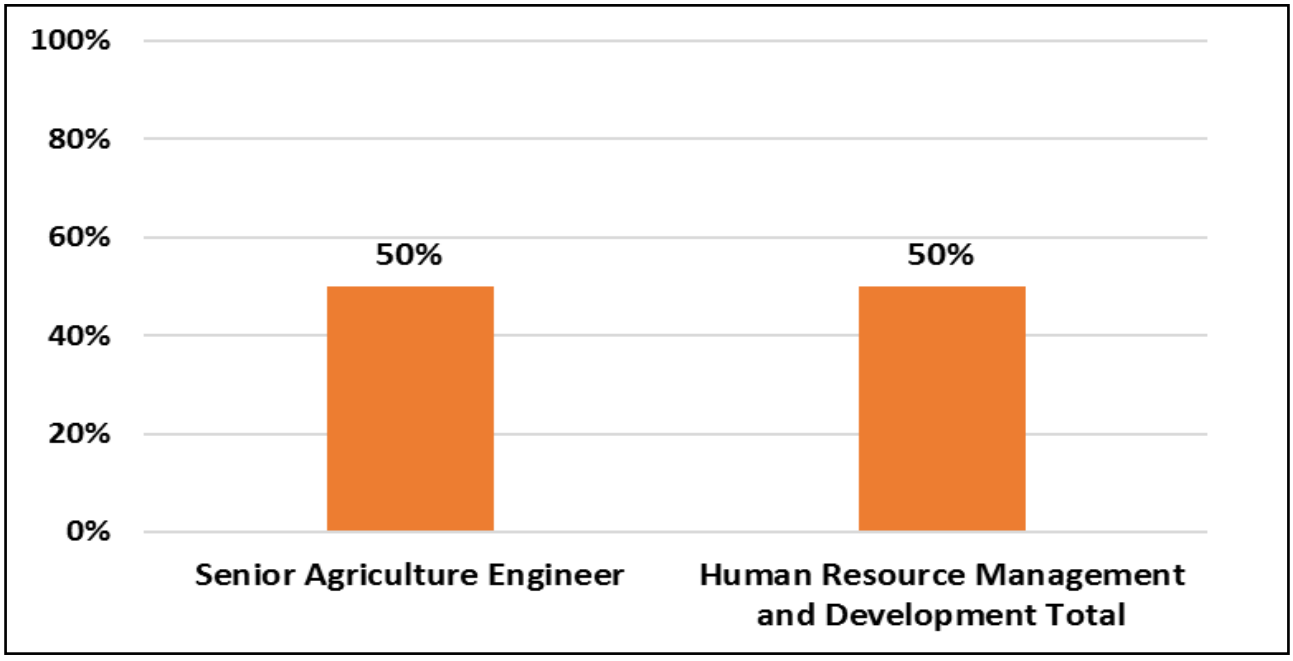


No. of DLGs assessed = 40

The best-performed area was Human resource management and development at an average of 50% of LGs mainly due to recruitment of the Senior Agriculture Engineer compared to Environment and Social requirements at an average score of 18% where some environmental-related activities have not started.

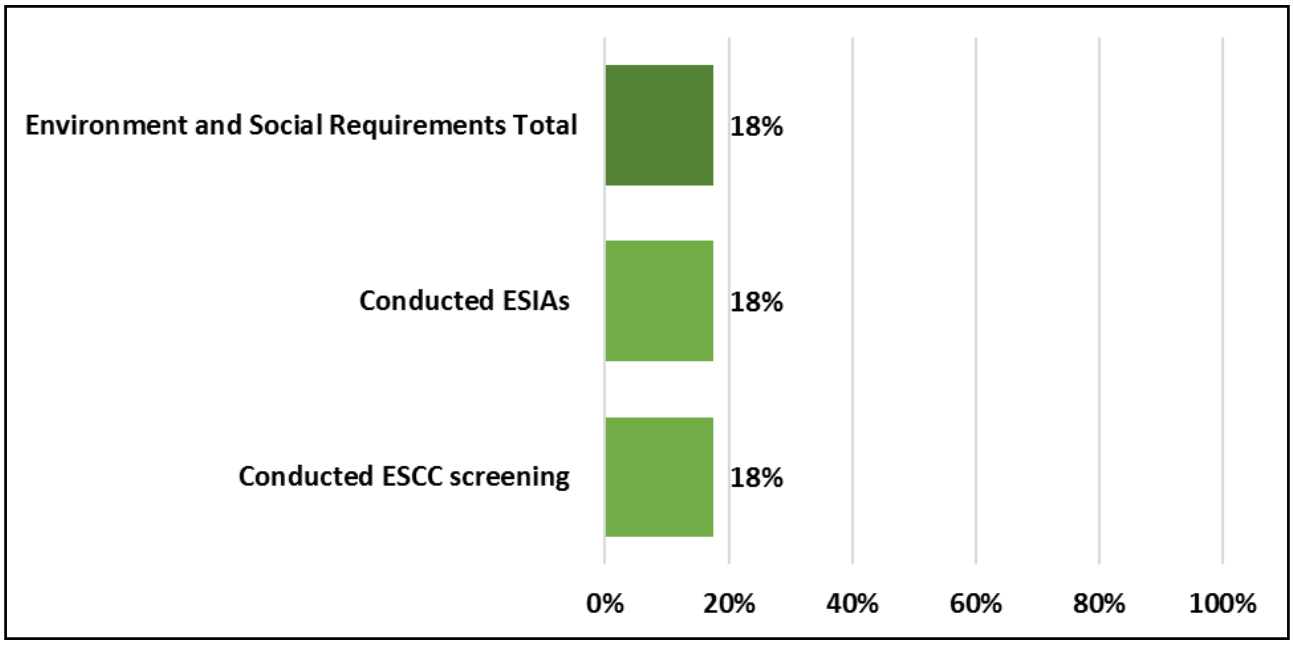
7.3.2 Performance per Assessment Area under Micro-Scale Irrigation Minimum Conditions

Figure 114: Scores for Micro-Scale Irrigation MCs in Human Resource Management and Development



No. of DLGs assessed = 40

Figure 115: Scores for Micro-Scale Irrigation MCs in Environment and Social Requirements



No. of DLGs assessed = 40

The DLGs performance in HRM had an overall score of 50%. The performance was registered in the only position under minimum conditions i.e. the position of Senior Agricultural engineer. This implies that 50% of LGs assessed had the position of Senior Agricultural Engineer filled while the other 50% did not fill the position. Interface with MAAIF revealed that some Districts did not score under the Minimum conditions simply because they have Agricultural Engineer yet the assessment looked at Senior Agricultural Officer.

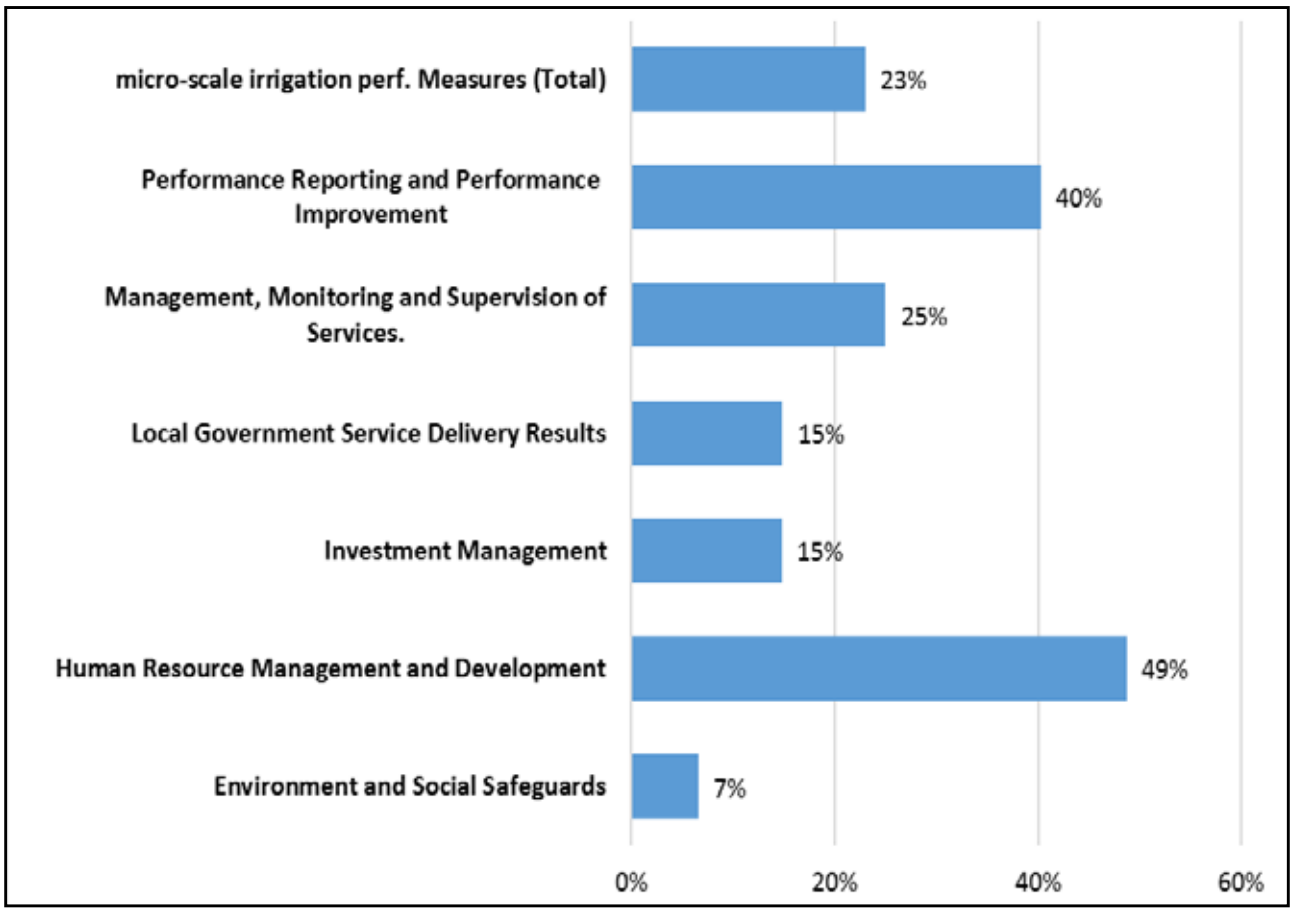
The DLGs also had an average score of 18% under Environment and Social Requirements a raising out of all indicators scoring Lowest at an average of 18% and these were in areas of conducting ESIAs and ESCC screening. Interface with MAAIF reveals that this performance is very true given that other components where these indicators are relevant have not yet started. However, they also noted that under Micro-Scale Irrigation, it's only Environmental Social Climate Change Screening (ESCCS) which is conducted and thus the District Officers interviewed might have mixed it with Environmental Social Impact Assessments which are not conducted under this component.

7.4 Results on Micro Scale Irrigation Performance Measures – LGMSD 2020

7.4.1 Performance per Assessment Area under Micro Scale Irrigation Performance Measures

Figure 116 shows the average score of LGs across the six thematic areas of Micro-Scale Irrigation performance measures disaggregated for the 40 LGs.

Figure 116: Average Scores per Assessment Area under Micro-Scale Irrigation Sector Performance measures



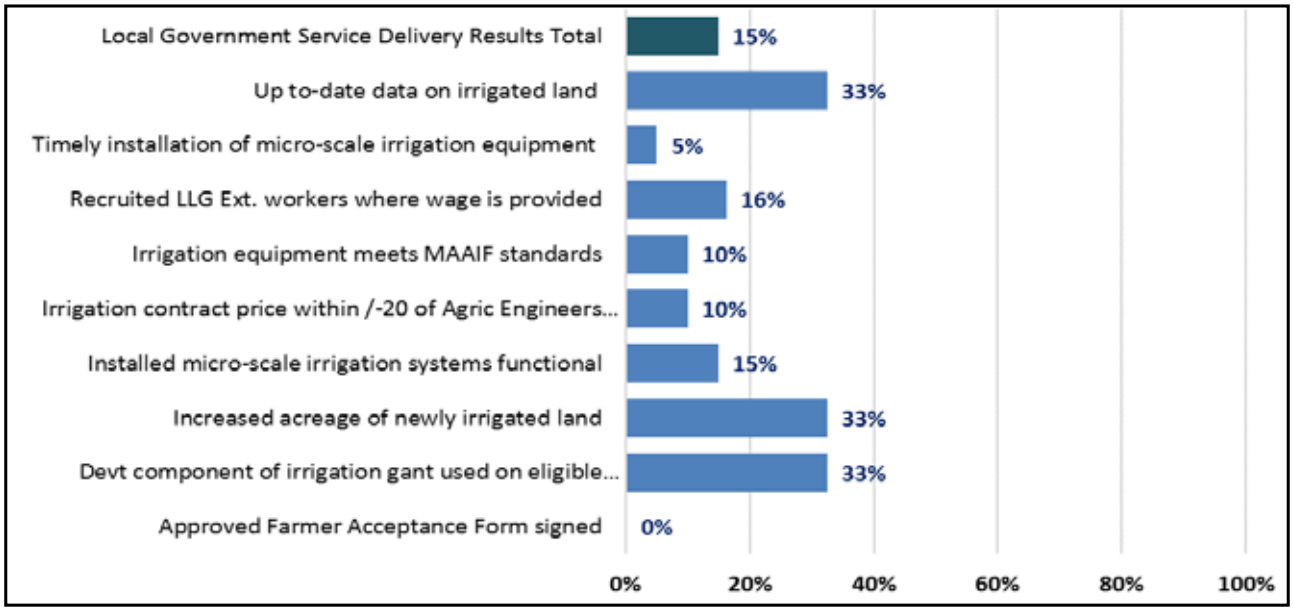
No. of DLGs assessed = 40

The overall average score across the six performance areas in Micro-Scale Irrigation was 23%. The best-performed area was Human resource management and development at an average score of 49%, while the worst performed area was that of Environment and Social Safeguards at an average score of 7% given that activities that require conducting of Environmental Social Climate Change Screening (ESCCS) and Environmental Social Impact Assessments (ESIA) had not or had just started at the time of the assessment.

7.4.2 Local Government Service Delivery Results

Figure 117 shows the performance of LGs in the area of Local Government Service Results.

Figure 117: Local Government Service Delivery Results

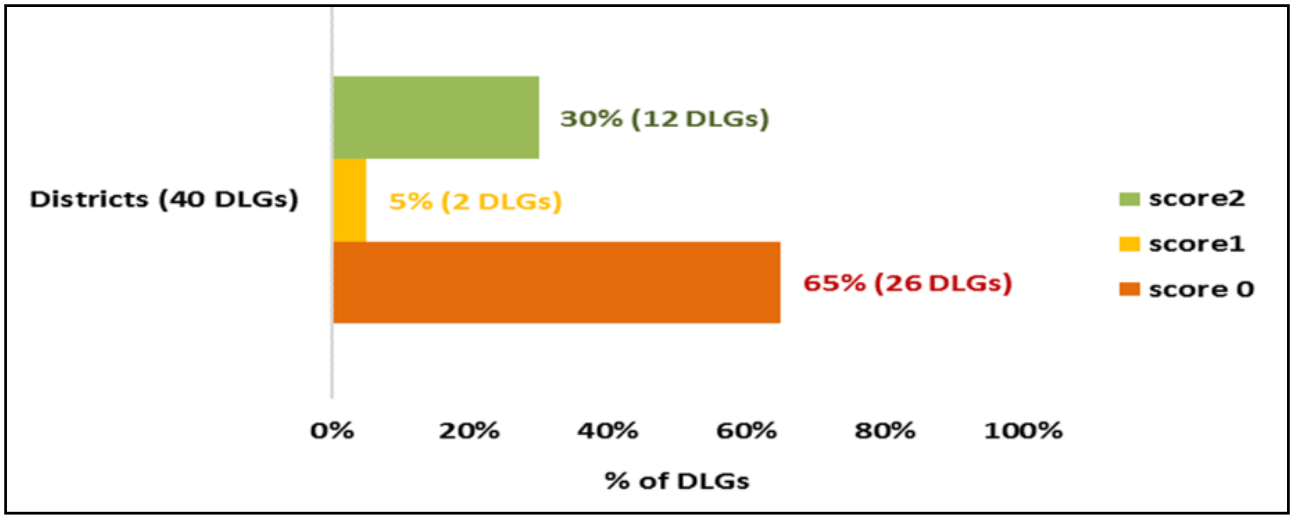


No. of DLGs assessed = 40

The overall average score across the ten performance indicators under Local Government Service Delivery Results area was 15%. The best-performed indicator were up-to-date data on irrigated land, increased acreage of newly irrigated land and development component of irrigation grant used on eligible activities which performed at an average score of 33%, while the worst performed indicators were those of average score in micro-irrigation for Lower Local Government Performance Assessment (LLG PA) which was not assessed given that the system is being developed and an approved farmer acceptance form signed which performed at an average score of 0%.

Figure 118 shows the distribution of LGs across score categories for the assessment on increased acreage of newly irrigated land.

Figure 118: Increased acreage of newly irrigated land



No. of DLGs assessed = 40

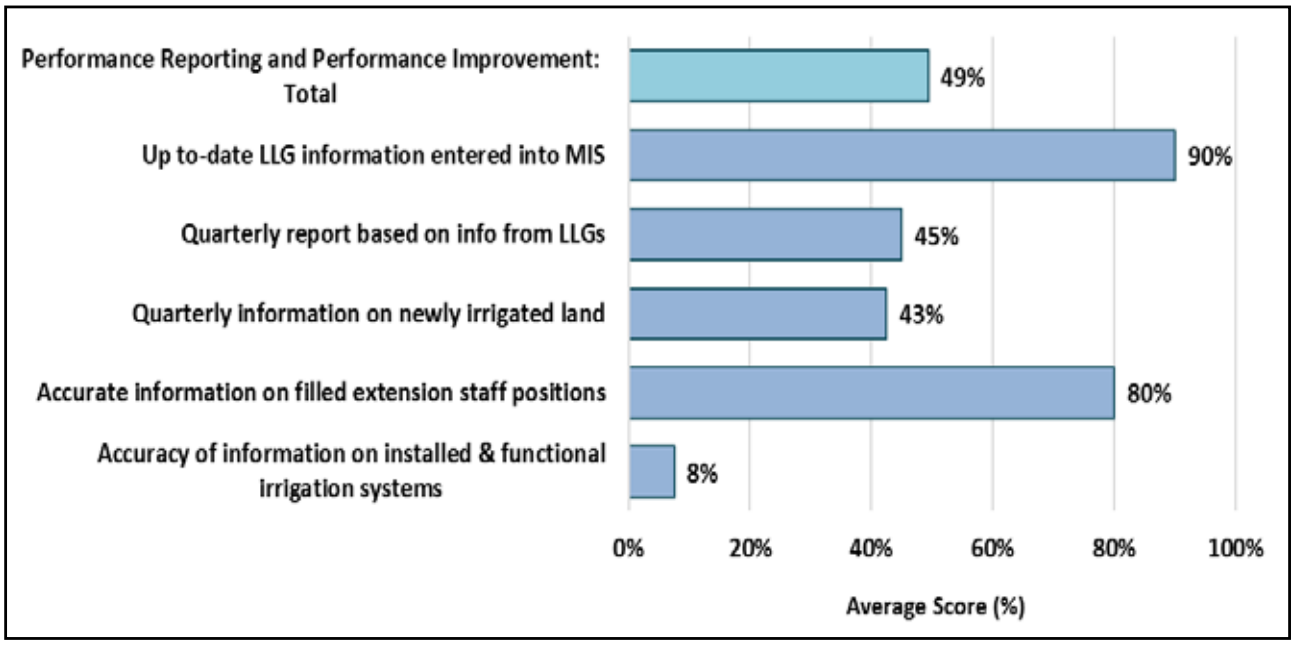
Note: Score of 2 for LGs with increased acreage of newly irrigated land above 5%, a score of 1 for LGs between 1% and 4%, and a score of 0 for LGs with no acreage.

12 LGs (30%) increased acreage of newly irrigated land by more than 5%, 2 LGs (5%) increased acreage of newly irrigated land between 1% and 4% while 26 LGs (65%) had no increase in acreage for newly irrigated land.

7.4.3 Performance Reporting and Performance Improvement

Figure 119 below shows the average scores attained by LGs across the different indicators in the area of Performance Reporting and Performance Improvement

Figure 119: Micro-Scale Irrigation Scoring in Performance Reporting and Performance Improvement



No. of DLGs assessed = 40

The overall average score across the seven performance indicators under Performance Reporting and Performance Improvement was 49%. The best-performed indicator was up-to-date LLG information entered into MIS at an average score of 90%, while the worst performed indicator was that of the accuracy of information on installed and functional irrigation systems scoring at 8%.

Table 42: DLGS without Accurate information on filled extension staff positions

Districts	Score
Bushenyi District	0
Ibanda District	0
Kamuli District	0
Kayunga District	0
Kibaale District	0

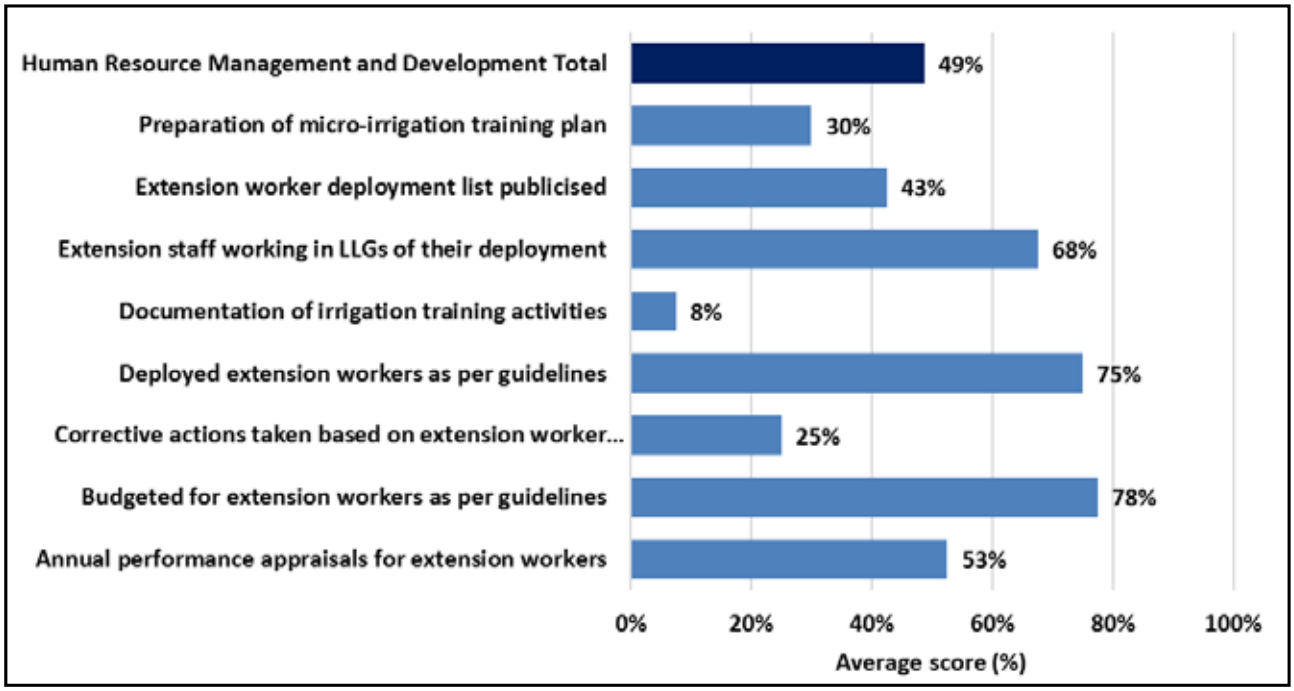
Kyotera District	0
Mityana District	0
Mubende District	0

Though accurate information on filled extension staff positions performed at 80% and was one of the best-performed indicators, districts of Bushenyi, Ibanda, Kamuli, Kayunga, Kibaale, Kyotera, Mityana and Mubende did not have accurate information on filled extension staff positions.

7.4.4 Human Resources Management and Development

Figure 120 below shows the average scores attained by LGs across the different indicators in the areas of Human Resource Management and Development.

Figure 120: Micro-Scale Irrigation Scoring in Human Resource Management and Development



No. of DLGs assessed = 40

The overall average score across the eight performance indicators under Human Resource Management and Development was 49%. The best-performed indicator was budgeting for extension workers as per guidelines at an average score of 78%, while the worst performed indicator was that of documentation of irrigation training activities at an average score of 8%.

Table 43 below shows districts that did not budget for extension workers as per guidelines.

Table 43: Districts that did not budget for extension workers as per guidelines

District	Score
Amuru district	0
Kamwenge district	0
Kayunga district	0
Kibaale district	0
Kyenjojo district	0
Luuka district	0
Luwero district	0
Mukono district	0
Omoro district	0

Though, budget for extension workers as per guidelines was the most performed indicator at 78%, districts of Amuru, Kamwenge, Kayunga, Kibaale, Kyenjojo, Luuka, Luwero, Mukono and Omoro did not score anything in this area due to lack of wage.

Table 44 below shows districts that did not conduct Annual performance appraisals for extension workers.

Table 44: Districts that did not conduct Annual performance appraisals for extension workers

District	Score
Amuru district	0
Bududa district	0
Bushenyi district	0
Jinja district	0
Kayunga district	0
Kibaale district	0
Kyenjojo district	0
Luuka district	0
Luwero district	0
Mbale district	0
Mubende district	0
Mukono district	0
Nakaseke district	0
Ntungamo district	0
Nwoya district	0
Omoro district	0
Rukungiri district	0
Sironko district	0
Tororo district	0

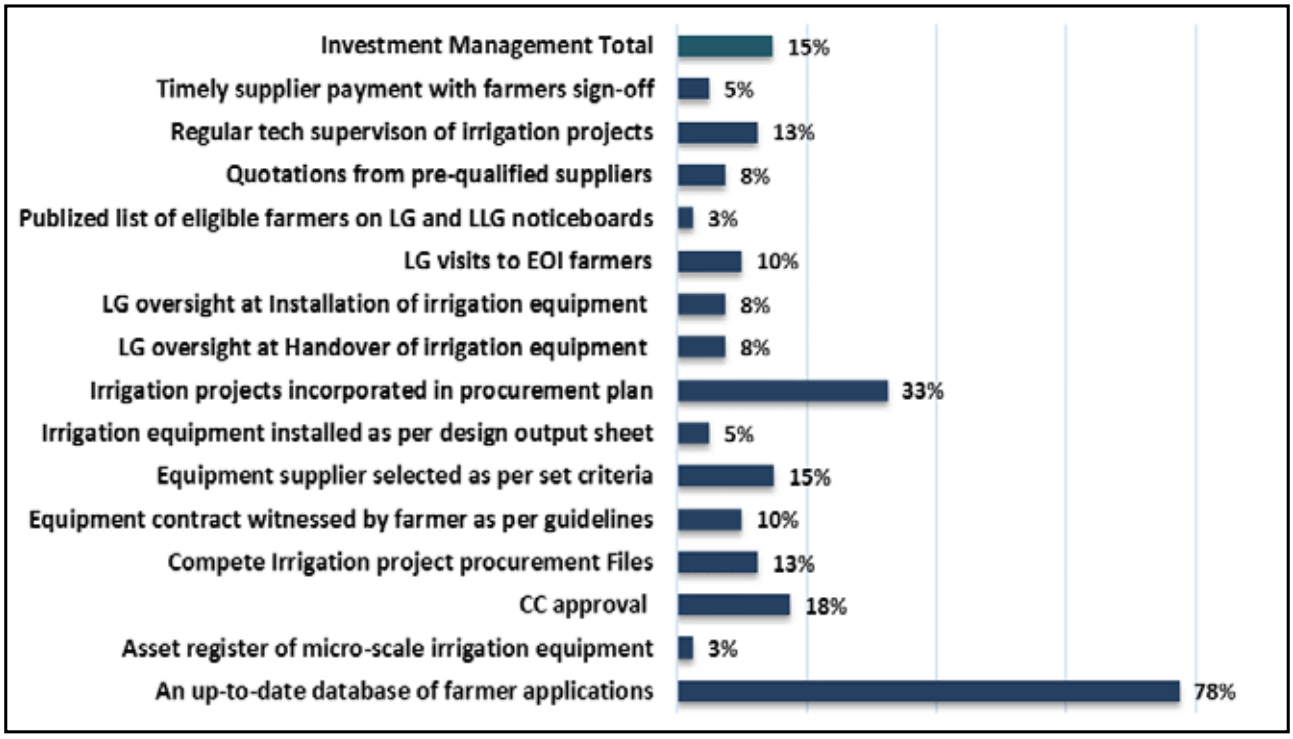
No. of DLGs assessed = 40

The above Districts did not conduct Annual performance appraisals for extension workers' despite of the indicator performing moderately.

7.4.5 Investment Management

Figure 121 shows performance of LGs in the areas of Investment Management.

Figure 121: Micro-Scale Irrigation scoring in Investment Management



No. of DLGs assessed = 40

The overall average score across the fifteen performance indicators under Investment Management was 15%. The best-performed indicator was an up-to-date database of farmer applications at an average score of 78%, while the worst performed indicator were those of published list of eligible farmers on LG and LLG noticeboards and asset register of micro-scale irrigation equipment at an average score of 3%. This was due to some of the indicators under this thematic area falling under phase 2 and 3 of the micro-scale irrigation program which will be conducted in the following years.

Table 45 shows the distribution of LGs without an up-to-date database of farmer applications.

Table 45: Districts without an up-to-date database of farmer applications

District	score
Amuru District	0
Bududa District	0
Iganga District	0
Jinja District	0

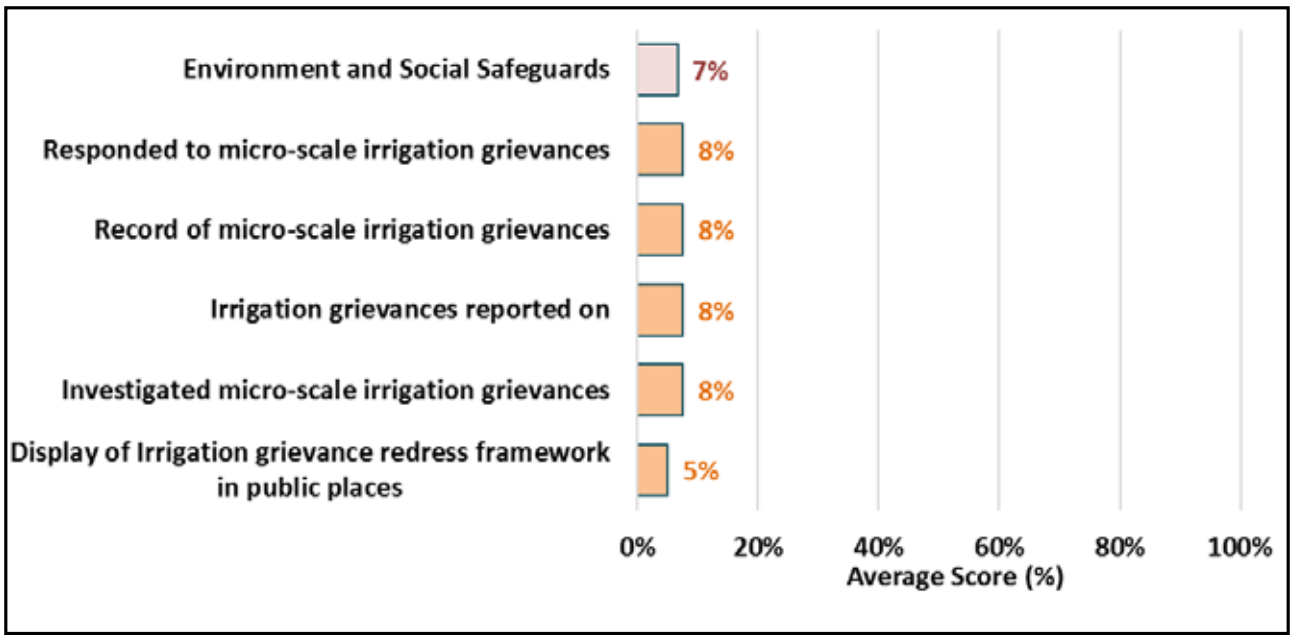
Kapchorwa District	0
Manafwa District	0
Mbale District	0
Mukono District	0
Tororo District	0

Much as more LGs had an up-to-date database of farmer applications, districts of Amuru, Bududa, Iganga, Jinja, Kapchorwa, Manafwa, Mbale, Mukono, and Tororo did not have an up-to-date database of farmer applications at the time of assessment.

7.4.6 Environment and Social Safeguards

Figure 122 shows the performance of LGs in the area of Environment and Social Safeguards

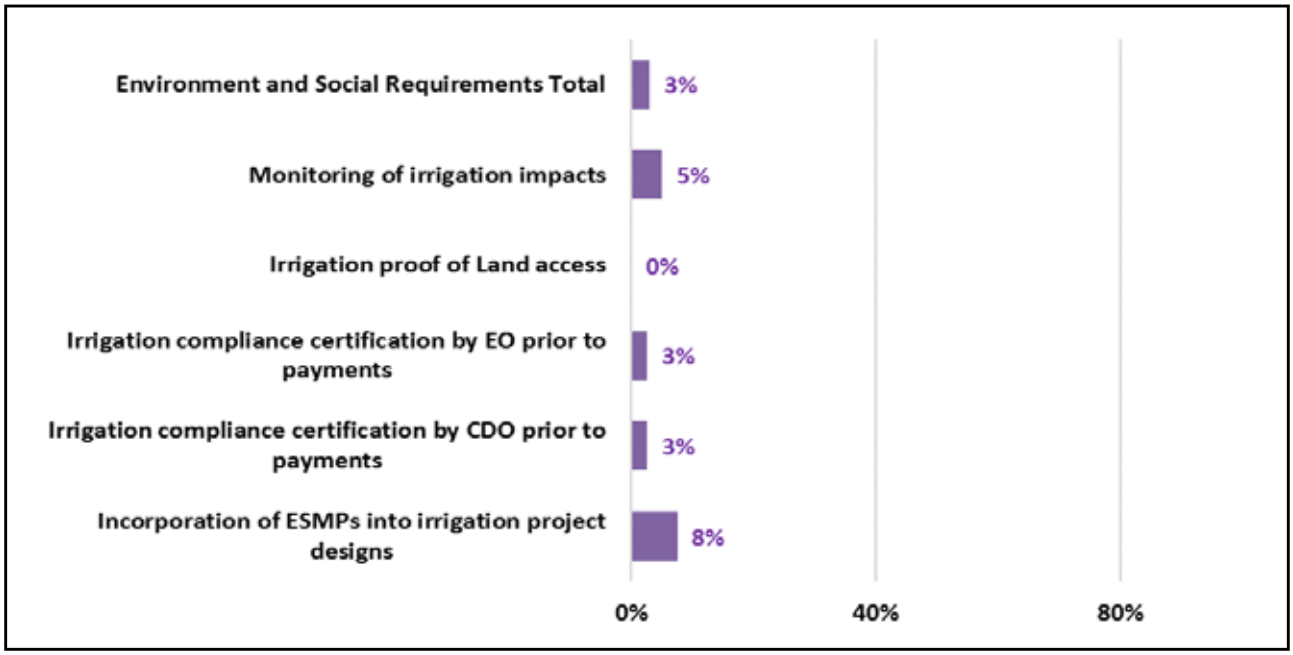
Figure 122: Environment and Social Safeguards



No. of DLGs assessed = 40

The overall average score across the five performance indicators under Environment and Social Safeguards was 7%. All indicators performed poorly with four scoring at 8% and the worst being the display of irrigation grievances redress framework in public places at an average score of 5%. However, interface with MAAIF reveals that this performance is very true given that other components where these indicators are relevant have not yet started. However, they also noted that under Micro-Scale Irrigation, its only Environmental Social Climate Change Screening (ESCCS) which is conducted and thus the District Officers interviewed might have mixed it with Environmental Social Impact Assessments which is not conducted under this component.

Figure 123: Environmental and Social Requirements



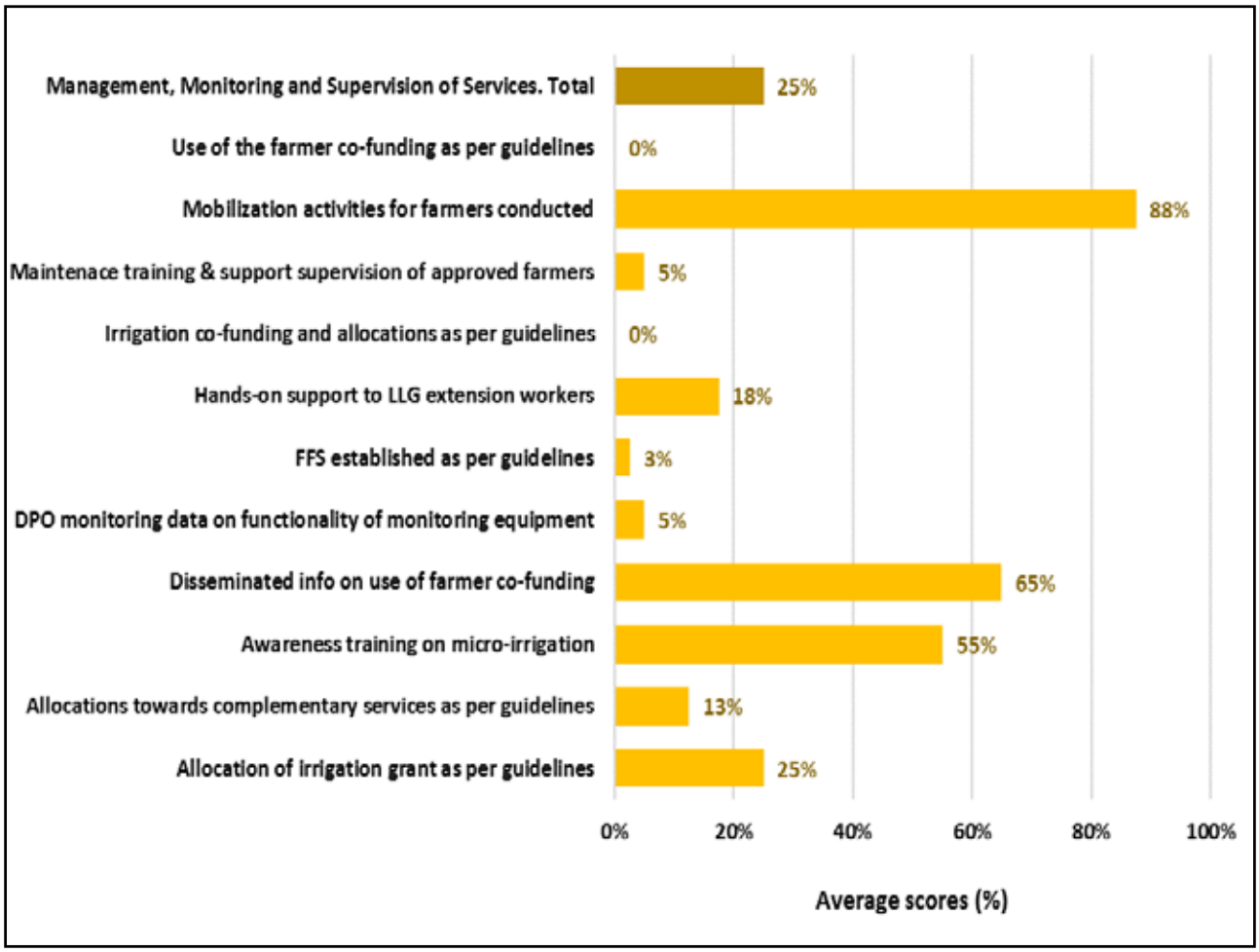
No. of DLGs assessed = 40

The overall average score across the five performance indicators under Environmental and Social Requirements was 3%. The best-performed indicator was the incorporation of ESMPs into irrigation project designs at an average score of 8%, while the worst performed indicator was that of irrigation proof of land access at an average score of 0%. Interface with MAAIF reveals that this performance is very true given that other components where these indicators are relevant have not yet started.

7.4.7 Management, Monitoring, and Supervision of Service

Figure 124 below shows the performance of LGs in the areas of Management, Monitoring and Supervision of Service

Figure 124: Micro-Scale Irrigation performance scores on Management, Monitoring and Supervision of Service



No. of DLGs assessed = 40

The overall average score across the eleven performance indicators under Management, Monitoring, and Supervision of Service was 25%. The best-performed indicator was mobilization activities for farmers conducted at an average score of 88%, while the lowest performed indicator was the use of the farmer co-funding as per guidelines and irrigation co-funding and allocations as per guidelines at an average score of 0%, due to the phase which looks at mobilization of the farmers.

Table 46 shows the Districts that have not conducted Mobilization activities for farmers.

Table 46: Districts that have not conducted Mobilization activities for farmers

Districts	Score
Bushenyi District	0
Ntungamo District	0
Rukungiri District	0

Districts that have not conducted mobilization activities for farmers included Bushenyi, Ntungamo, and Rukungiri despite of the indicator performing well in other districts. Table 47 below shows Districts that did not disseminate information on use of farmer co-funding.

Table 47: Districts that did not disseminate information on use of farmer co-funding

District	Score
Amuru District	0
Bushenyi District	0
Iganga District	0
Kamwenge District	0
Kibaale District	0
Kitagwenda District	0
Kyegegwa District	0
Kyenjojo District	0
Luuka District	0
Masaka District	0
Ntungamo District	0
Nwoya District	0
Omoro District	0
Sironko District	0

Another area that performed well was disseminated information on the use of farmer co-funding, however districts of Amuru, Bushenyi, Iganga, Kamwenge, Kibaale, Kitagwenda, Kyegegwa, Kyenjojo, Luuka, Masaka, Ntungamo, Nwoya, Omoro, and Sironko did not disseminate information on the use of farmer co-funding.

7.5 Conclusion, Emerging Issues, and Recommended actions for Micro-Scale Irrigation Performance Assessment – LGMSD 2020

Micro Scale – Irrigation program is being assessed for the first time under the LGMSD and many LGs performed poorly with an overall average score of 22%. LGs still performed lowly in almost all areas except Human Resource Management and Development scoring 49% and Performance Reporting and Performance Improvement scoring 40%. The reason for the poor performance is by design given that the program was designed in phases and one phase cannot start unless the other is complete.

Table 48 below highlights the key emerging issues relating to the Micro Scale – Irrigation performance measures along with recommendations and proposed actions for improvement.

Table 48: Emerging Issues and recommended action from the LGMSD 2020

No.	Emerging Issue/Outstanding Challenges	Recommended Action (s)	Responsibility
1.	Failure by the Districts Environmental Officers to conduct ESCCS for the program Only 18% of LGs did ESCCS	Engage Districts Environmental Officers to conduct ESCCS for the program	MAAIF, MoLG & LGs
2.	Attraction, recruitment and retaining of Senior Agricultural Engineer by Districts lacking the Officer. Only half of the districts had the position filled and yet he is critical to the performance of the program	Come up with mechanisms for attracting and retaining such cadres.	MAAIF

PART C: ANNEXES

Annex 1: Ranked Overall Performance Results and Scores per Performance Area for LGMSD 2020

Rank 2020	Vote	Score 2020	Crosscutting Measures	Education Measures	Health Measures	Water and Environment Measures	Microscale Irrigation Measures[12]
1	Ibanda District	82	70	97	82	79	20
2	Kabarole District	79	72	97	70	76	NA
2	Isingiro District	79	59	92	91	72	NA
4	Rubanda District	69	48	84	82	61	NA
5	Rubirizi District	68	60	90	70	52	NA
6	Ngora District	66	59	84	69	50	NA
7	Mbarara District	65	54	84	65	59	NA
7	Masindi Municipal Council	65	54	55	86	NA	NA
9	Bushenyi- Ishaka Municipal Council	62	46	78	63	NA	NA
9	Mpigi District	62	62	55	56	76	0
11	Sheema Municipal Council	60	60	94	27	NA	NA
11	Sheema District	60	62	93	43	43	NA
13	Buvuma District	59	56	71	50	61	NA
13	Bushenyi District	59	53	76	51	55	5
13	Bugiri District	59	52	54	63	66	NA
16	Mubende District	57	47	65	69	48	18
16	Kazo District	57	49	69	50	61	NA
18	Sembabule District	56	61	60	42	63	17
19	Bududa District	55	23	77	54	65	0
20	Budaka District	54	39	62	50	65	NA
21	Buikwe District	53	51	64	42	55	0
21	Kibaale District	53	40	75	69	27	8
23	Serere District	52	40	67	49	53	NA
23	Makindye-Ssabagabo Municipal Council	52	48	71	36	NA	NA
25	Bunyangabu District	51	43	86	32	43	NA
25	Wakiso District	51	60	49	48	48	0
25	Ibanda Municipal Council	51	55	60	37	NA	NA
28	Hoima District	50	45	68	43	44	NA
28	Rakai District	50	49	55	38	57	16
30	Kamwenge District	49	51	42	72	32	29
30	Kumi District	49	38	65	43	49	NA
30	Kayunga District	49	42	55	58	41	13
30	Masindi District	49	57	68	22	48	NA
34	Soroti District	48	33	61	69	30	NA
34	Rukungiri Municipal Council	48	39	57	49	NA	NA
34	Kibuku District	48	33	42	59	58	NA
37	Mayuge District	47	31	77	41	40	17
37	Butambala District	47	33	69	48	39	36
37	Kiruhura District	47	51	29	57	50	NA
40	Kira Municipal Council	46	45	49	43	NA	NA
41	Mukono District	45	49	57	49	26	25

12 The Score for Micro-scale Irrigation wasn't included in the overall average score

Rank 2020	Vote	Score 2020	Crosscutting Measures	Education Measures	Health Measures	Water and Environment Measures	Microscale Irrigation Measures[12]
41	Njeru Municipal Council	**45**	38	66	30	NA	NA
43	Kagadi District	**44**	27	71	50	31	NA
43	Kiboga District	**44**	43	43	49	40	NA
43	Masaka District	**44**	32	55	26	62	0
43	Katakwi District	**44**	29	55	32	58	NA
47	Lwengo District	**43**	54	45	35	40	0
47	Rukungiri District	**43**	39	46	53	36	3
47	Buhweju District	**43**	36	83	21	32	NA
47	Butebo District	**43**	26	41	44	61	NA
47	Kalungu District	**43**	39	43	31	59	0
47	Kyotera District	**43**	39	31	44	57	0
47	Kanungu District	**43**	37	74	34	27	NA
47	Gomba District	**43**	42	56	29	44	NA
47	Kalangala District	**43**	42	47	29	53	NA
47	Kumi Municipal Council	**43**	32	43	53	NA	NA
57	Bulambuli District	**42**	39	20	40	67	NA
58	Lira District	**41**	46	30	58	31	NA
58	Moroto District	**41**	35	46	29	54	NA
58	Bukedea District	**41**	32	44	39	48	NA
58	Kisoro District	**41**	32	41	45	45	NA
62	Bukomansimbi District	**40**	55	38	16	50	0
63	Bugiri Municipal Council	**39**	36	61	21	NA	NA
63	Manafwa District	**39**	28	40	43	44	14
63	Bundibugyo District	**39**	23	48	34	50	NA
63	Nwoya District	**39**	28	46	50	30	12
67	Amuria District	**38**	40	60	36	18	NA
67	Mukono Municipal Council	**38**	41	43	32	NA	NA
69	Kapchorwa District	**37**	32	46	35	37	0
69	Mitooma District	**37**	34	55	26	34	NA
69	Kyenjojo District	**37**	35	40	33	40	6
69	Kaliro District	**37**	23	36	50	37	NA
69	Jinja District	**37**	34	37	32	44	8
69	Lyantonde District	**37**	25	46	49	27	NA
69	Mityana Municipal Council	**37**	40	55	15	NA	NA
76	Kyegegwa District	**36**	40	39	29	38	16
76	Kakumiro District	**36**	26	23	44	51	NA
78	Kisoro Municipal Council	**35**	28	37	41	NA	NA
78	Gulu District	**35**	35	43	35	26	NA
78	Tororo District	**35**	23	10	56	50	57
81	Kasanda District	**34**	26	39	40	31	NA
81	Iganga Municipal Council	**34**	27	65	8	NA	NA
83	Kapelebyong District	**32**	13	46	33	38	NA
83	Kole District	**32**	27	50	23	29	NA
83	Kotido District	**32**	23	16	49	39	NA
86	Kitagwenda District	**31**	19	62	30	14	0
86	Moyo District	**31**	18	40	29	38	NA
86	Bukwo District	**31**	18	50	29	28	NA
86	Yumbe District	**31**	26	19	32	47	NA
86	Maracha District	**31**	21	53	30	21	NA
86	Pallisa District	**31**	38	20	39	28	NA
86	Buyende District	**31**	26	56	22	21	NA

Rank 2020	Vote	Score 2020	Crosscutting Measures	Education Measures	Health Measures	Water and Environment Measures	Microscale Irrigation Measures[12]
86	Kitgum District	**31**	32	33	20	37	NA
86	Ntoroko District	**31**	34	67	5	17	NA
95	Iganga District	**30**	23	50	25	23	0
95	Kotido Municipal Council	**30**	15	54	21	NA	NA
95	Kamuli District	**30**	17	32	33	37	7
95	Mityana District	**30**	33	48	17	22	0
95	Butaleja District	**30**	33	13	29	44	NA
95	Luwero District	**30**	44	32	15	28	10
95	Ntungamo District	**30**	20	39	39	21	5
102	Sironko District	**29**	17	45	24	32	0
102	Mbale District	**29**	17	17	37	46	18
102	Napak District	**29**	28	49	12	26	NA
102	Amolatar District	**29**	30	25	23	36	NA
102	Kiryandongo District	**29**	16	43	33	23	NA
107	Namayingo District	**28**	14	34	24	42	NA
107	Dokolo District	**28**	28	25	44	17	NA
107	Nakasongola District	**28**	28	49	14	19	NA
107	Amuru District	**28**	22	41	19	29	0
111	Kween District	**27**	30	20	31	29	NA
111	Nansana Municipal Council	**27**	17	43	21	NA	NA
111	Nebbi District	**27**	22	37	18	32	NA
111	Namutumba District	**27**	21	34	28	25	NA
115	Kabale District	**26**	22	27	32	25	NA
115	Kikuube District	**26**	19	35	18	31	NA
115	Kapchorwa Municipal Council	**26**	15	53	8	NA	NA
118	Koboko Municipal Council	**25**	19	27	30	NA	NA
118	Oyam District	**25**	25	27	28	20	NA
120	Kalaki District	**24**	24	34	19	21	NA
120	Rwampara District	**24**	30	17	23	27	NA
120	Nebbi Municipal Council	**24**	15	16	42	NA	NA
120	Adjumani District	**24**	15	39	26	17	NA
120	Omoro District	**24**	26	34	11	25	0
120	Nabilatuk District	**24**	21	27	18	30	NA
126	Kwania District	**23**	29	12	24	29	NA
126	Apac District	**23**	26	11	42	14	NA
126	Kasese District	**23**	25	32	24	12	NA
126	Busia District	**23**	31	0	31	31	NA
126	Kyankwanzi District	**23**	27	17	26	23	NA
131	Lamwo District	**22**	20	27	13	26	NA
132	Otuke District	**21**	28	0	21	36	NA
132	Koboko District	**21**	34	0	22	29	NA
132	Buliisa District	**21**	12	17	33	22	NA
132	Nakapiripirit District	**21**	10	16	19	40	NA
132	Kaberamaido District	**21**	17	17	24	25	NA
132	Rukiga District	**21**	18	36	21	7	NA
132	Zombo District	**21**	16	29	8	29	NA
139	Namisindwa District	**20**	6	36	16	21	NA
140	Pader District	**18**	18	14	7	34	NA
140	Luuka District	**18**	11	39	10	11	11
142	Amudat District	**17**	12	25	11	20	NA

Rank 2020	Vote	Score 2020	Crosscutting Measures	Education Measures	Health Measures	Water and Environment Measures	Microscale Irrigation Measures[12]
143	Arua District	**16**	12	32	13	8	NA
144	Agago District	**15**	10	29	9	15	NA
144	Obongi District	**15**	18	11	12	20	NA
144	Pakwach District	**15**	9	8	9	34	NA
144	Alebtong District	**15**	13	17	11	18	NA
148	Nakaseke District	**14**	21	11	14	8	0
149	Kaabong District	**11**	7	6	11	22	NA
149	Abim District	**11**	6	22	5	9	NA
151	Karenga District	**10**	6	9	5	22	NA
152	Madi-Okollo District	**7**	5	18	0	5	NA
153	Bugweri District	**5**	8	0	13	0	NA

NA=Not Applicable

Annex 2: Ranked Cross-cutting Performance Assessment Results

Rank 2020	Vote	Score 2020	Minimum Conditions			Performance Measures								
			Environment and Social Requirements	Financial management and reporting	Human Resource Management and Development	Environment and Social Safeguards	Financial management	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Local Revenues	Management, Monitoring and Supervision of Services	Performance Reporting and Performance Improvement	Transparency and Accountability
1	Kabarole District	**72**	16	22	50	16	5	9	18	11	2	10	4	7
2	Ibanda District	**70**	16	22	47	13	5	8	20	11	4	10	4	7
3	Mpigi District	**62**	12	22	49	14	6	7	19	8	2	10	2	7
3	Sheema District	**62**	16	22	40	14	4	9	20	11	2	8	4	7
5	Sembabule District	**61**	12	22	46	13	6	8	19	11	2	6	4	7
6	Sheema Municipal Council	**60**	16	22	37	16	4	9	19	11	0	10	4	7
6	Rubirizi District	**60**	16	22	37	16	3	9	20	11	2	8	4	7
6	Wakiso District	**60**	14	22	52	12	6	9	11	11	2	6	4	7
9	Isingiro District	**59**	8	22	43	13	6	7	20	11	3	10	4	7
9	Ngora District	**59**	16	22	40	15	6	7	18	9	4	6	4	6
11	Masindi District	**57**	12	22	46	12	6	7	14	11	0	10	4	7
12	Buvuma District	**56**	16	12	49	8	5	9	19	11	4	6	4	7
13	Bukomansimbi District	**55**	12	22	47	10	6	8	14	11	3	6	4	6
13	Ibanda Municipal Council	**55**	16	22	34	13	6	8	18	9	2	10	4	6
15	Mbarara District	**54**	16	14	44	13	4	8	18	11	0	10	4	5
15	Masindi Municipal Council	**54**	16	22	34	16	5	5	16	11	3	10	4	5
15	Lwengo District	**54**	12	18	49	15	5	7	10	10	2	10	2	7
18	Bushenyi District	**53**	12	22	37	11	6	5	20	11	2	10	4	6
19	Bugiri District	**52**	12	22	43	12	5	6	18	11	2	4	2	7

Rank 2020	Vote	Score 2020	Minimum Conditions			Performance Measures								
			Environment and Social Requirements	Financial management and reporting	Human Resource Management and Development	Environment and Social Safeguards	Financial management	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Local Revenues	Management, Monitoring and Supervision of Services	Performance Reporting and Performance Improvement	Transparency and Accountability
20	Kamwenge District	**51**	12	22	38	15	6	8	14	11	2	6	2	7
20	Buikwe District	**51**	12	22	37	14	6	6	14	11	4	6	4	7
20	Kiruhura District	**51**	16	14	30	16	5	9	20	11	4	10	4	6
23	Mukono District	**49**	12	22	44	7	5	3	16	11	4	6	4	7
23	Kazo District	**49**	16	22	21	16	5	9	17	11	4	10	4	7
23	Rakai District	**49**	10	22	43	13	4	7	15	11	0	6	4	5
26	Rubanda District	**48**	8	12	52	11	6	8	12	11	2	8	4	5
26	Makindye-Ssabagabo Municipal Council	**48**	12	14	39	13	5	7	17	11	4	6	4	7
28	Mubende District	**47**	12	22	41	13	3	5	16	11	2	4	2	7
29	Lira District	**46**	16	14	38	12	6	1	18	11	2	8	4	6
29	Bushenyi- Ishaka Municipal Council	**46**	12	22	39	15	6	5	12	11	1	4	4	5
31	Hoima District	**45**	16	22	34	8	4	7	9	11	4	10	4	6
31	Kira Municipal Council	**45**	12	18	37	13	6	4	14	11	2	6	4	7
33	Luwero District	**44**	8	14	46	7	6	4	13	11	4	10	2	7
34	Kiboga District	**43**	6	22	41	12	6	1	16	11	4	6	0	7
34	Bunyangabu District	**43**	16	22	38	5	6	8	11	11	0	6	4	6
36	Gomba District	**42**	14	22	36	6	6	2	13	11	3	6	4	7
36	Kayunga District	**42**	12	12	42	9	5	6	15	11	2	6	2	7
36	Kalangala District	**42**	12	4	50	13	4	8	14	10	2	4	2	6
39	Mukono Municipal Council	**41**	4	12	50	15	5	9	9	5	4	6	2	7
40	Mityana Municipal Council	**40**	4	22	37	11	5	8	17	8	2	6	0	7

Rank 2020	Vote	Score 2020	Minimum Conditions			Performance Measures								
			Environment and Social Requirements	Financial management and reporting	Human Resource Management and Development	Environment and Social Safeguards	Financial management	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Local Revenues	Management, Monitoring and Supervision of Services	Performance Reporting and Performance Improvement	Transparency and Accountability
40	Serere District	**40**	16	22	22	11	6	4	14	11	4	8	4	5
40	Amuria District	**40**	16	14	30	10	6	4	16	11	4	8	4	4
40	Kyegegwa District	**40**	12	12	40	10	4	6	11	11	2	10	2	6
40	Kibaale District	**40**	16	4	45	9	4	3	14	11	3	8	2	7
45	Bulambuli District	**39**	12	22	34	8	3	4	16	11	2	6	4	4
45	Kalungu District	**39**	0	22	41	11	6	4	12	11	4	4	4	6
45	Rukungiri District	**39**	8	22	34	7	6	1	20	11	2	6	4	4
45	Kyotera District	**39**	8	22	34	7	6	4	16	11	2	8	2	5
45	Budaka District	**39**	8	22	37	13	5	2	14	11	0	6	2	5
45	Rukungiri Municipal Council	**39**	16	14	26	11	6	3	15	11	6	6	4	7
51	Njeru Municipal Council	**38**	12	12	38	12	5	6	17	7	4	2	2	7
51	Pallisa District	**38**	12	8	47	9	5	2	16	11	2	0	4	7
51	Kumi District	**38**	12	22	22	12	6	4	12	11	4	8	4	6
54	Kanungu District	**37**	12	12	37	3	6	3	17	11	4	6	4	6
55	Buhweju District	**36**	16	12	30	6	4	7	16	9	0	10	4	6
55	Bugiri Municipal Council	**36**	10	22	34	13	3	4	15	8	5	2	2	2
57	Moroto District	**35**	12	12	44	7	0	7	14	11	0	6	2	5
57	Gulu District	**35**	16	14	44	10	5	1	15	7	0	2	2	5
57	Kyenjojo District	**35**	8	22	32	13	5	4	10	4	3	6	4	7
60	Jinja District	**34**	4	22	36	9	6	3	13	11	2	4	2	5
60	Koboko District	**34**	12	22	38	1	5	7	11	11	2	4	2	4
60	Mitooma District	**34**	14	14	29	8	5	1	11	11	6	10	4	3

Rank 2020	Vote	Score 2020	Minimum Conditions			Performance Measures								
			Environment and Social Requirements	Financial management and reporting	Human Resource Management and Development	Environment and Social Safeguards	Financial management	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Local Revenues	Management, Monitoring and Supervision of Services	Performance Reporting and Performance Improvement	Transparency and Accountability
60	Ntoroko District	**34**	16	22	23	5	4	5	16	11	0	8	2	4
64	Mityana District	**33**	12	4	43	16	6	3	12	11	2	2	0	4
64	Kibuku District	**33**	12	12	32	11	5	2	13	11	2	4	4	7
64	Soroti District	**33**	14	8	28	11	5	2	19	11	0	8	4	6
64	Butambala District	**33**	0	12	41	10	5	4	15	9	2	6	4	7
64	Butaleja District	**33**	12	12	28	9	3	8	11	11	4	6	4	7
69	Masaka District	**32**	0	22	31	8	6	1	17	11	1	6	4	7
69	Kisoro District	**32**	12	22	27	3	4	1	13	11	2	10	2	7
69	Bukedea District	**32**	12	4	37	7	5	6	17	11	0	6	2	7
69	Kapchorwa District	**32**	8	8	31	11	6	3	18	11	4	6	4	5
69	Kumi Municipal Council	**32**	14	12	28	11	5	5	16	11	2	2	4	3
69	Kitgum District	**32**	12	22	29	6	6	2	13	10	0	6	2	5
75	Mayuge District	**31**	8	22	37	5	2	1	12	11	2	6	2	5
75	Busia District	**31**	4	22	25	8	5	6	18	10	0	6	2	5
77	Rwampara District	**30**	12	22	26	6	6	3	6	10	4	8	4	3
77	Kween District	**30**	8	12	30	7	6	1	17	11	4	6	2	6
77	Amolatar District	**30**	16	22	22	8	6	3	14	11	0	0	2	6
80	Katakwi District	**29**	6	22	31	3	1	4	18	10	2	4	4	3
80	Kwania District	**29**	12	22	20	4	5	3	15	5	2	8	4	7
82	Kisoro Municipal Council	**28**	12	18	33	5	2	4	7	8	4	6	4	5
82	Nwoya District	**28**	16	14	29	7	6	4	13	8	0	6	2	2
82	Nakasongola District	**28**	12	4	32	10	6	7	9	10	2	6	4	5

Rank 2020	Vote	Score 2020	Minimum Conditions			Performance Measures								
			Environment and Social Requirements	Financial management and reporting	Human Resource Management and Development	Environment and Social Safeguards	Financial management	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Local Revenues	Management, Monitoring and Supervision of Services	Performance Reporting and Performance Improvement	Transparency and Accountability
82	Otuke District	**28**	4	12	37	9	5	7	9	4	4	6	4	5
82	Napak District	**28**	12	12	28	10	5	7	11	10	2	2	4	3
82	Manafwa District	**28**	16	12	23	10	4	4	15	10	0	2	4	6
82	Dokolo District	**28**	16	4	35	10	4	3	13	9	2	2	2	6
89	Kole District	**27**	16	4	36	7	4	1	15	9	0	4	2	7
89	Kyankwanzi District	**27**	8	14	30	10	6	4	9	11	3	2	0	7
89	Kagadi District	**27**	12	12	18	10	6	5	12	11	2	8	4	6
89	Iganga Municipal Council	**27**	8	14	36	6	5	1	17	7	2	0	2	6
93	Kasanda District	**26**	12	18	18	12	6	1	10	11	2	2	4	7
93	Omoro District	**26**	4	22	21	3	4	7	13	9	2	10	2	5
93	Yumbe District	**26**	4	22	52	1	5	4	8	11	0	2	2	0
93	Butebo District	**26**	12	8	22	10	5	4	14	10	2	6	4	6
93	Apac District	**26**	16	14	31	2	4	0	16	9	4	0	2	5
93	Kakumiro District	**26**	12	22	6	15	5	4	12	9	2	8	2	7
93	Buyende District	**26**	0	22	28	5	5	4	10	7	4	6	4	6
100	Oyam District	**25**	4	14	36	6	3	2	11	9	2	6	2	5
100	Lyantonde District	**25**	12	4	27	15	5	3	13	10	0	6	0	5
100	Kasese District	**25**	0	4	46	4	5	3	13	11	0	4	4	5
103	Kalaki District	**24**	12	12	17	9	4	5	12	11	4	4	4	5
104	Kaliro District	**23**	8	14	23	11	6	5	9	5	4	4	2	6
104	Iganga District	**23**	0	22	31	4	5	4	8	11	0	2	4	6
104	Tororo District	**23**	12	12	16	13	5	3	12	6	4	8	2	5

Rank 2020	Vote	Score 2020	Minimum Conditions			Performance Measures								
			Environment and Social Requirements	Financial management and reporting	Human Resource Management and Development	Environment and Social Safeguards	Financial management	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Local Revenues	Management, Monitoring and Supervision of Services	Performance Reporting and Performance Improvement	Transparency and Accountability
104	Kotido District	**23**	12	4	35	8	4	7	7	9	2	2	4	2
104	Bundibugyo District	**23**	10	14	21	8	0	4	14	11	4	6	2	2
104	Bududa District	**23**	12	8	22	14	0	1	15	11	1	6	2	4
110	Amuru District	**22**	12	14	29	5	3	4	10	11	0	2	2	3
110	Kabale District	**22**	4	12	27	0	6	4	13	9	0	8	4	7
110	Nebbi District	**22**	8	22	27	5	2	6	6	8	1	4	4	2
113	Namutumba District	**21**	8	12	23	6	3	1	12	11	2	6	2	6
113	Nabilatuk District	**21**	12	12	25	5	4	7	10	2	2	8	4	1
113	Nakaseke District	**21**	0	22	37	2	6	4	10	5	0	4	2	2
113	Maracha District	**21**	4	22	33	2	5	5	8	10	0	2	2	1
117	Lamwo District	**20**	16	22	13	7	5	2	9	8	6	0	0	3
117	Ntungamo District	**20**	12	12	13	10	6	5	9	0	6	10	4	4
119	Kikuube District	**19**	12	12	10	13	4	6	10	9	2	4	2	6
119	Koboko Municipal Council	**19**	2	14	28	5	3	5	7	11	6	2	2	2
119	Kitagwenda District	**19**	12	22	13	3	5	2	7	9	2	4	2	6
122	Rukiga District	**18**	8	22	14	3	4	0	8	11	2	4	4	6
122	Bukwo District	**18**	4	12	39	2	5	0	8	7	2	4	4	1
122	Obongi District	**18**	8	22	15	8	4	5	4	8	4	2	2	3
122	Pader District	**18**	8	22	9	8	5	5	12	4	0	4	2	6
122	Moyo District	**18**	0	14	26	3	5	4	10	11	2	2	2	5
127	Kamuli District	**17**	8	12	26	6	5	3	8	4	2	2	2	6
127	Nansana Municipal Council	**17**	4	12	35	3	2	6	8	11	0	0	2	2

Rank 2020	Vote	Score 2020	Minimum Conditions			Performance Measures								
			Environment and Social Requirements	Financial management and reporting	Human Resource Management and Development	Environment and Social Safeguards	Financial management	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Local Revenues	Management, Monitoring and Supervision of Services	Performance Reporting and Performance Improvement	Transparency and Accountability
127	Kaberamaido District	**17**	4	12	22	4	5	6	7	11	4	4	2	2
127	Sironko District	**17**	4	14	38	7	5	3	8	2	0	2	2	1
127	Mbale District	**17**	0	4	33	10	4	0	13	8	0	4	0	6
132	Zombo District	**16**	8	22	26	6	3	4	5	6	2	0	0	3
132	Kiryandongo District	**16**	4	12	23	4	5	1	10	10	2	2	4	3
134	Kapchorwa Municipal Council	**15**	10	4	18	8	3	7	6	9	2	6	2	5
134	Kotido Municipal Council	**15**	12	4	18	2	3	7	8	11	0	4	4	6
134	Adjumani District	**15**	4	14	21	2	4	6	7	9	2	4	2	2
134	Nebbi Municipal Council	**15**	4	22	20	2	2	5	3	11	2	2	4	1
138	Namayingo District	**14**	0	22	26	1	3	0	9	9	2	2	0	3
139	Kapelebyong District	**13**	8	8	11	6	5	1	11	11	0	6	4	5
139	Alebtong District	**13**	4	4	27	2	2	2	10	9	2	2	2	6
141	Buliisa District	**12**	12	8	12	3	4	2	8	11	2	2	2	5
141	Arua District	**12**	4	22	17	0	5	5	5	11	0	2	0	1
141	Amudat District	**12**	8	0	27	4	2	6	7	6	4	0	4	2
144	Luuka District	**11**	2	4	25	4	5	1	6	10	2	2	2	5
145	Nakapiripirit District	**10**	4	12	28	2	3	3	6	4	0	0	2	3
145	Agago District	**10**	2	4	19	3	2	8	8	4	2	4	2	6
147	Pakwach District	**9**	0	22	14	5	4	3	7	0	2	0	2	1
148	Bugweri District	**8**	0	4	15	4	4	0	15	11	2	2	2	3
149	Kaabong District	**7**	0	4	15	2	5	6	5	8	0	2	4	3
150	Abim District	**6**	2	12	9	0	2	3	3	9	2	2	4	3

Rank 2020	Vote	Score 2020	Minimum Conditions			Performance Measures									
			Environment and Social Requirements	Financial management and reporting	Human Resource Management and Development	Environment and Social Safeguards	Financial management	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Local Revenues	Management, Monitoring and Supervision of Services	Performance Reporting and Performance Improvement	Transparency and Accountability
150	Namisindwa District	**6**	8	4	9	11	2	1	6	5	0	0	2	2
150	Karenga District	**6**	2	4	15	0	2	6	4	9	0	2	4	0
153	Madi-Okollo District	**5**	0	14	0	0	5	6	4	11	2	2	0	4

Annex 3: Ranked Education Performance Assessment Results

Rank 2020	Vote	Score 2020	Minimum Conditions		Performance Measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Safeguards	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services	Performance Reporting and Performance Improvement
1	Kabarole District	**97**	30	70	12	16	12	21	20	16
1	Ibanda District	**97**	30	70	12	16	13	20	20	16
3	Sheema Municipal Council	**94**	30	70	9	16	12	21	20	16
4	Sheema District	**93**	30	70	11	16	13	17	20	16
5	Isingiro District	**92**	30	70	10	16	13	19	18	16
6	Rubirizi District	**90**	30	70	11	16	13	18	20	12
7	Bunyangabu District	**86**	30	70	7	14	11	20	20	14
8	Rubanda District	**84**	30	70	9	16	11	17	17	14
8	Ngora District	**84**	30	70	9	12	13	18	16	16
8	Mbarara District	**84**	30	70	11	13	13	17	20	10
11	Buhweju District	**83**	30	70	9	12	13	17	20	12
12	Bushenyi- Ishaka Municipal Council	**78**	30	70	7	16	10	17	12	16
13	Mayuge District	**77**	30	70	6	12	11	14	18	16
13	Bududa District	**77**	30	70	6	14	10	18	13	16
15	Bushenyi District	**76**	30	70	6	15	13	17	13	12
16	Kibaale District	**75**	30	70	9	12	9	15	18	12
17	Kanungu District	**74**	30	70	6	10	13	20	13	12
18	Makindye-Ssabagabo Municipal Council	**71**	30	70	6	14	10	19	12	10
18	Kagadi District	**71**	30	70	11	14	8	12	18	8

Rank 2020	Vote	Score 2020	Minimum Conditions		Performance Measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Safeguards	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services	Performance Reporting and Performance Improvement
18	Buvuma District	**71**	30	70	6	12	9	20	14	10
21	Butambala District	**69**	30	70	5	16	9	18	13	8
21	Kazo District	**69**	30	40	12	16	13	21	20	16
23	Masindi District	**68**	30	70	9	10	8	15	16	10
23	Hoima District	**68**	30	70	6	14	8	13	15	12
25	Ntoroko District	**67**	15	70	8	12	10	17	16	16
25	Serere District	**67**	30	70	1	12	7	19	12	16
27	Njeru Municipal Council	**66**	30	70	7	14	10	12	13	10
28	Iganga Municipal Council	**65**	15	70	5	12	12	14	18	16
28	Mubende District	**65**	30	70	7	12	11	13	12	10
28	Kumi District	**65**	30	70	3	10	9	15	14	14
31	Buikwe District	**64**	30	70	5	14	9	12	12	12
32	Kitagwenda District	**62**	30	70	10	14	8	14	8	8
32	Budaka District	**62**	30	70	6	14	6	14	10	12
34	Bugiri Municipal Council	**61**	15	70	4	12	7	15	18	16
34	Soroti District	**61**	30	70	9	8	11	16	9	8
36	Ibanda Municipal Council	**60**	30	40	12	14	12	16	18	14
36	Sembabule District	**60**	30	70	12	7	10	14	11	6
36	Amuria District	**60**	30	70	4	8	9	15	16	8
39	Rukungiri Municipal Council	**57**	30	40	11	14	11	18	16	12
39	Mukono District	**57**	30	70	5	8	11	17	8	8
41	Buyende District	**56**	15	70	8	10	8	12	18	10

Rank 2020	Vote	Score 2020	Minimum Conditions		Performance Measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Safeguards	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services	Performance Reporting and Performance Improvement
41	Gomba District	**56**	30	70	8	12	8	14	6	8
43	Rakai District	**55**	15	70	9	9	10	18	9	10
43	Mitooma District	**55**	15	70	4	10	11	13	15	12
43	Katakwi District	**55**	15	70	0	12	12	12	13	16
43	Mpigi District	**55**	30	70	6	9	9	12	9	10
43	Masindi Municipal Council	**55**	30	70	12	10	8	11	8	6
43	Masaka District	**55**	30	70	6	3	10	14	14	8
43	Kayunga District	**55**	30	70	5	8	11	14	9	8
43	Mityana Municipal Council	**55**	30	40	10	11	10	16	17	14
51	Kotido Municipal Council	**54**	30	70	0	11	6	17	12	8
51	Bugiri District	**54**	30	40	6	14	10	17	16	14
53	Kapchorwa Municipal Council	**53**	30	40	4	16	10	18	12	16
53	Maracha District	**53**	15	70	3	12	8	15	12	12
55	Kole District	**50**	30	70	3	10	9	12	10	6
55	Bukwo District	**50**	30	70	1	12	5	11	11	10
55	Iganga District	**50**	0	70	2	12	12	19	14	12
58	Wakiso District	**49**	30	70	3	14	7	7	10	8
58	Napak District	**49**	30	70	3	12	6	12	12	4
58	Nakasongola District	**49**	30	70	3	10	7	13	14	2
58	Kira Municipal Council	**49**	30	40	9	13	8	16	12	12
62	Mityana District	**48**	30	70	7	7	8	13	13	0
62	Bundibugyo District	**48**	30	40	6	12	13	13	12	12

Rank 2020	Vote	Score 2020	Minimum Conditions		Performance Measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Safeguards	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services	Performance Reporting and Performance Improvement
64	Kalangala District	**47**	30	70	7	5	10	11	10	4
65	Nwoya District	**46**	30	70	6	7	8	11	8	6
65	Moroto District	**46**	30	70	5	11	7	8	11	4
65	Kapchorwa District	**46**	30	30	4	10	10	20	16	16
65	Rukungiri District	**46**	30	40	6	10	12	16	13	8
65	Lyantonde District	**46**	30	40	9	6	12	17	13	8
65	Kapelebyong District	**46**	30	40	6	8	10	17	14	10
71	Sironko District	**45**	30	70	3	9	6	15	4	8
71	Lwengo District	**45**	30	70	9	4	9	13	6	4
73	Bukedea District	**44**	30	30	6	14	11	16	11	16
74	Kumi Municipal Council	**43**	30	30	6	10	11	17	14	14
74	Nansana Municipal Council	**43**	30	70	0	10	3	12	8	10
74	Kalungu District	**43**	30	70	3	6	7	15	8	4
74	Gulu District	**43**	30	70	7	7	8	10	9	2
74	Mukono Municipal Council	**43**	0	70	3	16	7	17	8	10
74	Kiboga District	**43**	30	40	7	11	8	12	15	8
74	Kiryandongo District	**43**	15	70	2	8	8	12	16	4
81	Kibuku District	**42**	30	30	8	12	9	15	12	14
81	Kamwenge District	**42**	30	40	9	12	11	13	7	8
83	Butebo District	**41**	30	30	8	10	9	14	12	16
83	Amuru District	**41**	30	70	2	5	8	12	8	6
83	Kisoro District	**41**	30	40	6	8	11	17	12	4

Rank 2020	Vote	Score 2020	Minimum Conditions		Performance Measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Safeguards	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services	Performance Reporting and Performance Improvement
86	Manafwa District	**40**	30	30	4	14	7	19	9	14
86	Kyenjojo District	**40**	15	70	8	10	6	9	12	2
86	Moyo District	**40**	0	70	1	11	5	16	10	14
89	Luuka District	**39**	0	70	0	9	7	13	15	12
89	Ntungamo District	**39**	15	40	6	12	8	15	16	14
89	Kyegegwa District	**39**	30	30	3	14	10	14	14	10
89	Kasanda District	**39**	30	40	7	10	5	15	10	8
89	Adjumani District	**39**	0	70	1	10	4	16	10	14
94	Bukomansimbi District	**38**	30	70	3	6	7	12	6	4
95	Jinja District	**37**	15	40	8	12	9	15	16	8
95	Nebbi District	**37**	30	30	2	12	7	17	16	8
95	Kisoro Municipal Council	**37**	30	30	7	12	9	9	16	8
98	Kaliro District	**36**	15	30	7	16	11	15	16	16
98	Namisindwa District	**36**	30	40	4	10	4	12	14	8
98	Rukiga District	**36**	30	30	3	10	8	13	14	12
101	Kikuube District	**35**	30	30	5	8	7	11	18	10
102	Omoro District	**34**	0	70	3	7	8	13	14	4
102	Namayingo District	**34**	0	70	1	10	9	8	13	8
102	Kalaki District	**34**	30	30	6	8	10	18	7	8
102	Namutumba District	**34**	15	30	6	13	10	14	16	16
106	Kitgum District	**33**	30	40	2	5	11	13	10	6
107	Arua District	**32**	15	40	3	8	8	15	13	12

Rank 2020	Vote	Score 2020	Minimum Conditions		Performance Measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Safeguards	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services	Performance Reporting and Performance Improvement
107	Luwero District	**32**	30	30	3	8	9	18	10	6
107	Kamuli District	**32**	30	30	3	10	7	10	18	6
107	Kasese District	**32**	0	70	3	10	5	12	14	2
111	Kyotera District	**31**	15	40	3	7	7	16	14	10
112	Lira District	**30**	30	30	6	5	11	12	12	4
113	Zombo District	**29**	15	30	0	12	9	17	12	14
113	Kiruhura District	**29**	30	0	12	16	13	19	20	16
113	Agago District	**29**	0	70	1	12	8	4	8	8
116	Koboko Municipal Council	**27**	15	30	3	10	10	14	10	14
116	Nabilatuk District	**27**	30	30	3	12	3	13	8	6
116	Lamwo District	**27**	30	30	4	7	8	11	11	4
116	Kabale District	**27**	0	40	0	14	11	18	14	10
116	Oyam District	**27**	0	70	0	8	5	13	6	6
121	Amolatar District	**25**	30	30	7	5	7	11	8	4
121	Dokolo District	**25**	30	30	2	11	10	6	6	6
121	Amudat District	**25**	30	40	2	7	3	11	10	2
124	Kakumiro District	**23**	30	0	8	16	8	15	19	12
125	Abim District	**22**	0	70	0	12	3	11	6	0
126	Bulambuli District	**20**	30	0	4	12	9	17	14	12
126	Pallisa District	**20**	30	0	5	12	8	14	12	16
126	Kween District	**20**	30	0	4	8	10	17	14	12
129	Yumbe District	**19**	0	30	3	12	6	13	16	14

Rank 2020	Vote	Score 2020	Minimum Conditions		Performance Measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Safeguards	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services	Performance Reporting and Performance Improvement
130	Madi-Okollo District	**18**	0	40	0	8	7	16	6	8
131	Alebtong District	**17**	0	40	0	12	7	8	6	10
131	Rwampara District	**17**	30	0	2	12	13	9	13	8
131	Mbale District	**17**	0	30	5	12	5	16	7	12
131	Kaberamaido District	**17**	30	0	3	10	7	17	7	12
131	Kyankwanzi District	**17**	30	0	3	12	5	16	15	4
131	Buliisa District	**17**	30	0	3	8	8	14	14	8
137	Nebbi Municipal Council	**16**	0	30	0	12	7	19	6	8
137	Nakapiripirit District	**16**	30	0	3	14	4	9	10	12
137	Kotido District	**16**	30	0	3	14	3	13	13	6
140	Pader District	**14**	30	0	2	5	9	12	12	6
141	Butaleja District	**13**	30	0	6	8	7	9	4	10
142	Kwania District	**12**	30	0	3	7	9	6	10	4
143	Nakaseke District	**11**	0	40	0	10	4	8	4	2
143	Apac District	**11**	30	0	2	7	5	11	8	4
143	Obongi District	**11**	15	0	7	14	7	18	8	16
146	Tororo District	**10**	15	0	7	14	9	19	10	6
147	Karenga District	**9**	0	30	0	7	6	4	8	6
148	Pakwach District	**8**	15	0	0	12	8	11	10	12
149	Kaabong District	**6**	15	0	0	14	7	10	8	4
150	Otuke District	**0**	0	0	1	12	6	6	10	6
150	Koboko District	**0**	0	0	0	10	8	11	14	8

Rank 2020	Vote	Score 2020	Minimum Conditions		Performance Measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Safeguards	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services	Performance Reporting and Performance Improvement
150	Busia District	**0**	0	0	3	12	7	15	14	16
150	Bugweri District	**0**	0	0	3	9	7	14	12	12

Annex 4: Ranked Health Performance Assessment Results

Rank 2020	Vote	Score 2020	Minimum Conditions		Performance Measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Safeguards	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services.	Performance Reporting and Performance Improvement
1	Isingiro District	**91**	30	70	15	13	14	15	17	17
2	Masindi Municipal Council	**86**	30	70	15	11	13	11	18	18
3	Ibanda District	**82**	30	70	11	15	12	13	20	11
3	Rubanda District	**82**	30	60	15	15	13	15	18	15
5	Kamwenge District	**72**	30	70	11	13	9	14	14	11
6	Kabarole District	**70**	30	50	15	15	14	12	18	14
6	Rubirizi District	**70**	30	50	13	13	11	14	18	18
8	Ngora District	**69**	30	60	13	15	13	11	14	11
8	Kibaale District	**69**	30	60	9	12	11	13	16	16
8	Soroti District	**69**	30	70	9	8	13	13	14	12
8	Mubende District	**69**	30	70	15	9	7	9	14	15
12	Mbarara District	**65**	30	60	12	11	9	15	15	10
13	Bushenyi- Ishaka Municipal Council	**63**	30	50	13	11	12	15	14	14
13	Bugiri District	**63**	30	60	12	12	10	10	13	13
15	Kibuku District	**59**	30	50	12	15	11	13	11	12
16	Lira District	**58**	30	70	9	8	12	15	8	6
16	Kayunga District	**58**	30	60	8	12	9	13	9	13
18	Kiruhura District	**57**	30	40	15	13	13	11	17	13
19	Mpigi District	**56**	30	50	13	13	13	13	11	7
19	Tororo District	**56**	30	60	11	11	9	12	11	8
21	Bududa District	**54**	30	70	10	9	11	9	8	7
22	Rukungiri District	**53**	30	50	9	9	13	9	11	15
22	Kumi Municipal Council	**53**	30	40	11	13	10	13	12	16

Rank 2020	Vote	Score 2020	Minimum Conditions		Performance Measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Safeguards	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services.	Performance Reporting and Performance Improvement
24	Bushenyi District	**51**	15	50	11	11	12	10	19	15
25	Nwoya District	**50**	30	60	5	5	9	11	13	13
25	Kazo District	**50**	30	40	13	13	13	10	13	9
25	Kaliro District	**50**	15	60	13	11	8	5	13	16
25	Kagadi District	**50**	30	60	12	13	7	7	8	8
25	Buvuma District	**50**	30	60	8	9	7	13	10	8
25	Budaka District	**50**	30	60	12	7	8	9	9	10
31	Lyantonde District	**49**	30	40	15	12	10	13	13	7
31	Kiboga District	**49**	30	70	2	7	7	3	13	17
31	Serere District	**49**	30	50	8	7	11	11	13	11
31	Rukungiri Municipal Council	**49**	30	50	11	10	12	13	9	6
31	Mukono District	**49**	30	60	8	9	9	14	10	4
31	Kotido District	**49**	30	60	4	11	6	11	11	11
37	Wakiso District	**48**	30	70	7	6	6	12	9	8
37	Butambala District	**48**	30	70	8	9	8	8	10	5
39	Kisoro District	**45**	30	60	0	11	7	13	10	9
40	Kyotera District	**44**	30	30	9	14	11	13	14	13
40	Butebo District	**44**	30	40	12	11	10	14	7	9
40	Dokolo District	**44**	30	50	6	6	12	14	11	6
40	Kakumiro District	**44**	30	30	13	10	7	14	14	15
44	Kumi District	**43**	30	40	9	10	9	8	12	14
44	Hoima District	**43**	30	40	4	12	6	11	11	18
44	Sheema District	**43**	0	60	11	11	10	13	16	11
44	Manafwa District	**43**	30	50	4	11	9	13	9	8

Rank 2020	Vote	Score 2020	Minimum Conditions		Performance Measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Safeguards	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services.	Performance Reporting and Performance Improvement
44	Kira Municipal Council	**43**	30	70	12	6	5	8	9	3
49	Apac District	**42**	30	60	2	7	8	12	12	6
49	Sembabule District	**42**	30	30	13	13	8	14	10	12
49	Nebbi Municipal Council	**42**	30	20	13	15	5	14	20	17
49	Buikwe District	**42**	30	50	8	7	9	12	8	8
53	Kisoro Municipal Council	**41**	30	30	10	8	12	16	7	16
53	Mayuge District	**41**	15	60	4	11	10	10	9	11
55	Kasanda District	**40**	30	50	11	5	9	6	11	8
55	Bulambuli District	**40**	30	30	7	13	9	11	14	12
57	Ntungamo District	**39**	15	40	7	12	14	10	14	14
57	Bukedea District	**39**	30	30	12	9	10	15	9	10
57	Pallisa District	**39**	30	40	6	7	10	14	10	8
60	Rakai District	**38**	0	50	15	13	7	16	14	10
61	Ibanda Municipal Council	**37**	30	20	15	12	10	11	18	8
61	Mbale District	**37**	15	60	7	7	8	11	4	12
63	Makindye-Ssabagabo Municipal Council	**36**	30	30	13	8	13	12	5	9
63	Amuria District	**36**	30	30	6	7	10	11	14	12
65	Kapchorwa District	**35**	15	40	8	9	10	14	13	10
65	Lwengo District	**35**	0	50	15	14	8	12	11	10
65	Gulu District	**35**	30	40	9	2	7	13	12	7
68	Bundibugyo District	**34**	0	60	9	10	11	8	12	7
68	Kanungu District	**34**	15	40	7	9	11	11	13	10
70	Buliisa District	**33**	30	60	5	7	6	8	5	6
70	Kiryandongo District	**33**	15	50	2	8	8	11	9	13

Rank 2020	Vote	Score 2020	Minimum Conditions		Performance Measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Safeguards	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services.	Performance Reporting and Performance Improvement
70	Kapelebyong District	**33**	30	30	4	10	9	12	11	9
70	Kamuli District	**33**	15	40	9	11	7	5	15	13
70	Kyenjojo District	**33**	15	50	8	9	7	11	8	7
75	Yumbe District	**32**	0	60	7	7	6	8	12	14
75	Katakwi District	**32**	15	30	7	11	13	12	16	13
75	Bunyangabu District	**32**	30	30	11	6	8	11	12	6
75	Kabale District	**32**	15	30	5	12	11	13	17	13
75	Mukono Municipal Council	**32**	0	70	8	9	8	12	6	2
75	Jinja District	**32**	15	60	0	11	7	5	7	12
81	Busia District	**31**	0	60	6	8	8	10	12	8
81	Kalungu District	**31**	0	50	8	15	7	11	13	8
81	Kween District	**31**	15	40	6	5	9	14	16	6
84	Njeru Municipal Council	**30**	30	20	9	9	10	12	11	9
84	Maracha District	**30**	15	60	2	3	7	10	7	11
84	Koboko Municipal Council	**30**	0	40	11	15	8	12	12	17
84	Kitagwenda District	**30**	30	20	12	10	9	11	5	13
88	Moroto District	**29**	30	30	6	7	8	12	5	11
88	Gomba District	**29**	30	40	4	8	5	12	8	5
88	Moyo District	**29**	15	50	3	8	5	7	10	12
88	Kyegegwa District	**29**	15	40	9	11	7	9	13	4
88	Kalangala District	**29**	0	50	9	12	9	9	15	4
88	Butaleja District	**29**	30	30	11	6	5	8	7	11
88	Bukwo District	**29**	30	40	4	7	4	8	8	10
95	Oyam District	**28**	30	40	4	4	7	13	7	5

Rank 2020	Vote	Score 2020	Minimum Conditions		Performance Measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Safeguards	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services.	Performance Reporting and Performance Improvement
95	Namutumba District	**28**	0	60	3	6	6	8	14	9
97	Sheema Municipal Council	**27**	15	20	15	13	14	11	16	9
98	Mitooma District	**26**	15	30	7	9	12	10	9	11
98	Masaka District	**26**	0	50	2	10	9	12	13	6
98	Kyankwanzi District	**26**	0	50	2	10	5	9	13	12
98	Adjumani District	**26**	0	50	5	11	1	6	13	15
102	Iganga District	**25**	0	70	1	9	8	11	2	5
103	Kaberamaido District	**24**	0	40	9	12	6	8	16	10
103	Sironko District	**24**	30	20	7	7	7	8	13	6
103	Namayingo District	**24**	0	60	2	9	4	10	8	7
103	Kwania District	**24**	30	20	2	6	8	15	11	6
103	Kasese District	**24**	0	50	6	10	4	11	13	4
108	Amolatar District	**23**	30	30	6	4	7	9	10	3
108	Rwampara District	**23**	15	20	7	9	7	11	18	14
108	Kole District	**23**	30	30	4	3	10	13	4	4
111	Buyende District	**22**	15	20	8	10	7	12	11	14
111	Masindi District	**22**	0	40	8	9	10	11	9	7
111	Koboko District	**22**	15	30	4	7	6	10	9	12
114	Bugiri Municipal Council	**21**	30	0	11	12	8	10	15	15
114	Rukiga District	**21**	15	20	9	8	7	13	11	12
114	Otuke District	**21**	30	40	4	12	6	5	3	0
114	Nansana Municipal Council	**21**	30	20	0	7	0	7	15	13
114	Kotido Municipal Council	**21**	30	40	2	7	6	11	2	2
114	Buhweju District	**21**	0	30	9	13	9	10	18	11
120	Kitgum District	**20**	0	60	0	5	6	14	3	6
121	Kalaki District	**19**	0	30	8	11	11	7	14	12

Rank 2020	Vote	Score 2020	Minimum Conditions		Performance Measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Safeguards	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services.	Performance Reporting and Performance Improvement
121	Amuru District	**19**	30	40	2	2	7	8	6	2
121	Nakapiripirit District	**19**	30	30	2	5	3	10	9	2
124	Kikuube District	**18**	30	0	9	9	7	10	11	14
124	Nebbi District	**18**	15	30	4	6	4	10	9	6
124	Nabilatuk District	**18**	30	20	3	8	7	10	5	2
127	Mityana District	**17**	30	30	6	2	5	7	6	2
128	Bukomansimbi District	**16**	0	30	11	9	11	12	6	3
128	Namisindwa District	**16**	30	20	6	5	5	8	4	3
130	Luwero District	**15**	0	50	2	2	3	11	8	4
130	Mityana Municipal Council	**15**	0	30	4	9	6	9	8	13
132	Nakasongola District	**14**	0	40	6	1	3	9	11	6
132	Nakaseke District	**14**	0	50	0	0	1	10	8	9
134	Lamwo District	**13**	30	10	8	3	3	12	4	3
134	Bugweri District	**13**	0	30	0	8	6	6	11	12
134	Arua District	**13**	0	30	3	4	6	11	9	9
137	Napak District	**12**	30	10	4	4	6	10	4	2
137	Obongi District	**12**	15	10	7	9	7	10	5	9
139	Omoro District	**11**	0	20	5	11	7	8	14	11
139	Amudat District	**11**	30	10	2	2	5	12	2	4
139	Alebtong District	**11**	0	40	4	7	6	5	3	2
139	Kaabong District	**11**	0	30	2	6	7	10	6	4
143	Luuka District	**10**	0	20	0	11	9	10	8	10
144	Pakwach District	**9**	15	30	2	3	3	4	4	4
144	Agago District	**9**	0	40	2	5	4	4	5	2

Rank 2020	Vote	Score 2020	Minimum Conditions		Performance Measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Safeguards	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services.	Performance Reporting and Performance Improvement
146	Zombo District	**8**	0	20	2	9	5	11	7	8
146	Kapchorwa Municipal Council	**8**	0	20	4	11	3	6	12	6
146	Iganga Municipal Council	**8**	15	0	4	11	5	12	13	11
149	Pader District	**7**	15	10	2	3	7	12	1	4
150	Abim District	**5**	0	20	2	6	3	9	2	4
150	Karenga District	**5**	0	20	2	4	6	9	2	0
150	Ntoroko District	**5**	0	10	8	9	12	8	6	2
153	Madi-Okollo District	**0**	0	0	0	3	3	10	4	6

Annex 5: Ranked Water and Sanitation Performance Assessment Results

Rank 2020	Vote	Score 2020	Minimum conditions		Performance measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Requirements	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services.	Performance Reporting and Performance Improvement
1	Ibanda District	**79**	30	60	16	10	24	11	19	8
2	Mpigi District	**76**	20	70	16	7	28	6	19	8
2	Kabarole District	**76**	30	60	16	10	24	7	19	8
4	Isingiro District	**72**	20	70	13	10	22	13	17	5
5	Bulambuli District	**67**	30	60	8	8	22	14	14	8
6	Bugiri District	**66**	20	55	10	10	28	14	18	8
7	Budaka District	**65**	30	70	10	2	20	10	15	8
7	Bududa District	**65**	30	60	8	3	26	12	15	8
9	Sembabule District	**63**	20	55	16	6	28	7	19	8
10	Masaka District	**62**	20	70	7	5	28	10	11	8
11	Rubanda District	**61**	20	70	13	10	22	8	12	3
11	Butebo District	**61**	30	60	13	4	20	8	15	8
11	Buvuma District	**61**	30	70	7	6	20	10	10	8
11	Kazo District	**61**	30	45	13	10	20	12	18	8
15	Kalungu District	**59**	20	60	9	5	28	9	15	8
15	Mbarara District	**59**	30	55	8	7	18	11	17	8
17	Katakwi District	**58**	20	55	11	3	28	11	18	6
17	Kibuku District	**58**	30	60	8	5	22	8	16	5
19	Rakai District	**57**	20	55	13	7	28	8	15	5
19	Kyotera District	**57**	10	70	11	8	26	6	15	5
21	Buikwe District	**55**	20	50	10	4	26	11	20	8
21	Bushenyi District	**55**	10	60	8	7	26	9	20	8
23	Moroto District	**54**	30	45	8	10	22	7	17	8
24	Kalangala District	**53**	20	60	4	5	26	10	13	8

Rank 2020	Vote	Score 2020	Minimum conditions		Performance measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Requirements	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services.	Performance Reporting and Performance Improvement
24	Serere District	**53**	30	55	5	0	22	8	19	8
26	Rubirizi District	**52**	30	45	10	10	22	6	13	8
27	Kakumiro District	**51**	30	45	13	2	22	9	19	3
28	Ngora District	**50**	30	40	8	3	26	10	17	8
28	Bukomansimbi District	**50**	10	60	5	5	28	7	19	8
28	Bundibugyo District	**50**	30	55	5	10	24	4	10	6
28	Tororo District	**50**	30	45	13	0	26	7	12	8
28	Kiruhura District	**50**	30	25	16	10	24	12	20	8
33	Kumi District	**49**	30	35	11	6	24	10	17	8
34	Bukedea District	**48**	30	35	10	5	26	9	16	8
34	Wakiso District	**48**	20	50	13	2	22	6	17	8
34	Mubende District	**48**	20	50	13	5	20	9	13	8
34	Masindi District	**48**	30	55	14	2	14	8	10	8
38	Yumbe District	**47**	10	70	9	7	18	9	11	5
39	Mbale District	**46**	10	55	8	4	22	11	17	8
40	Kisoro District	**45**	20	70	7	4	18	12	4	5
41	Butaleja District	**44**	30	35	7	5	20	9	19	8
41	Hoima District	**44**	30	50	12	0	18	6	11	8
41	Jinja District	**44**	10	55	6	2	26	13	12	8
41	Gomba District	**44**	20	45	8	7	20	9	15	8
41	Manafwa District	**44**	30	45	3	4	16	10	17	8
46	Sheema District	**43**	10	60	11	6	20	6	11	8
46	Bunyangabu District	**43**	20	50	6	7	14	8	19	8
48	Namayingo District	**42**	10	70	0	7	18	10	9	8
49	Kayunga District	**41**	20	35	5	7	26	9	19	8
50	Kiboga District	**40**	20	45	3	2	22	10	17	8
50	Kyenjojo District	**40**	30	55	11	0	12	6	10	8

Rank 2020	Vote	Score 2020	Minimum conditions		Performance measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Requirements	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services.	Performance Reporting and Performance Improvement
50	Nakapiripirit District	**40**	30	45	3	4	14	5	19	8
50	Mayuge District	**40**	20	45	6	5	22	12	13	3
50	Lwengo District	**40**	20	45	13	2	22	6	15	3
55	Kotido District	**39**	30	70	3	4	8	5	11	8
55	Butambala District	**39**	20	35	11	6	22	9	14	8
57	Moyo District	**38**	20	55	3	7	10	9	17	5
57	Kapelebyong District	**38**	30	45	9	0	12	11	11	8
57	Kyegegwa District	**38**	30	45	8	5	14	8	7	8
60	Kitgum District	**37**	30	55	3	7	16	4	11	3
60	Kaliro District	**37**	10	35	16	8	24	9	18	8
60	Kapchorwa District	**37**	20	40	0	3	28	11	15	5
60	Kamuli District	**37**	10	60	8	0	24	11	7	3
64	Amolatar District	**36**	30	35	8	7	20	8	8	5
64	Rukungiri District	**36**	20	40	10	2	18	8	17	5
64	Otuke District	**36**	30	40	3	7	12	8	16	5
67	Pakwach District	**34**	20	45	5	8	14	8	15	3
67	Pader District	**34**	30	35	2	4	16	8	15	8
67	Mitooma District	**34**	20	50	11	2	18	7	8	2
70	Buhweju District	**32**	20	35	5	7	16	10	13	8
70	Nebbi District	**32**	20	60	5	4	14	5	9	3
70	Kamwenge District	**32**	30	35	11	3	12	6	9	8
70	Sironko District	**32**	20	55	3	0	10	10	13	6
74	Lira District	**31**	30	25	2	7	20	11	11	6
74	Kikuube District	**31**	30	35	2	3	16	11	8	8
74	Kasanda District	**31**	20	45	6	2	16	9	10	5
74	Busia District	**31**	30	20	9	0	22	7	16	8
74	Kagadi District	**31**	30	35	6	0	16	8	9	8

Rank 2020	Vote	Score 2020	Minimum conditions		Performance measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Requirements	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services.	Performance Reporting and Performance Improvement
79	Soroti District	**30**	20	25	14	0	22	8	17	6
79	Nwoya District	**30**	30	35	2	7	18	8	8	3
79	Nabilatuk District	**30**	10	70	0	7	12	7	3	8
82	Kwania District	**29**	30	35	2	2	18	8	9	6
82	Koboko District	**29**	20	45	3	7	14	4	14	3
82	Kween District	**29**	20	25	5	0	26	10	15	8
82	Amuru District	**29**	30	40	0	4	14	9	8	6
82	Zombo District	**29**	20	35	3	10	14	6	16	3
82	Kole District	**29**	30	25	5	4	18	9	11	5
88	Luwero District	**28**	30	35	5	2	20	5	8	3
88	Bukwo District	**28**	20	45	0	4	20	3	11	5
88	Pallisa District	**28**	30	15	8	4	18	8	16	8
91	Kibaale District	**27**	30	35	4	3	14	6	7	8
91	Lyantonde District	**27**	20	20	13	3	28	8	13	3
91	Rwampara District	**27**	20	30	5	4	16	14	7	8
91	Kanungu District	**27**	10	50	2	4	14	9	11	5
95	Mukono District	**26**	20	15	7	3	28	10	19	8
95	Gulu District	**26**	30	45	2	4	12	9	5	3
95	Napak District	**26**	30	20	5	7	14	8	10	8
95	Lamwo District	**26**	30	45	3	4	10	6	8	3
99	Kaberamaido District	**25**	20	25	2	3	24	12	10	5
99	Omoro District	**25**	10	45	2	7	18	7	5	6
99	Namutumba District	**25**	10	35	5	5	22	14	6	3
99	Kabale District	**25**	20	35	3	2	16	13	8	3
103	Kiryandongo District	**23**	20	35	2	0	12	5	15	8
103	Kyankwanzi District	**23**	20	25	3	0	22	8	10	8
103	Iganga District	**23**	0	45	8	5	16	14	4	3

Rank 2020	Vote	Score 2020	Minimum conditions		Performance measures					
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Requirements	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services.	Performance Reporting and Performance Improvement
106	Karenga District	**22**	10	45	0	7	10	7	10	6
106	Buliisa District	**22**	30	25	4	0	12	8	8	8
106	Mityana District	**22**	30	40	8	0	8	3	7	5
106	Kaabong District	**22**	30	20	0	4	12	6	13	8
110	Namisindwa District	**21**	30	20	5	0	14	8	10	5
110	Maracha District	**21**	20	45	0	4	18	5	0	5
110	Kalaki District	**21**	30	10	6	2	18	8	13	5
110	Ntungamo District	**21**	30	15	4	7	16	5	11	3
110	Buyende District	**21**	10	35	6	2	18	11	6	3
115	Oyam District	**20**	10	35	5	4	16	10	4	6
115	Amudat District	**20**	30	15	0	7	12	7	11	8
115	Obongi District	**20**	20	20	3	10	16	10	9	2
118	Nakasongola District	**19**	30	15	5	2	10	11	10	5
119	Alebtong District	**18**	10	50	0	4	14	6	3	3
119	Amuria District	**18**	30	50	3	2	12	2	3	0
121	Adjumani District	**17**	10	50	0	4	8	6	8	3
121	Ntoroko District	**17**	10	25	3	4	22	2	9	8
121	Dokolo District	**17**	30	0	5	7	20	8	8	8
124	Agago District	**15**	20	15	0	4	12	10	13	3
125	Kitagwenda District	**14**	30	10	3	0	10	10	5	8
125	Apac District	**14**	30	0	3	4	18	8	9	6
127	Kasese District	**12**	0	40	5	7	10	3	3	3
128	Luuka District	**11**	0	25	6	2	14	11	5	5
129	Abim District	**9**	10	25	0	7	6	5	4	3
130	Nakaseke District	**8**	0	20	3	0	12	6	12	8
130	Arua District	**8**	10	20	0	2	8	7	5	3
132	Rukiga District	**7**	0	25	2	2	12	7	3	3

Rank 2020	Vote	Score 2020	Minimum conditions		Performance measures						
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Requirements	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services.	Performance Reporting and Performance Improvement
133	Madi-Okollo District	5	10	10	0	3	8	12	3	0
134	Bugweri District	0	0	0	0	4	12	12	9	3

Annex 6: Ranked Micro Scale Irrigation Performance Assessment Results

Rank 2020	Vote	Score 2020	Minimum conditions		Performance measures						
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Requirements	Environment and Social Safeguards	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services.	Performance Reporting and Performance Improvement
1	Tororo District	**57**	30	70	2	4	4	16	13	10	8
2	Butambala District	**36**	30	70	0	0	10	4	8	8	6
3	Kamwenge District	**29**	30	70	0	0	2	10	3	8	6
4	Mukono District	**25**	30	70	0	0	6	0	7	8	4
5	Ibanda District	**20**	0	70	0	0	4	7	5	6	6
6	Mubende District	**18**	0	70	0	0	6	2	4	10	4
6	Mbale District	**18**	0	70	0	4	2	7	3	4	5
8	Sembabule District	**17**	0	70	0	0	4	2	4	10	4
8	Mayuge District	**17**	0	70	0	0	5	2	6	8	3
10	Rakai District	**16**	0	70	0	0	9	2	2	4	6
10	Kyegegwa District	**16**	0	70	0	0	4	5	2	6	6
12	Manafwa District	**14**	30	0	1	6	7	10	10	6	8
13	Kayunga District	**13**	0	70	0	0	0	4	4	8	3
14	Nwoya District	**12**	0	70	0	0	6	2	0	4	5
15	Luuka District	**11**	0	70	0	0	1	2	0	8	4
16	Luwero District	**10**	0	70	0	0	3	2	0	6	3
17	Jinja District	**8**	0	70	0	2	2	0	0	4	4
17	Kibaale District	**8**	0	70	0	0	2	3	1	4	1
19	Kamuli District	**7**	0	70	0	0	2	2	0	4	2
20	Kyenjojo District	**6**	0	70	0	0	0	3	0	4	2
21	Bushenyi District	**5**	0	70	0	0	3	3	0	0	1
21	Ntungamo District	**5**	30	0	4	0	6	3	0	0	3
23	Rukungiri District	**3**	30	0	0	0	2	2	0	2	5
24	Wakiso District	**0**	0	0	0	0	8	2	6	6	4
24	Sironko District	**0**	0	0	0	0	6	18	0	4	5
24	Omoro District	**0**	0	0	0	0	5	5	0	2	4
24	Nakaseke District	**0**	0	0	0	0	4	2	4	12	5
24	Mpigi District	**0**	0	0	0	0	6	7	3	4	4

Rank 2020	Vote	Score 2020	Minimum conditions		Performance measures						
			Environment and Social Requirements	Human Resource Management and Development	Environment and Social Requirements	Environment and Social Safeguards	Human Resource Management and Development	Investment Management	Local Government Service Delivery Results	Management, Monitoring and Supervision of Services.	Performance Reporting and Performance Improvement
24	Mityana District	**0**	0	0	0	0	9	2	3	6	1
24	Masaka District	**0**	0	0	0	0	7	8	2	2	3
24	Lwengo District	**0**	0	0	0	0	8	2	6	8	3
24	Kyotera District	**0**	0	0	0	0	3	2	2	4	2
24	Kitagwenda District	**0**	0	0	0	0	5	2	0	4	2
24	Kapchorwa District	**0**	0	0	0	0	7	0	0	8	6
24	Kalungu District	**0**	0	0	0	0	7	2	6	6	4
24	Iganga District	**0**	0	0	0	0	5	0	2	0	2
24	Bukomansimbi District	**0**	0	0	0	0	9	2	2	6	4
24	Buikwe District	**0**	0	0	0	0	9	6	7	8	5
24	Bududa District	**0**	0	0	0	0	4	1	2	6	5
24	Amuru District	**0**	0	0	0	0	4	0	2	2	3

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