



THE REPUBLIC OF UGANDA

OFFICE OF THE PRIME MINISTER

LOCAL GOVERNMENT MANAGEMENT OF SERVICE DELIVERY

PERFORMANCE ASSESSMENT - 2023



NATIONAL SYNTHESIS REPORT



June, 2024

Foreword

Office of the Prime Minister coordinates one of the components of the Uganda Intergovernmental Fiscal Transfer (UgIFT) Reform which is the Local Government Management of Service Delivery (LGMSD) Performance Assessment. The assessment is aimed at attaining the third objective of the UgIFT Programme by providing incentives for improved institutional and service delivery performance at Local Government (LG) level. The 2023 assessment was the fourth and final edition under the current LGMSD framework.

The assessment framework that started in 2017 was revised in 2020 arising out of the lessons learned and close consultations with Local Governments and relevant Ministries, Departments and Agencies. To date, new areas have been incorporated into the framework including; Lower Local Government (LLG) assessment, School Performance Assessment, Health facility assessment; and Local Climate Adaptive Living (LoCAL) assessment. OPM has commenced on the process of developing a harmonized framework for the 2024 assessment.

This report therefore provides findings on performance of all the 176 LGs in 2023, identifies issues constraining service delivery in LGs and proposes recommendations to address them. The focus is to ensure that resources transferred to LGs and service delivery centres are objectively distributed, utilized and effectively accounted for by the duty bearers.

As a result of the concerted efforts by the stakeholders and line Ministries, there has been an improvement in overall performance of LGs for the last 4 years of the LGMSD assessment. There was an improvement in overall average performance for LGs to 57% in 2023 compared to 51% in 2022, 44% in 2021 and 36% in 2020 respectively. This is mainly attributed to improved performance in minimum conditions which largely focus on staffing, environmental and social safeguards; as well as capacity building efforts to LGs.

Special gratitude goes to the Local Government Performance Assessment Taskforce, Ministries, Departments and Agencies (MDAs), Development Partners and Local Government Representatives who have contributed tremendously to the design and implementation of the LGMSD framework. OPM also acknowledges the financial and technical support from the UK Aid/ODI-BSI and the World Bank towards the design and implementation of the framework.

Lastly, I call upon my colleagues from LGs, MDAs and other stakeholders to put to use the findings and recommendations presented herein, so as to meet the objectives of the UgIFT Program; and to enhance LG performance and delivery of services to the citizens.

For God and My Country



Dunstan Balaba
PERMANENT SECRETARY

Table of Contents

Foreword	i
Table of Contents	ii
List of Acronyms/Abbreviations	ix
List of Figures	xii
List of Tables.....	xviii
Executive Summary	xx
Introduction.....	xx
Summary of the Key Findings	xx
Overview of the results for Minimum Conditions and Performance measures.....	xxi
Crosscutting - Key results.....	xxiv
Education - Key results.....	xxviii
Health - Key results.....	xxx
Water and Environment - Key results.....	xxxiv
Microscale Irrigation - Key results.....	xxxvii
Verification of Results for Lower Local Governments, Health Facilities and Primary Schools; and Assessment of LoCAL LGs	xl
PART A: INTRODUCTION	1
1.0 Background and Overview of the Local Government Management of Service Delivery Assessment.....	1
1.1 Structure of the Synthesis Report	1
1.2 Background to the LGMSD Assessment.....	2
1.3 Objectives of the LGMSD Assessment	2
1.4 Performance Measures Assessed under the LGMSD Assessment.....	3
2.0 The Assessment Process	3
2.1 Preparation for the LGMSD Exercise	3
2.1.1 Preparation and Communication of LGMSD to LGs	4
2.1.2 Contracting and Training of the Assessment 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	6
2.2.4 Compilation of LG-specific reports.....	6
2.3 LGMSD Spot Checks.....	7
2.3.1 Sampling of LGs	7
2.3.2 Spot check process	7
2.3.3 Compilation of LG spot check reports	7
2.4 LGMSD Quality Assurance Process	8

2.4.1	Sampling of LGs for QA.....	8
2.4.2	IVA Data Collection	8
2.4.3	Compilation and Validation of Reports	9
2.4.4	Compilation of Cluster Synthesis Reports	9
2.4.6	Comparison of LGPA and QA reports	9
2.5	Process of compiling the National Synthesis Report.....	9
2.5.1	Computation of the Composite Scores	10
2.6	Review and approval of the LGMSD Results.....	11
2.7	Use of the LGMSD Results.....	11
2.8	Dissemination of the Results	11
PART B:	FINDINGS FROM THE 2023 LGMSD ASSESSMENT.....	12
3.0	CROSSCUTTING PERFORMANCE ASSESSMENT	13
3.1	Introduction to Crosscutting Performance Assessment	13
3.2	Overall Results for Crosscutting Measures for Districts, Cities and Municipalities.....	15
3.2.1	Crosscutting Performance for Districts, Cities and Municipalities	15
3.2.2	Distribution of LGs (Districts, Cities and Municipalities combined) across composite score ranges - LGMSD 2023.....	16
3.3	Ranking of LGs in the Crosscutting performance assessment.....	19
3.3.1	Top 10 and Bottom 10 performing LGs in LGMSD 2023 for Crosscutting measures	19
3.3.2	Best and Worst scoring indicators in LGMSD 2023 for Crosscutting measures.....	21
3.3.3	Analysis of Crosscutting Performance assessment scores across the country	22
3.4	Performance Trends in the Crosscutting Performance Assessment.....	24
3.4.1	Comparing performance between LGMSD 2023, 2022 and 2021 Assessment	24
3.5	Overall Performance in crosscutting - Minimum conditions.....	25
3.5.1	Environment and Social Requirements (Minimum conditions)	28
3.5.2	Financial Management & Reporting (Minimum conditions).....	29
3.5.3	Human Resource Management and Development (Minimum conditions).....	31
3.6	Performance per assessment area for Crosscutting Performance Measures	33
3.6.1	Local Government Service Delivery Results	37
3.6.2	Performance Reporting and Performance Improvement (Crosscutting Performance Measures)	39
3.6.3	Human Resource Management and Development (Crosscutting Performance Measures)	41
3.6.4	Management, Monitoring and Supervision of Services	44
3.6.5	Investment Management.....	46
3.6.6	Environment and Social Safeguards.....	50
3.6.7	Financial Management	52
3.6.8	Local Revenues.....	53
3.6.9	Transparency and Accountability	55

3.7	Emerging Issues and Recommended actions for Crosscutting Performance Assessment - LGMSD 2023	57
4.0	EDUCATION PERFORMANCE ASSESSMENT	60
4.1	Introduction	60
4.2	Overview of the results for 2023	61
4.2.1	Polarity of Composite Scores for Education Performance	61
4.2.2:	Average performance in the Minimum Conditions and Performance Measures.....	61
4.2.3	Distribution of LGs across the various Scores Categories.....	65
4.2.4	Ranking of the LGs Performance Assessment.....	68
4.3	Performance trends in the Education Assessment 2023.....	72
4.3.1	Comparison of the Education Performance scores for the Minimum Conditions and Performance.....	72
4.4	Education Minimum Conditions Results.....	75
4.4.1	Human Resource Management and Management	75
4.4.2	Environment and Social Requirements in Education	78
4.5	Education Performance Measures	79
4.5.1	Assessment areas under the Education Performance Measures	79
4.5.2	Human Resource Planning and Development.....	81
4.5.3	Investment Management.....	83
4.5.4	Management, Monitoring and Supervision of Services	85
4.5.5	Local Government Service Delivery Results	87
4.5.6	Environment and Social Safeguards.....	89
4.5.7	Performance Reporting and Performance Improvement.....	91
4.6	Conclusion	93
4.7	Emerging issues and Recommendations for Education Performance Assessment - LGMSD 2023	94
5.0	HEALTH PERFORMANCE ASSESSMENT	95
5.1	Introduction to Health Performance Assessment	95
5.2	Overview of Health Performance Results - LGMSD 2023.....	97
5.2.1	Polarity of Scores for Health Performance.....	97
5.2.2	Overall Performance in Health Minimum Conditions and Performance Measures - LGMSD 2023	98
5.2.3	Distribution of all LGs in Health across score categories - LGMSD 2023.....	103
5.2.4	Ranking of LGs Performance in Health - LGMSD 2023 as Compared to 2022 and 2021 assessment.	106
5.2.5	Best and Worst Scoring Indicators for Health.....	108
5.2.6	Analysis and Distribution of Health Performance Scores across the Country.....	110
5.3	Performance Trends in Health Performance Area.....	111
5.3.1	Comparing the Health Performance Scores between LGMSD 2021, 2022 and 2023 Assessments	111

5.4	Results of Health Minimum Conditions	114
5.4.1:	Performance of Health Minimum Conditions for LGMSD 2023.....	114
5.4.2	Human Resource Management and Development	115
5.4.2	Environment and Social Requirements	118
5.5	Results for Health Performance Measures	119
5.5.1	Local Government Service Delivery Results	120
5.5.2	Performance Reporting and Performance Improvement.	122
5.5.3	Human Resource Management and Development	124
5.5.4	Management, Monitoring and Supervision of Services	126
5.5.5	Investment Management.....	128
5.5.6:	Environment and Social Safeguards.....	131
5.6	Conclusion, Emerging Issues and Recommended Actions for Health Performance Assessment - LGMSD 2023	134
6.0	WATER AND ENVIRONMENT PERFORMANCE ASSESSMENT.....	136
6.1	Introduction to Water and Environment Performance Assessment.....	136
6.2	Overview of Water and Environment Performance Results - LGMSD 2023	137
6.2.1	Polarity of Composite Scores for Water and Environment Performance	137
6.2.2	Distribution of LGs across score categories (Combined MCs and PMs).....	140
6.2.3	Ranking of LGs in Water and Environment Performance Areas	141
6.2.4	Best and worst scoring indicators for Water and Environment	143
6.3	Results on Water and Environment Minimum Conditions	146
6.3.1	Performance per assessment area under Water and Environment Minimum Conditions.....	146
6.3.2	Human Resources Management and Development under Water and Environment	148
6.3.3	Environment and Social Requirements under Water and Environment	150
6.4	Results on Water and Environment Performance Measures	153
6.4.1	Performance per Assessment Area under Water and Environment Performance Measures	153
6.4.2	Performance Reporting and Performance Improvement.....	154
6.4.3	Local Government Service Delivery	156
6.4.4	Investment Management.....	158
6.4.5	Human Resource Management and Development	160
6.4.6	Management, Monitoring and Supervision of Services	162
6.4.7	Environment and Social Requirements	165
6.5	Conclusions, Emerging Issues and Recommendations for Water and Environment Performance Assessment - LGMSD 2023	166
7.0	MICRO SCALE IRRIGATION PERFORMANCE ASSESSMENT	168
7.1	Micro Scale Irrigation Performance Assessment.....	168
7.2	Overview of Micro-Scale Irrigation Performance Results-LGMSD 2023.....	169

7.2.1	Polarity of Scores for Micro - Scale Irrigation Performance	169
7.2.2	Distribution of LGs across average score categories - LGMSD 2023	172
7.2.3	Best and Worst scoring LGs for Micro-Scale Irrigation.....	173
7.2.4	Best and Worst scoring Indicators for Micro-Scale Irrigation.....	175
7.2.5	Analysis of the Micro-Scale Irrigation Performance assessment scores across the country.....	176
7.3	Performance Trends in the Micro-Scale Irrigation Performance Assessment	178
7.3.1	Comparison performance between LGMSD 2022 and 2023 Assessment	178
7.4	Results on Micro-Scale Irrigation Minimum Conditions	178
7.4.1	Performance per Assessment area under Micro-Scale Irrigation Minimum Conditions	178
7.5	Results on Micro-Scale Irrigation Performance Measures - LGMSD 2023	181
7.5.1	Performance per Assessment Area under Micro-Scale Irrigation Performance Measures for 2023	181
7.5.2	Local Government Service Delivery Results	183
7.5.3	Performance Reporting and Performance Improvement.	185
7.5.4	Human Resources Management and Development	187
7.5.5	Investment Management	189
7.5.6	Environment and Social Safeguards	191
7.5.7	Environment and Social Requirements.....	193
7.5.8	Management, Monitoring and Supervision of Services	195
7.6	Conclusions, Emerging Issues and Recommendations.....	197
PART C:	VERIFICATION OF RESULTS AND ASSESSMENT OF LOCAL CLIMATE ADAPTIVE LIVING FACILITY.....	200
8.1	Verification of Results for Lower Local Governments	200
8.1.1	Introduction	200
8.1.2	Scope for LLG Assessment and Verification.....	201
8.1.3	Findings of the LLG Verification.....	201
8.1.4	Emerging Issues and Recommendations for Verification of the LLG Assessment Results- 2023.....	202
8.2	Verification of Results for Service Delivery Facilities.....	203
8.2.1	Introduction	203
8.2.2	Scope for the Assessment and Verification of Results	203
8.2.3	Findings of the Facility Verification	203
8.2.4	Emerging Issues and Recommendations for Verification of the Service Delivery Facility Results- 2023	204
8.3	Assessment of Local Climate Adaptive Living (LoCAL) Facility.....	205
8.3.1	Introduction	205
8.3.2	Scope for LoCAL Assessment.....	205
8.3.3	Findings of the LoCAL Assessment	206
8.3.4	Emerging Issues and Recommendations for LoCAL Assessment.....	206

Annex 1: Ranked Overall Performance Results and Scores Per Performance Area for LGMSD 2023 in Comparison to 2022 & 2021 Results..... 208

Annex 2: Ranked Cross-Cutting Performance Assessment Results 2023 in Comparison to 2022 & 2021 Results..... 214

Annex 3: Ranked Education Performance Assessment Results 2023 in Comparison to 2022 & 2021 Results..... 220

Annex 4: Ranked Health Performance Assessment Results 2023 in Comparison to 2022 & 2021 Results 229

Annex 5: Ranked Water and Environment Performance Assessment Results 2023 in Comparison to 2022 & 2021 Results 236

Annex 6: Ranked Microscale Irrigation Performance Assessment Results 2023 for the 135 DLGs..... 242

Annex 7: Ranked Microscale Irrigation Performance Assessment Results 2023 in Comparison to 2022 & 2021 Results for 40 Piloted LGs..... 248

Annex 8: Credibility of the Lower Local Government Performance Assessment Results 2023 by the OPM Independent Verification Teams 249

List of Acronyms/Abbreviations

ART	Assisted Reproductive Technology
AT	Assessment Team
AWP	Annual Work Plan
BRMS	Basic Requirements Minimum Standards
CBS	Community Based Services
CC	Contracts Committee
CDO	Community Development Officer
CFO	Chief Finance Officer
CG	Central Government
CTL	Cluster Team Leader
DDEG	Discretionary Development Equalisation Grant
DEO	District Education Officer
DES	Directorate of Education Standards
DES	Directorate of Education Standards
DHO	District Health Officer
DLGs	District Local Governments
DSC	District Service Commission
DSD	Differentiated Service Delivery
DWO	District Water Officer
DWSCC	District Water and Sanitation Coordination Committee
EMIS	Education Management Information System
ENR	Environment and Natural Resources
EO	Education Officer
ESCC	Environment, Social and Climate Change
ESIAs	Environmental Social Impact Assessments
ESMPs	Environment and Social Management Plans
FD-TC	Fiscal Decentralisation Technical Committee
FFS	Farmer Field Schools
FY	Financial Year
HC	Health Centre
HCS	Health Care Services
HIV	Human Immunodeficiency Virus
HLGs	Higher Local Governments
HoDs	Head of Departments
HRM&D	Human Resource Management and Development
HRO	Human Resource Office
IGFTR	Intergovernmental Fiscal Transfer Reform
IGG	Inspector General of Government
IVA	Independent Verification Agent
LG	Local Government
LGFC	Local Government Finance Commission

LGMSD	Local Government Management of Service Delivery
LGPA	Local Government Performance Assessment
LGPAM	Local Government Performance Assessment Manual
LLGs	Lower Local Governments
LoCAL	Local Climate Adaptive Living
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MCs	Minimum Conditions
MDAs	Ministries, Departments and Agencies
MIS	Management Information System
MLGs	Municipal Local Governments
MoES	Ministry of Education and Sports
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MoICT&NG	Ministry of Information Communication Technology and National Guidance
MoLG	Ministry of Local Government
MoLHUD	Ministry of Lands Housing and Urban Development
MoPS	Ministry of Public Service
MoU	Memorandum of Understanding
MoWE	Ministry of Water and Environment
MSI	Micro-Scale Irrigation
N/A	Not Applicable
NAPR	National Annual Performance Report
NDP III	National Development Plan III
NRS	Natural Resources Services
O&M	Operation and Maintenance
OAG	Office of the Auditor General
ODI-BSI	Overseas Development Institute - Budget Strengthening Initiative
ODK	Open Data Kit
OPAMS	On-line Performance Assessment Management System
OPM	Office of the Prime Minister
PA	Performance Assessment
PAT	Performance Assessment Team
PAT-F	Performance Assessment Taskforce
PBCRG	Performance-Based Climate Resilience Grants
PEO	Principal Education Officer
PHC	Primary Health Care
PIPs	Performance Improvement Plans
PLE	Primary Leaving Examination
PMs	Performance Measures
PPDA	Public Procurement and Disposal of Public Assets Authority
QA	Quality Assurance
RBF	Result Based Financing

S/C	Sub-County
SAS	Senior Assistant Secretary
SATC	Senior Assistant Town Clerk
SPA	School Performance Assessment
STL	Sub-Team Leader
TC	Town Clerk
ToRs	Terms of References
TPCs	Technical Planning Committees
UCE	Uganda Certificate of Education
UgIFT	Uganda Inter-Governmental Fiscal Transfer
UNCDF	United Nations Capital Development Fund
UPE	Universal Primary Education
USE	Universal Secondary Education
USMID	Uganda Support to Municipal Infrastructure Development
WATSAN	Water and Sannitation
WSS	Water Sannitation Services

List of Figures

Figure 1:	Aggregate scores per Assessment Area for both Minimum Conditions and Performance Measures, 2023	xxi
Figure 2:	Trends in Overall Performance for the Last 3 Years of Assessment 2021, 2022 and 2023.....	xxii
Figure 3:	Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures (combined)	xxv
Figure 4:	Aggregate scores for Crosscutting Minimum Conditions per Assessment Area.....	xxvi
Figure 5:	Aggregate scores per thematic area for Crosscutting Performance Measures	xxvii
Figure 6:	Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures (combined scores).....	xxviii
Figure 7:	Aggregate scores for Education Minimum Conditions per Assessment Area	xxix
Figure 8:	Aggregate scores per assessment area for Education Performance Measures.....	xxx
Figure 9:	Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures (combined score)	xxxi
Figure 10:	Aggregate scores for Health Minimum Conditions per assessment area	xxxii
Figure 11:	Aggregate scores per assessment area for Health Performance Measures.....	xxxiii
Figure 12:	Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures (combined scores).....	xxxiv
Figure 13:	Aggregate scores for Water and Environment Minimum Conditions per assessment area	xxxv
Figure 14:	Aggregate scores per assessment area for Water and Environment Performance Measures	xxxvi
Figure 15:	Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures	xxxvii
Figure 16:	Aggregate scores for assessment areas under the Micro Scale Irrigation Minimum Conditions.....	xxxviii
Figure 17:	Aggregate scores per assessment area for Micro Scale Irrigation Performance Measures	xxxix
Figure 18:	Polarity of composite scores for LGs in the Crosscutting performance assessment - LGMSD 2023	16
Figure 19:	Distribution of all LGs (Districts, Municipalities and Cities combined) across score ranges for the Crosscutting performance assessment - LGMSD 2023.....	17
Figure 20:	Distribution of Districts across score ranges for the Crosscutting performance assessment - LGMSD 2023	18
Figure 21:	Distribution of Municipalities and Cities across score ranges for the Crosscutting performance assessment - LGMSD 2023	19
Figure 22:	Map of Crosscutting performance assessment composite scores across LGs	23
Figure 23:	Comparing the Crosscutting Assessment Scores between LGMSD 2023, 2022 and 2021 assessments.....	24

Figure 24:	Variance in LGs' aggregate scores in the Crosscutting Performance assessment between LGMSD 2021, 2022 and 2023	25
Figure 25:	Aggregate scores for performance areas under the Crosscutting Minimum Conditions in the LGMSD 2023 assessment	26
Figure 26:	Trends in performance across the two thematic areas under crosscutting minimum conditions.....	27
Figure 27:	Aggregate scores per Indicator for Environment and Social Requirements under Crosscutting Minimum Conditions	28
Figure 28:	Trend (2021-2023) of scores under Environment and Social Requirements (Minimum Conditions).....	29
Figure 29:	Indicator scores under Financial Management & Reporting (Minimum conditions) in the LGMSD 2023 assessment.....	30
Figure 30:	Trend (2021-2023) of scores for indicators under Financial Management & Reporting (Minimum Conditions)	31
Figure 31:	Indicator scores under Human Resource Management and Development (% of positions filled) for Minimum Conditions	32
Figure 32:	Trend of aggregate scores on filling of selected critical positions (2021-2023).....	33
Figure 33:	Average scores for Crosscutting Performance Measures per thematic area	34
Figure 34:	Trend (2021-2023) of aggregate scores for the performance areas under Crosscutting Performance Measures	36
Figure 35:	Indicator scores under Local Government Service Delivery Results	38
Figure 36:	Trend (2021-2023) of aggregate scores for selected indicators under Local Government Service Delivery Results	39
Figure 37:	Indicator Scores - Performance Reporting and Performance Improvement (Crosscutting Performance Measures)	40
Figure 38:	Trend (2021-2023) of aggregate scores for selected indicators under Performance Reporting and Performance Improvement	41
Figure 39:	Indicator Scores - Human Resource Management and Development	42
Figure 40:	Trend (2021-2023) of aggregate scores for selected indicators under Human Resource Management and Development.....	43
Figure 41:	Indicator Scores in Management, Monitoring and Supervision of Services.....	45
Figure 42:	Trend (2021-2023) of aggregate scores for selected indicators under Management, Monitoring and Supervision of Services	46
Figure 43:	Indicator Scores under Investment Management - LGMSD 2023	47
Figure 44:	Trend (2021-2023) of aggregate scores for selected indicators under Investment Management	49
Figure 45:	Indicator Scores under Environment and Social Safeguards - LGMSD 2023	50
Figure 46:	Trend (2021-2023) of aggregate scores for selected indicators under Environment and Social Safeguards.....	51
Figure 47:	Indicator Scores under Financial Management - LGMSD 2023	52
Figure 48:	Trend (2021-2023) of aggregate scores for selected indicators under Financial Management	53
Figure 49:	Indicator Scores under Local Revenues - LGMSD 2023	54

Figure 50: Trend (2021-2023) of aggregate scores for selected indicators under Local Revenues	55
Figure 51: Indicator Scores under Transparency and Accountability - LGMSD 2023	56
Figure 52: Trend (2021-2023) of aggregate scores for selected indicators under Transparency and Accountability.....	57
Figure 53: Polarity of composite scores in Education.....	61
Figure 54: Average scores under Education MCs and PMs; disaggregated for MLGs and DLGs	62
Figure 55: Trend analysis for the combined average scores under Education MCs and PMs; disaggregated for MLGs and DLGs	63
Figure 56: Performance scores under Education MCs; disaggregated for MLGs and DLGs.....	64
Figure 57: Aggregate scores for the six thematic areas under the Education performance measures.....	65
Figure 58: Distribution of LGs in Education across score categories	66
Figure 59: Distribution of DLGs in Education across score categories.....	67
Figure 60: Distribution of Cities and MLGs in Education across various score categories	68
Figure 61: Map showing geographical distribution of LG scores in the Education assessment	71
Figure 62: Comparing the Education Performance Scores for Minimum Conditions and Performance Measures between LGMSD 2021, 2022 and 2023 per Assessment Area.....	72
Figure 63: Overall performance for education minimum conditions thematic areas - LGMSD 2021, 2022 and 2023	73
Figure 64: Overall performance for education performance measures thematic areas - LGMSD 2021, 2022 and 2023	74
Figure 65: LGs that improved and those that declined.....	75
Figure 66: Scores for Human Resource Management and Development under Education Minimum Conditions.....	76
Figure 67: Comparison performance of LGs in Minimum Conditions for the area of Human Resource Management and Development.....	77
Figure 68: Scores for Education Minimum Conditions for Environment and Social Requirements - LGMSD 2023	78
Figure 69: Comparison of aggregate scores in Minimum Conditions for the area of Environment and Social Requirements for LGMSD 2021, 2022 & 2023	79
Figure 70: Aggregate scores per assessment area under the Education Performance Measures	80
Figure 71: Comparison of performance of LGs in Education Performance Measures.....	81
Figure 72: Aggregate scores in Human Resource Management and Development under Education Performance Measures	82
Figure 73: Trend for selected Indicators under Human Resource Planning and Development -LGMSD 2023.....	83
Figure 74: Education Performance Measure scores in Investment Management	84
Figure 75: Trend for selected Indicators under Investment Management -LGMSD 2023	85

Figure 76:	Education Performance Measures in Management, Monitoring and Supervision of Services for 2023 assessment.....	86
Figure 77:	Trend for selected Indicators under Management, Monitoring and Supervision Services -LGMSD 2023.....	87
Figure 78:	Education Performance Measures in Local Government Service Delivery Results.....	88
Figure 79:	Trend (2021 - 2023) for selected Indicators under Local Government Service Delivery Results.....	89
Figure 80:	Education Performance Measures in Environment and Social Safeguards	90
Figure 81:	Trend for selected Indicators under Environment and Social Safeguards - LGMSD 2023.....	91
Figure 82:	Education Performance Measures in Performance Reporting and Performance Improvement	92
Figure 83:	Trend for selected Indicators under Performance reporting and performance improvement - LGMSD 2023.....	93
Figure 84:	Polarity of Scores for Health Performance for LGMSD 2023.....	98
Figure 85:	Average scores under Health MCs and PMs; disaggregated for MLGs and DLGs	100
Figure 86:	Combined average scores under Health MCs and PMs; disaggregated for MLGs and DLGs.....	101
Figure 87:	Performance scores under Health MCs; disaggregated for MLGs and DLGs - LGMSD 2023.....	102
Figure 88:	Performance scores under Health PMs; disaggregated for MLGs and DLGs - LGMSD 2023.....	103
Figure 89:	Distribution of LGs (by number and proportion) across the different composite score ranges in 2023 assessment.....	104
Figure 90:	Distribution of DLGs in Health across score categories.....	105
Figure 91:	Distribution of MLGs in Health across score categories.....	106
Figure 92:	Map of Health Performance Scores across LGs.....	110
Figure 93:	Comparing the Health Performance Scores between LGMSD 2021, 2022 and 2023	111
Figure 94:	Performance in thematic areas under Health minimum conditions - LGMSD 2021, 2022 and 2023	112
Figure 95:	Overall performance for health performance measures thematic areas - LGMSD 2021, 2022 and 2023	113
Figure 96:	LGs that improved and those that declined in 2023 Assessment.....	114
Figure 97:	Scores for Health Minimum Conditions for LGMSD 2023	115
Figure 98:	Scores for Health Minimum Conditions for HRM&D in the LGMSD 2023 Assessment	116
Figure 99:	Comparison performance for Human Resource Management and Development for DLGs - LGMSD 2021, 2022 and 2023	117
Figure 100:	Comparison performance for Human Resource Management and Development for Cities and MLGs - LGMSD 2021, 2022 and 2023	117
Figure 101:	Scores for Health Minimum Conditions for Environment and Social Requirements - LGMSD 2023	119

Figure 102: Scores for Health PMs - LGMSD 2023	120
Figure 103: Scores for Health PMs for Local Government Service Delivery - LGMSD 2023.....	121
Figure 104: Trend for selected Indicators under Local Government Service Delivery Results-LGMSD 2023	122
Figure 105: Scores for Health PMs for Performance Reporting and Performance Improvement - LGMSD 2023	123
Figure 106: Trend for selected Indicators under Performance Reporting and Improvement-LGMSDs 2021-2023.....	124
Figure 107: Scores for Health PMs for Human Resource Management and Development - LGMSD 2023.....	125
Figure 108: Trend for selected Indicators under Human Resource Management and Development-LGMSD 2023	126
Figure 109: Scores for Health PMs for Management, Monitoring and Supervision of Services - LGMSD 2023	127
Figure 110: Trend for selected Indicators under Management, Monitoring and Supervision of Services-LGMSD 2023.....	128
Figure 111: Scores for Health PMs for Investment Management- LGMSD 2023	129
Figure 112: Trend for selected Indicators under Investment Management-LGMSD 2021-2023.....	130
Figure 113: Scores for Health PMs for Environment and Social Safeguards - LGMSD 2023.....	132
Figure 114: Trend for selected Indicators under Environment and Social Safeguards - LGMSD 2023.....	133
Figure 115: Polarity of composite scores for Water and Environment.....	137
Figure 116: Average Scores for Minimum Conditions and Performance Measures under Water and Environment	138
Figure 117: Comparison of average scores for minimum conditions and Performance Measures under Water and Environment for 2021,2022 and 2023	139
Figure 118: Distribution of LGs in Water and Environment across score categories (combined MCs and PMs)	140
Figure 119: Shows LGs that improved and those that declined between 2022 and 2023 LGMSD assessments	141
Figure 120: Map showing analysis of Water and Environment Performance assessment scores across the country	145
Figure 121: Comparison of Scores for Water and Environment Minimum Conditions per Assessment Area for the 2023 LGMSD assessment	147
Figure 122: Comparison of Scores for Water and Environment Minimum Conditions per Assessment Area for LGMSD assessments for 2021, 2022, and 2023	148
Figure 123: Scores of Water and Environment MCs in Human Resource Management and Development.....	149
Figure 124: Trend analysis for selected indicators under human Resource Minimum Conditions	150
Figure 125: Scores of Water and Environment in MCs in Environment and Social Requirements	151
Figure 126: Comparison of scores for selected indicators for Environmental and Social Requirements Minimum Conditions for 2021, 2022 and 2023.....	152

Figure 127: Average Scores per Assessment Area under Water and Environment Performance Measures for LGMSD assessments for 2023	153
Figure 128: Comparison of Average Scores per Assessment Area under Water and Environment Performance Measures for LGMSD assessments for 2021, 2022, and 2023	154
Figure 129: Score for Water and Environment PM on Performance Reporting and Performance Improvement.....	155
Figure 130: Comparison of Average Scores for Performance Reporting and Performance Improvement for LGMSD assessments for 2021, 2022, and 2023	156
Figure 131: Scores for Water and Environment PM on Local Government Service Delivery	157
Figure 132: Comparison of Average Scores for Local Government Service Delivery for LGMSD assessments for 2021, 2022 and 2023	158
Figure 133: Score for Water and Environment PM on Investment Management.....	159
Figure 134: Comparison of Average Scores for Investment Management Performance Measure for LGMSD assessments for 2021, 2022, and 2023	160
Figure 135: Scores for Water and Environment PM on Human Resource Management Development	161
Figure 136: Comparison of Average Scores for Human Resource Development assessments for 2021, 2022 and 2023	162
Figure 137: Score for Water and Environment PM on Management Monitoring and Supervision	163
Figure 138: Comparison of scores for selected indicators for Management, Monitoring, and Supervision of Services for 2021, 2022 and 2023	164
Figure 139: Scores for Water and Environment PM on Environment and Social Requirements	165
Figure 140: Comparison of scores for selected indicators for Environment and Social Requirements for 2021, 2022, and 2023	166
Figure 141: Polarity of Scores for Micro-Scale Irrigation Performance Measures	170
Figure 142: Average Scores for Micro-Scale Irrigation Minimum Conditions and Performance Measures - LGMSD 2023	171
Figure 143: Comparison of average scores for Minimum Conditions and Performance Measures under Microscale Irrigation for 2021, 2022 and 2023	172
Figure 144: Micro-Scale Irrigation performance scores distribution for 135 Districts combined for both MCs and PMs	173
Figure 145: Map showing analysis of Micro Scale Irrigation assessment scores across the country	177
Figure 146: Improvement in DLGs between LGMSD 2022 and 2023 for Microscale Irrigation Measures	178
Figure 147: Scores of Micro Scale Irrigation MCs in Human Resource Management and Development and Environment and Social Requirements	179
Figure 148: Comparison of Scores for Micro Scale Irrigation Minimum Conditions per Assessment Area for the 2023 LGMSD assessment	180

Figure 149: Trend analysis for the two selected indicators under Microscale Irrigation Minimum Conditions.....	181
Figure 150: Aggregate scores across the six thematic areas of Micro Scale Irrigation performance measures	182
Figure 151: Comparison of average scores per Assessment Area for Performance Measures under Micro-Scale Irrigation for 2021, 2022 and 2023	183
Figure 152: Local Government Service Delivery Results	184
Figure 153: Comparison of aggregate scores for selected indicators under Local Government Service Delivery Results	185
Figure 154: Micro Scale Irrigation Scoring in Performance Reporting and Performance Improvement	186
Figure 155: Comparison of aggregate scores for selected indicators under Performance Reporting and Performance Improvement	187
Figure 156: Micro Scale Irrigation Scoring in Human Resource Management and Development	188
Figure 157: Comparison of aggregate scores for selected indicators under Human Resource Management and Development	189
Figure 158: Micro Scale Irrigation scoring in Investment Management	190
Figure 159: Comparison of aggregate scores for selected indicators under Investment Management.....	191
Figure 160: Performance of LGs in the areas of Environmental Social safeguards	192
Figure 161: Comparison of aggregate scores for selected indicators under Environmental and Social Safeguards.....	193
Figure 162: Performance of LGs in the areas of Environmental social requirements	194
Figure 163: Comparison of aggregate scores for selected indicators under Environmental social requirements.....	195
Figure 164: Micro Scale Irrigation performance scores on Management, Monitoring and Supervision of Service	196
Figure 165: Comparison of aggregate scores for selected indicators under Management, Monitoring and Supervision of Services	197

List of Tables

Table 1:	LGs assessed in LGMSD 2023	xx
Table 2:	Top 10 performing LGs in 2023	xxiii
Table 3:	Bottom 10 performing LGs in 2023.....	xxiv
Table 4:	Credibility of the LLG Assessment Results	xl
Table 5:	Computation of composite scores.....	10
Table 6:	Scoring guide for Crosscutting Minimum Conditions for LGMSD 2023.....	13
Table 7:	Scoring guide for Crosscutting Performance Measures for LGMSD 2023.....	15
Table 8:	Ten (10) highest scoring LGs in the Crosscutting Performance (Minimum conditions & Performance measures combined) assessment	20
Table 9:	Ten (10) lowest scoring LGs in Crosscutting Performance (Minimum conditions & Performance measures combined) assessment	20
Table 10:	Overview of the top 10 scoring indicators under the Crosscutting performance assessment - 2023, 2022 & 2021	21
Table 11:	Overview of the bottom 10 scoring indicators under the Crosscutting performance assessment - 2023	22
Table 12:	Emerging Issues and recommended action from the LGMSD 2023	58
Table 13:	Scoring guide for Education Minimum Conditions	60
Table 14:	Scoring guide for the Education Performance Measures.....	60
Table 15:	Top Ten (10) Overall Best Scoring LGs on Education Performance Areas (Minimum Conditions and Performance Measures combined)	69
Table 16:	Bottom Ten (10) Scoring LGs on Education Assessment Areas (Minimum Conditions and Performance Measures)	69
Table 17:	The top 10 scoring indicators for Education MCs and PMs - 2023	70
Table 18:	The bottom 10 scoring indicators for Education MCs and PMs - 2023	70
Table 19:	Emerging Issues and Recommendations - Education	94
Table 20:	Scoring guide for Health Performance Minimum Conditions for the LGMSD 2023	96
Table 21:	Scoring guide for Health Performance Measures for LGMSD 2023.....	97
Table 22:	Ten (10) Overall Highest Scoring LGs on Health Performance Areas (Minimum conditions and Performance Measures combined).....	107
Table 23:	Ten (10) Overall Lowest Scoring LGs on Health Assessment Areas (Minimum conditions and Performance Measures)	108
Table 24:	Overview of the top 10 scoring indicators for Health MCs and PMs - 2023	109
Table 25:	Overview of the bottom 10 scoring indicators for Health MCs and PMs - 2023	109
Table 26:	Emerging Issues and Recommended Actions for Health from the LMGSD 2023	134
Table 27:	Scoring Guide for Water and Environment Minimum Conditions for LGMSD Assessment 2023.....	136

Table 28:	Scoring Guide for Water and Environment Performance Measures for LGMSD Assessment 2023.....	137
Table 29:	Ten (10) Overall Highest Scoring LGs on Water and Environment (Minimum Conditions and Performance Measures) in LGMSD Assessment of 2023.....	142
Table 30:	Ten (10) Overall Lowest Scoring LGs on Water and Environment (Minimum Conditions and Performance Measures) in LGMSD Assessment of 2023.....	142
Table 31:	Overview of the top 10 scoring indicators for Water and Environment MCs and PMs in LGMSD Assessment of 2023	143
Table 32:	Overview of the bottom 10 scoring indicators for Water and Environment MCs and PMs in LGMSD Assessment of 2023.....	144
Table 33:	Emerging Issues and Recommended Actions from the LGMSD	167
Table 34:	Scoring guide for Micro-Scale Irrigation Performance Minimum Conditions for LGMSD 2023	168
Table 35:	Scoring guide for Micro-Scale Irrigation Performance Minimum Conditions for LGMSD 2023	169
Table 36:	Ten (10) Overall Highest Scoring LGs on Micro Scale Irrigation (Minimum conditions and Performance Measures) in LGMSD Assessment of 2023	174
Table 37:	Ten (10) Overall Lowest Scoring LGs on Micro Scale Irrigation (Minimum conditions and Performance Measures) in LGMSD Assessment of 2023	174
Table 38:	Overview of the top 10 scoring indicators for Water and Environment MCs and PMs in LGMSD Assessment of 2023	175
Table 39:	Overview of the bottom 10 scoring indicators for Water and Environment MCs and PMs in LGMSD Assessment of 2023.....	176
Table 40:	Emerging Issues and recommended action from the LGMSD 2023	198
Table 41:	Summary of the Credibility Assessment for LLGs	201
Table 42:	Emerging Issues and Recommended Actions from the Verification of LLG Results-2023	202
Table 43:	Emerging Issues and Recommended Actions from the Verification of Service Delivery Facilities - 2023	204
Table 44:	Findings of LoCAL Assessment	206
Table 45:	Emerging Issues and Recommended Actions from the LoCAL 2023 Assessment	206

Executive Summary

Introduction

This report presents the synthesized results from the Local Government Management of Service Delivery (LGMSD) Performance Assessment for 2023; conducted between October - December 2023. This assessment was the fourth and final edition under the current Manual and framework developed in 2020. Office of the Prime Minister has started the process of developing the new Manual and framework to guide the 2024 assessment.

The LGMSD assessment has two dimensions which are: (i) Minimum conditions (MCs) which are seen as core performance indicators, and focus on key bottlenecks for service delivery and safeguards management; and ii) Performance Measures (PMs) which are sectoral assessments and are used to evaluate service delivery in the Districts/Cities/Municipalities as a whole.

Table 1 below highlights the scope in terms of the number of Local Governments (LGs) assessed in LGMSD 2023.

Table 1: LGs assessed in LGMSD 2023

LGs Assessed	Districts	135
	Cities	10
	Municipal Councils	31
	Total	176

The 2023 assessment was conducted in all the 176 LG Votes (135 Districts, 10 Cities and 31 Municipal LGs).

The assessment results have been used to inform, among others: allocation of development grants for FY 2024/25, and development of the Performance Improvement Plans for the weakest performing LGs, LLGs and assessment areas, which is coordinated by the Ministry of Local Government.

Summary of the Key Findings

This section presents the overall key findings from the assessment while details are presented in the main report (PART B) and in LG specific reports which are up-loaded and accessible on OPAMS and the budget website: <https://opams.opm.go.ug> and or <https://budget.finance.go.ug/lgpas>.

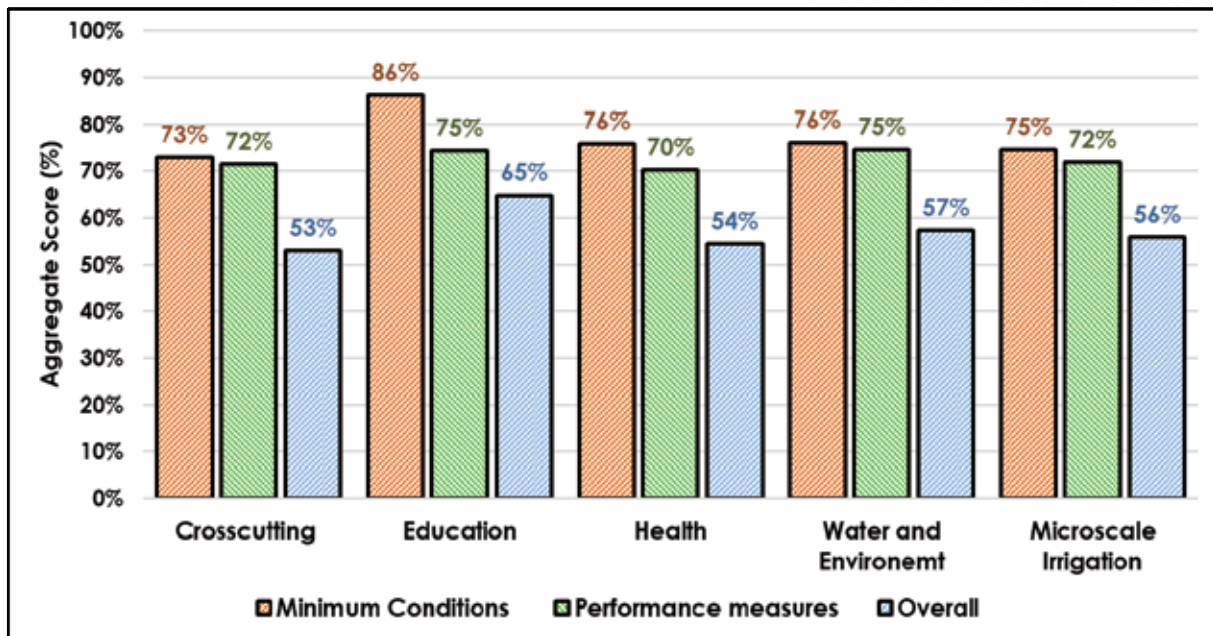
Overview of the results for Minimum Conditions and Performance measures

The overall performance for all LGs assessed in 2023 across the five assessment areas of Crosscutting, Education, Health, Water and Environment and Microscale Irrigation improved from 36% in 2020 to 44% in 2021, 51% in 2022 and finally to 57% in 2023 which was equivalent to an improvement of 21 percentage points compared to the first year of the assessment.

Like it was in the 2022 assessment, Education was still the best performed area scoring 65%, followed by Water and Environment scoring 57%, Microscale Irrigation with a score of 56%, Health scoring 54% and finally Crosscutting that scored 53% in the 2023 assessment. This was largely because most LGs met the minimum condition related to recruitment of critical staff especially the District/Principal Education Officers and School Inspectors.

Figure 1 below presents the overall aggregate scores for the five assessed areas; Crosscutting, Education, Health, Water and Environment and Microscale Irrigation Measures.

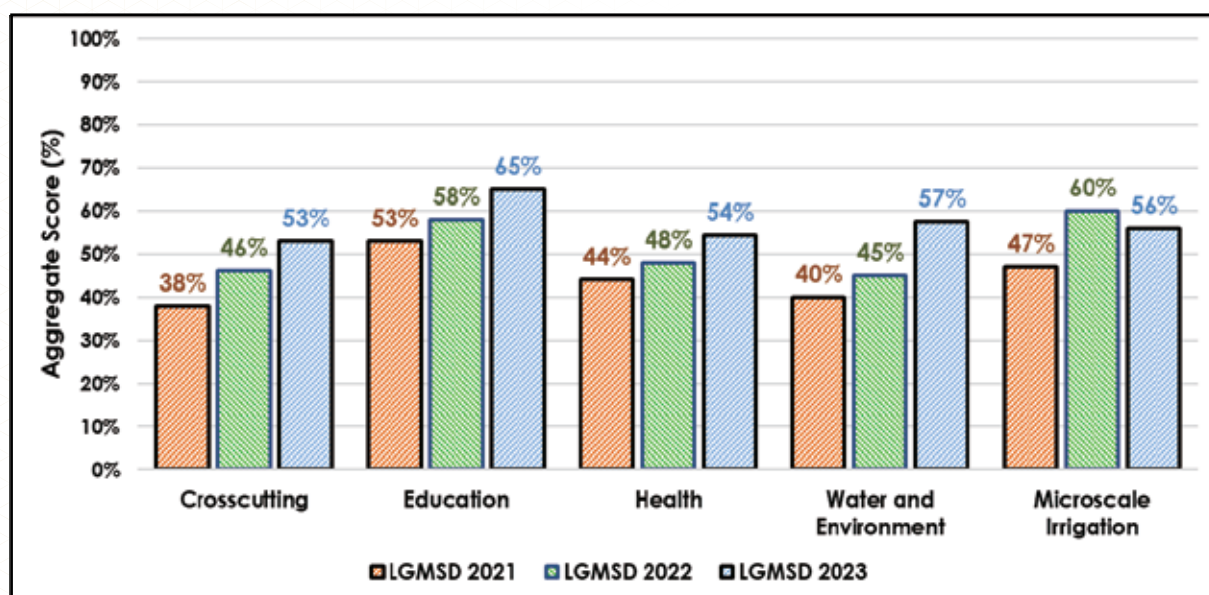
Figure 1: Aggregate scores per Assessment Area for both Minimum Conditions and Performance Measures, 2023



No. of LGs assessed = 176

Note: The overall score is a composite score obtained by multiplying scores for Minimum Conditions by the Performance Measure scores divided by 100.

Figure 2: Trends in Overall Performance for the Last 3 Years of Assessment 2021, 2022 and 2023



No. of LGs assessed = 176

LGs have continuously registered improvement in all the assessed areas for the last 3 years of 2021, 2022 and 2023 except for Microscale Irrigation that reduced from 60% in 2022 to 56% due to the national rollout of the microscale programme to cover the remaining 95 LGs, some of whose capacities were at infant stage. **However, there was notable progress registered for the 40 LGs covered under the pilot with average score increasing from 60% in 2022 to 91% in 2023.** Crosscutting area improved from 38% to 53%, Education from 53% to 65%, Health from 44% to 54% and Water and Environment from 40% to 57% between 2021 and 2023.

Tables 2 and 3 below show the top 10 and the bottom 10 performing LGs in the 2023 LGMSD assessment.

Table 2: Top 10 performing LGs in 2023

Rank 2023	Vote	Score 2023	Rank 2022	Score 2022	Rank 2021	Score 2021
1	Isingiro District	93	1	89	2	77
2	Ibanda District	90	3	79	1	82
3	Mubende Municipal Council	88	N/A	N/A	N/A	N/A
4	Kiruhura District	87	2	80	42	51
4	Nansana Municipal Council	87	24	63	39	52
6	Apac Municipal Council	86	N/A	N/A	N/A	N/A
6	Kira Municipal Council	86	85	49	3	70
8	Ibanda Municipal Council	85	7	71	14	59
9	Kumi Municipal Council	82	148	29	80	44
10	Kamuli District	81	73	51	51	49

No. of LGs assessed = 176

Note: Mubende and Apac Municipal Councils were being assessed under the USMID Program for 2021 and 2022 assessments.

Isingiro district emerged the overall best performer in 2023 scoring 93% having improved from 89% in 2022; followed by Ibanda district scoring 90% from 79% in 2022 and then Mubende Municipal Council scoring 88%. Kiruhura district and Nansana Municipal Council 87%, Apac and Kira Municipal Councils 86%, Ibanda Municipal Council 85%, Kumi Municipal Council 82% and Kamuli district 81% complete the list of the top ten best performing LGs. Therefore, 6 Municipal Local Governments were among the top ten LGs.

Only Isingiro, Kiruhura, Ibanda districts and Ibanda Municipal Council remained among the top ten performers. Those that dropped from the ladder include; Kamwenge district ranked 14, Sembabule and Mayuge districts ranked 20, Bushenyi district ranked 26, Bushenyi-Ishaka Municipal Council ranked 43, Kibuku district ranked 86 and Gulu district ranked 91. Kumi Municipal Council, Kira Municipal Council and Kamuli district were the most improved LGs.

Table 3: Bottom 10 performing LGs in 2023

Rank 2023	Vote	Score 2023	Rank 2022	Score 2022	Rank 2021	Score 2021
167	Hoima City	33	N/A	N/A	N/A	N/A
167	Moroto District	33	18	65	62	47
169	Moroto Municipal Council	32	N/A	N/A	N/A	N/A
169	Masaka City	32	N/A	N/A	N/A	N/A
169	Kotido District	32	118	41	108	38
172	Busia District	31	112	42	147	23
173	Butaleja District	28	99	47	114	37
174	Fort-Portal City	27	N/A	N/A	N/A	N/A
175	Arua City	25	N/A	N/A	N/A	N/A
176	Namisindwa District	18	152	21	149	21

No. of LGs assessed = 176

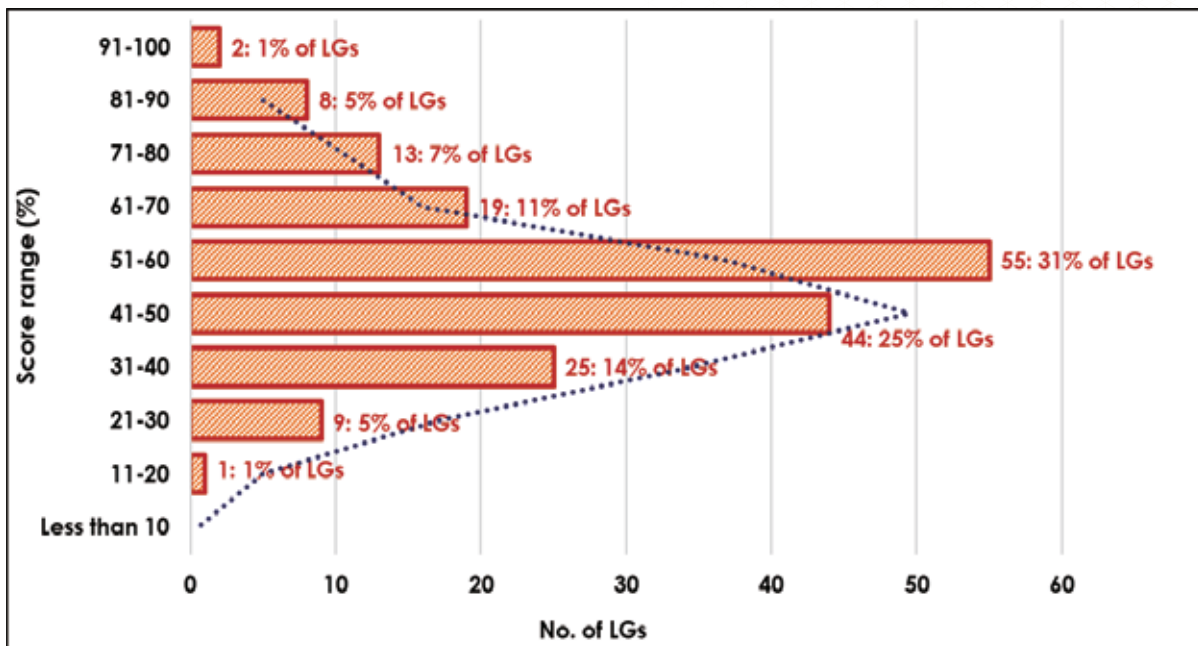
The worst performers on the other hand were; Namisindwa district scoring 18%, Arua City 25%, Fortportal City 27% and Butaleja district 28%. Busia district 31%, Kotido district, Masaka City and Moroto Municipal Council 32%, Moroto district and Hoima City 33% complete the list of the bottom ten performers. Cities performed badly because most of them had not substantively filled their staffing structures at the time of the assessment.

Namisindwa district was the only one that remained among the bottom ten performers in comparison to 2022 assessment. Those that graduated from the bottom ten include; Kumi Municipal Council ranked No.9, Kwanja district ranked 18, Kalaki district ranked 35, Kween district ranked 53 and Amuria district ranked 66; while Serere district ranked 100, Obongi district 132, Bugweri district 141, Kapelebyong district 149 and Ntoroko district 161 marginally improved despite being subjected to Performance Improvement Plans.

Crosscutting – Key results

The Crosscutting assessment covered two components namely; Minimum Conditions (MCs) and Performance Measures (PMs). These were evaluated against 3 thematic areas for the MCs and 9 thematic areas for the PMs to give a total of 100 maximum obtainable percent points. Details of the combined MCs and PMs scores are highlighted in figure 3 below;

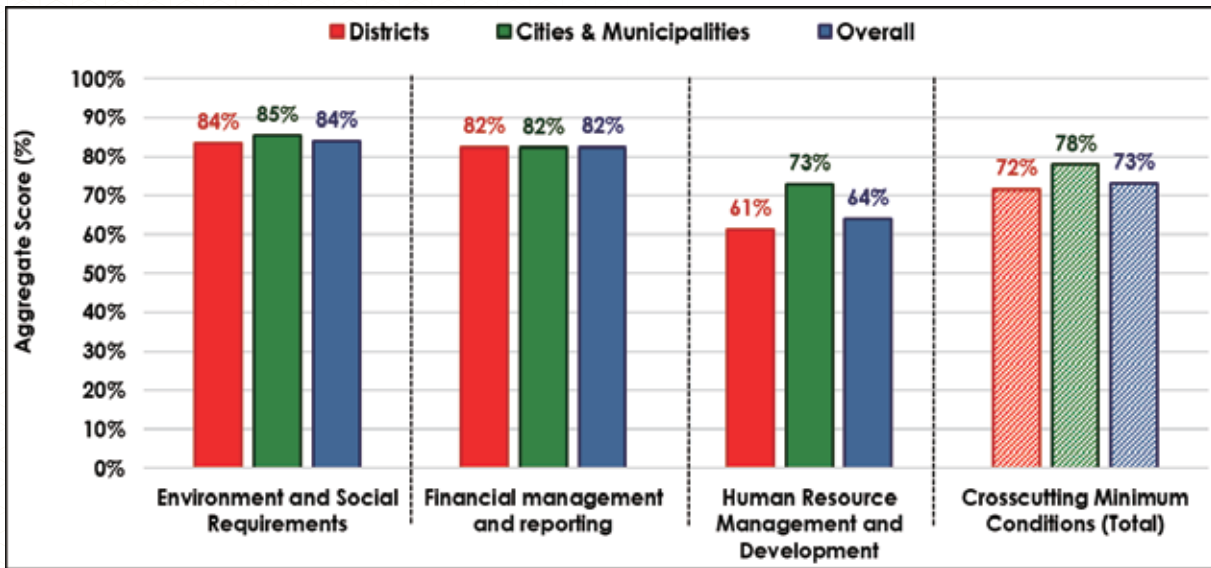
Figure 3: Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures (combined)



No. of LGs assessed = 176

From the figure above, only 2 (1%) of the assessed LGs scored above 90% with the majority (55) scoring in the range of 51%-60%, 44 LGs (25%) scored between 41%-50% and 25 LGs (14%) between 31%-40%. 10 LGs (6%) registered scores in the ranges below 30%. Nansana Municipal Council was the best performer under Crosscutting scoring 93% followed by Mubende Municipal Council scoring 92%, Isingiro district 90%, Wakiso district 89% and Kira Municipal Council scoring 88%. The bottom five included; Arua City scoring 13%, Kotido district 24%, Manafwa district 25%, Sheema district 26% and Namisindwa district with 27% score.

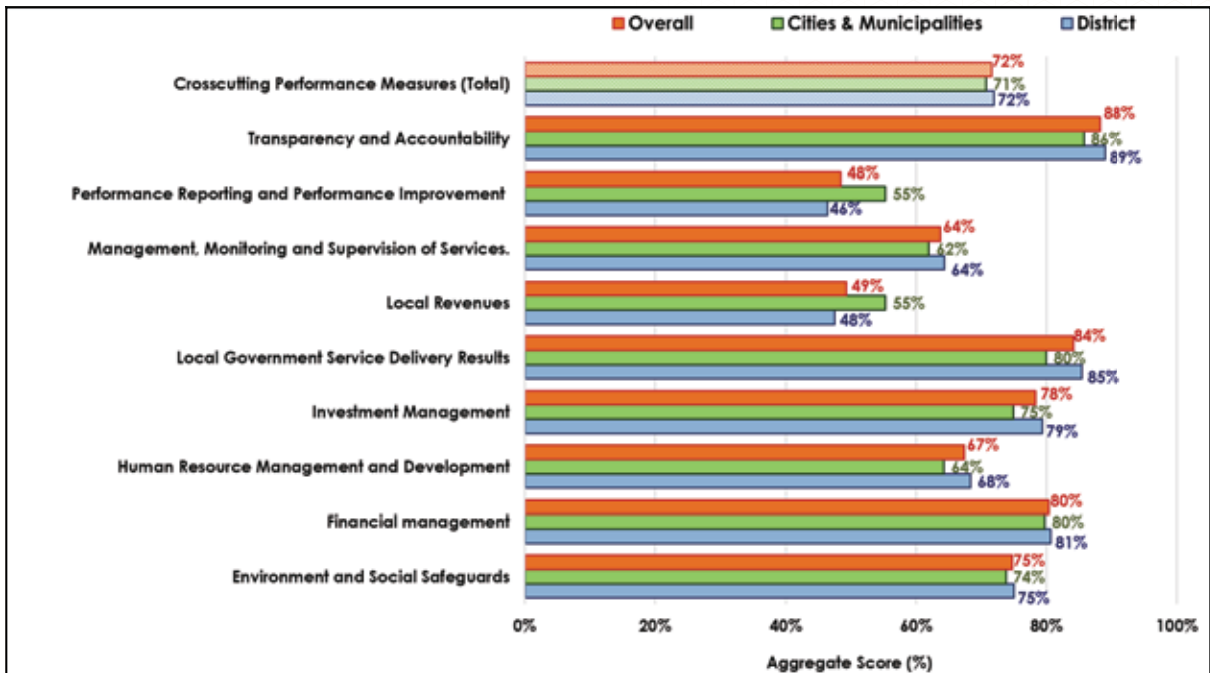
Figure 4: Aggregate scores for Crosscutting Minimum Conditions per Assessment Area



No. of LGs assessed = 176

Performance in minimum conditions was good for both DLGs and Cities/MLGs, with the average scores ranging between 61% and 85% in all the three thematic areas. Environment and Social Requirements scoring 84% overall and Financial Management and Reporting scoring 82% were the best performed areas while Human Resource Management and Development scored 64% of the maximum scores. The overall score for Crosscutting MCs was 73% having improved from 69% in 2022 with Urban LGs (78%) edging DLGs.

Figure 5: Aggregate scores per thematic area for Crosscutting Performance Measures



No. of LGs assessed = 176

Largely, DLGs edged Cities and MLGs in most of the thematic areas under Crosscutting Performance Measures except under Performance Reporting and Improvement and Local Revenue Generation. The overall performance was 72% for Crosscutting PMs with DLGs scoring 72% against 71% for Cities and Municipal Councils. The best performed area was Transparency and Accountability with an aggregate score of 88%, followed by Local Government Service Delivery scoring 84%, Financial Management 80% and Investment Management at 78%. The lowest performed areas were Performance Reporting and Improvement scoring 48% and Local Revenue generation and realization that scored 49% of the maximum score.

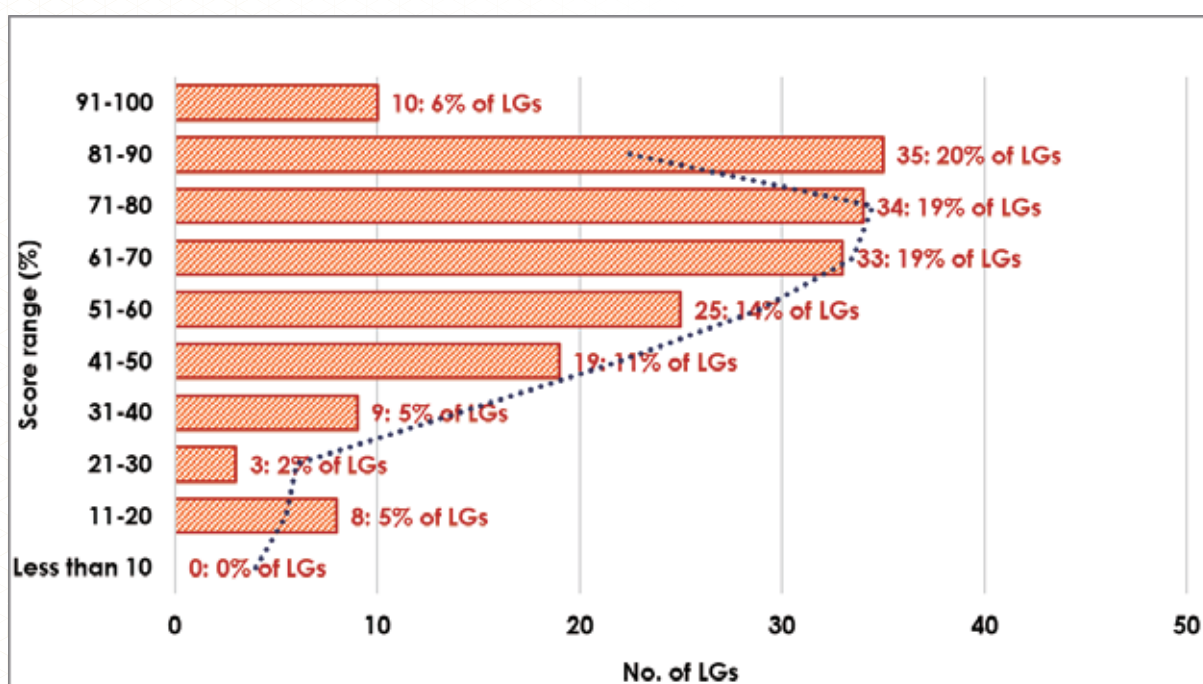
Notably, the top five performing indicators related to; LGs having a clean audit opinion (99%), preparation of quarterly internal audit reports (98%), publishing procurement plan and awarded contracts to the public (97%), Execution of DDEG transfers to LLGs, and existence of Grievance Redress Committees with designated coordinator each scoring 94%.

The bottom five performed indicators included; revenue collection ratio being within +/-10 of the planned scoring only 21%, implementation of PIPs for the 30% lowest performing LLGs scoring 23%, conducting a credible LLG assessment at 31%, timely invoicing and communication of DDEG transfers to LLGs at 33%, and recruitment of the District/Principal Engineer at 34%.

Education – Key results

Education was also assessed based on two components: 1) Minimum Conditions and 2) Performance Measures. The assessment results showed an improvement in overall combined performance (MCs and PMs scores) of LGs from 53% in 2021 to 58% in 2022 and further to 65% in 2023.

Figure 6: Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures (combined scores)

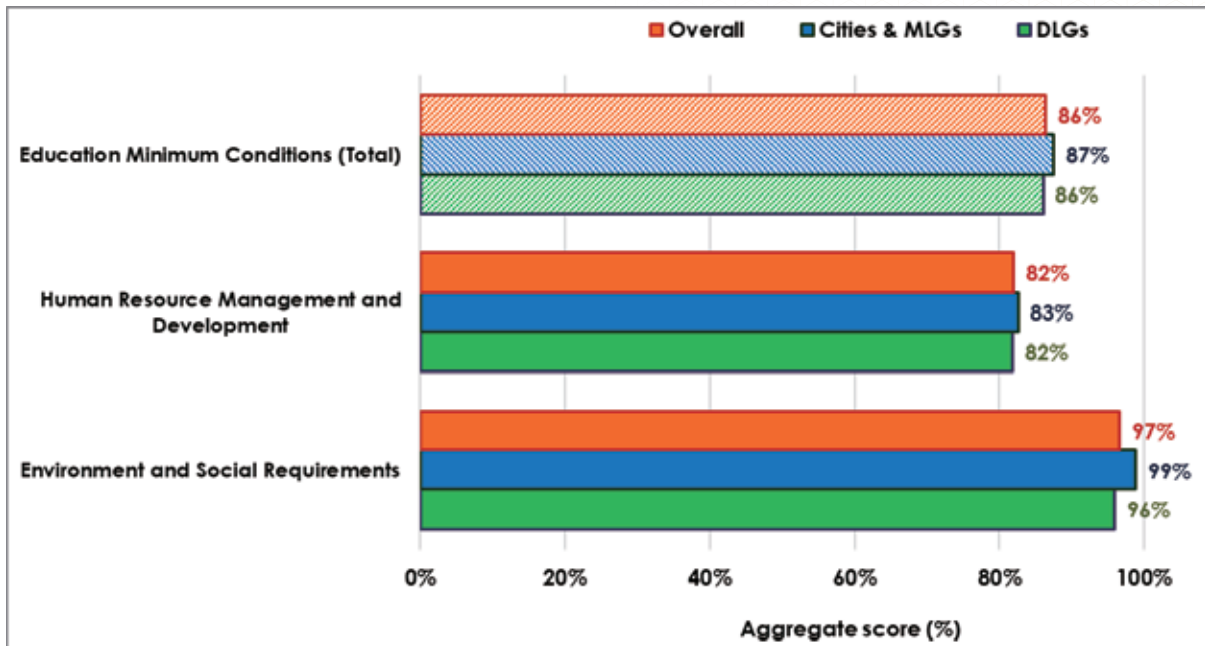


No. of LGs assessed = 176

From figure 6 above, there were significant variations noted in performance across all the LGs, with 10 (6%) of the LGs scoring above 90%, while the majority (35) scored in the range of 81%-90% followed by those in the range 71%-80% and then those in the 61%-70% range. 11 LGs (7%) scored below 30% with none scoring below 10% which was a great improvement from the 2022 assessment where 3 LGs scored less than 10% and none scored above 90%.

The best five performers under Education were; Ibanda district 99%, Kibale district 95%, Kamuli Municipal Council, Kamuli district and Kaliro district each scoring 94%. The bottom five included; Busia district, Moroto Municipal Council and Moroto district each scoring 19% and then Nakapiripirit and Kotido districts each scoring 20% completing the list.

Figure 7: Aggregate scores for Education Minimum Conditions per Assessment Area

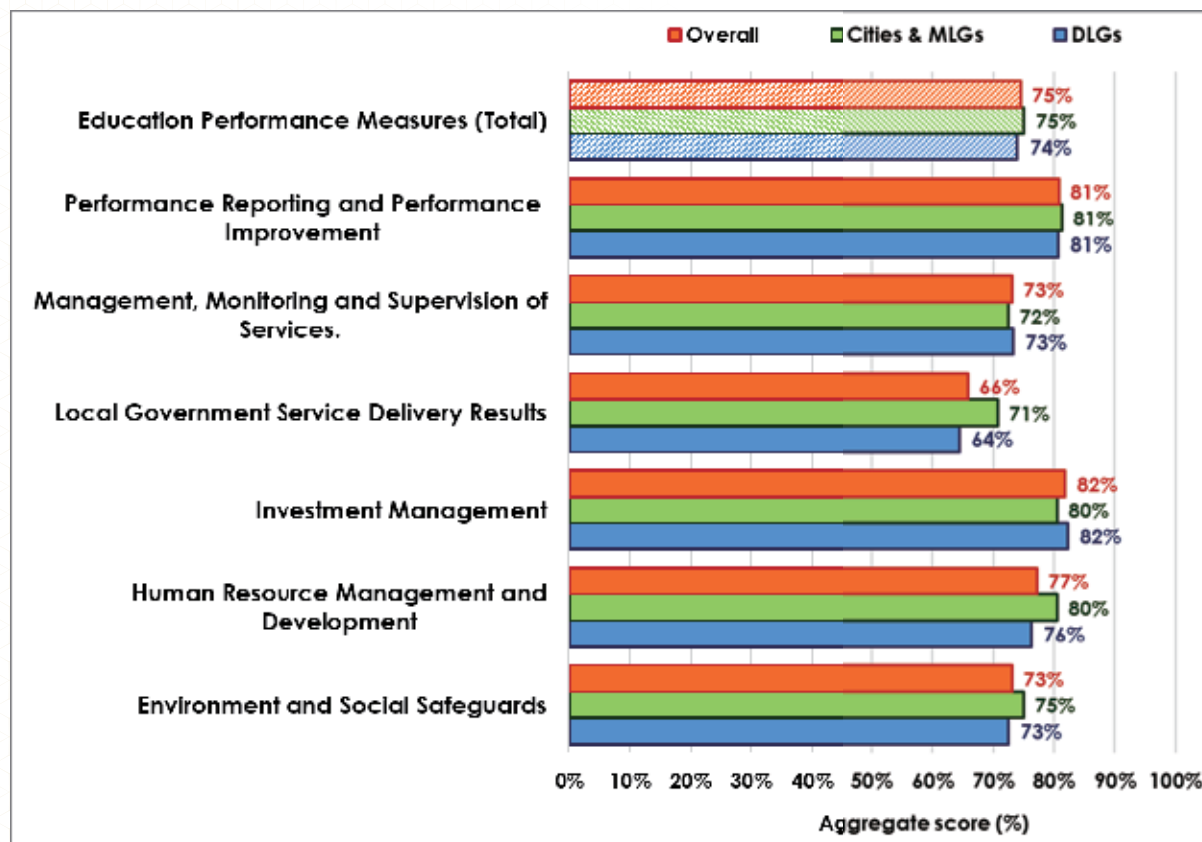


No. of LGs assessed = 176

LGs performed well under Education Minimum Conditions with an overall score of 86% with DLGs scoring 86% and Cities and MLGs 87%. LGs performed better in Environment and Social Requirements with MCs at an average score of 97% as compared to 82% for Human Resource Management and Development.

Figure 8 below shows the performance in the thematic areas under the Education Performance Measures.

Figure 8: Aggregate scores per assessment area for Education Performance Measures



No. of LGs assessed = 176

Generally, MLGs scored slightly better than DLGs in most of the PMs under Education assessment. The overall performance score for LGs’ compliance to PMs was 75% having improved from 68% in 2022 assessment with DLGs scoring 74% and MLGs 76% respectively. LGs performed better in areas of; Investment Management scoring 82% followed by Performance Reporting and Improvement at 81% and Human Resource Management and Development scoring 77%. Local Government Service Results and Environment and Social Safeguards were the least performed areas with scores of 66% and 73% respectively.

The five best performed indicators included; budgeting for primary school headteachers and teachers scoring 100%, new schools’ infrastructure following the approved technical designs by the Ministry of Education and Sports scoring 99%, education development grant being spent on eligible activities 99%, teachers’ deployment being publicized on public noticeboards 98% and having complete procurement files for education projects also scoring 98%.

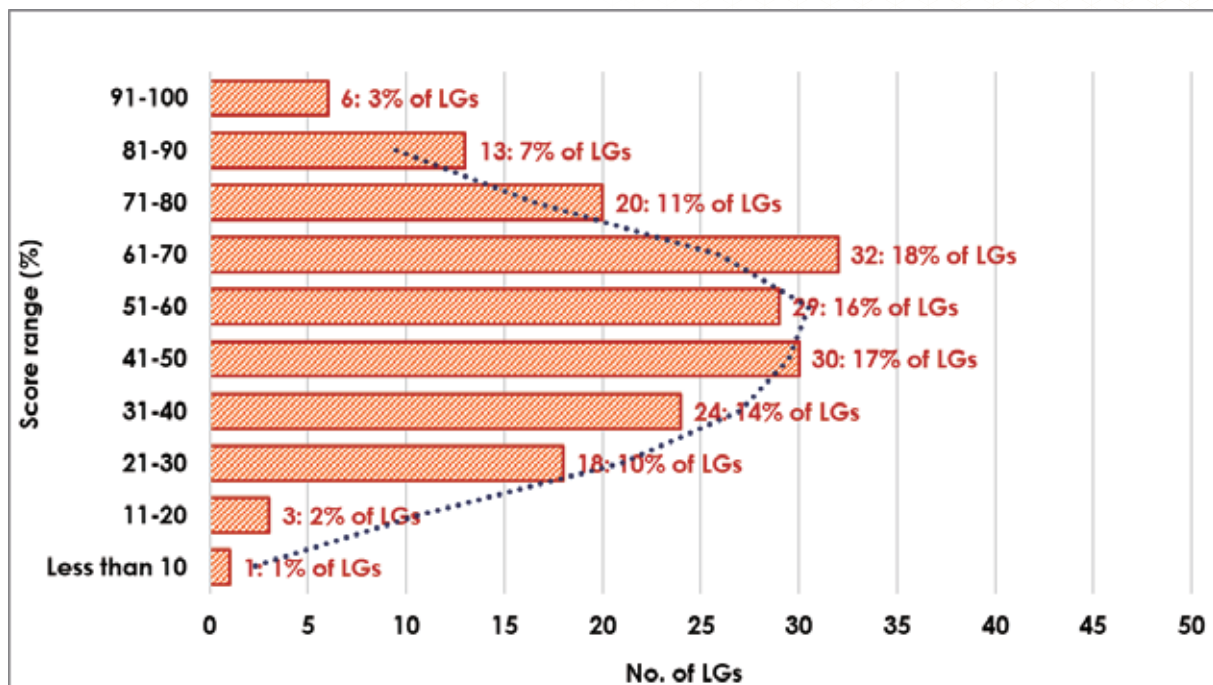
On the other hand, appraisal of secondary school headteachers 27%, timely invoicing and communication of capitation grants to schools 31%, improvement in PLE pass

rates 39%, timely submission of warrants for schools’ capitation 54% and schools’ compliance with MoES budgeting and reporting guidelines 55% were the least five performed indicators.

Health – Key results

Health performance area was also assessed based on two components: 1) Minimum Conditions and 2) Performance Measures. The assessment results showed an improvement in overall performance of LGs from 44% in 2021 to 48% in 2022 and again to 54% in 2023.

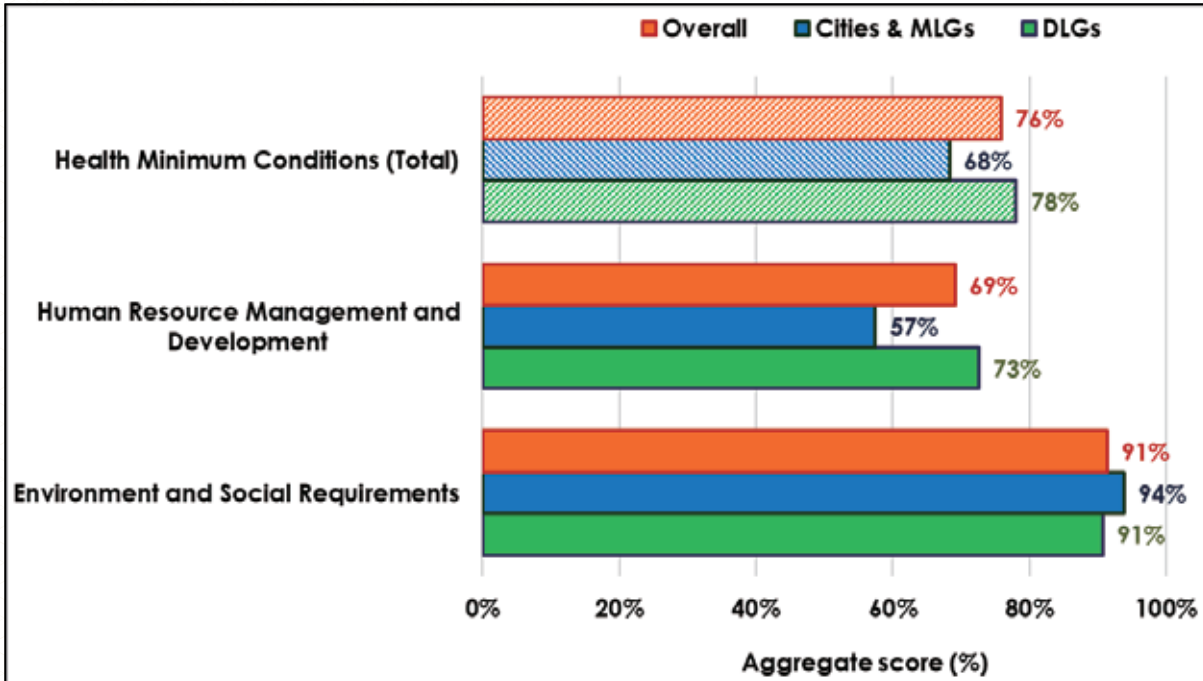
Figure 9: Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures (combined score)



No. of LGs assessed = 176

The majority of the LGs (32) scored in the range of 61% - 70%, while 29 LGs (16%) scored between 51% - 60% and then 30 LGs (17%) scored between 41% and 50%. 22 LGs (13%) scored 30% and below. The top five performers were; Apac Municipal Council scoring 97%, Isingiro district 94%, Ibanda district 94%, Namayingo district, Kumi and Bugiri Municipal Councils each scored 93%. The bottom five LGs included; Nebbi Municipal Council scoring 0%, Fortportal City 15%, Butaleja district 16%, Hoima City and Arua City scoring 16% and 21% respectively. Nebbi Municipal Council doesn’t have a staffing structure for health substantively filled thus explaining the score of 0% since staffing is a minimum condition.

Figure 10: Aggregate scores for Health Minimum Conditions per assessment area

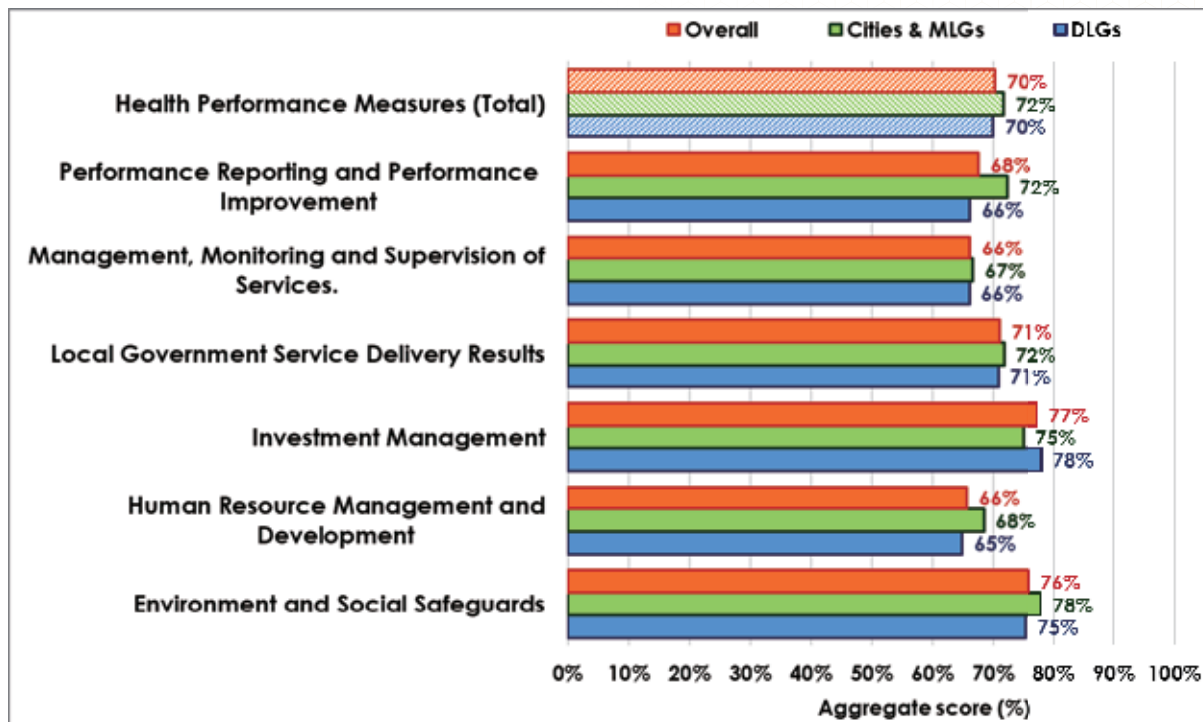


No. of LGs assessed = 176

The overall average score for LGs’ compliance to MCs for Health was 76% improving from 73% in 2022; with DLGs scoring 78% and MLGs 68% respectively. LGs performed better in Environment and Social Requirements with MCs at an average score of 91% as compared to 69% for Human Resource Management and Development on filling of critical positions.

Figure 11 below shows the results in the thematic areas under the Health Performance Measures.

Figure 11: Aggregate scores per assessment area for Health Performance Measures



No. of LGs assessed = 176

The overall performance score for LGs’ compliance to PMs was slightly better scoring 70% in 2023. Cities and MLGs performed slightly better than DLGs in most thematic areas under Health except under Investment Management. The best performed thematic areas included; Investment Management scoring 77%, Environment and Social Safeguards 76% and Local Government Service Delivery Results scoring 71%. Human Resource Management and Monitoring and Supervision scoring 66% were the least achieved areas.

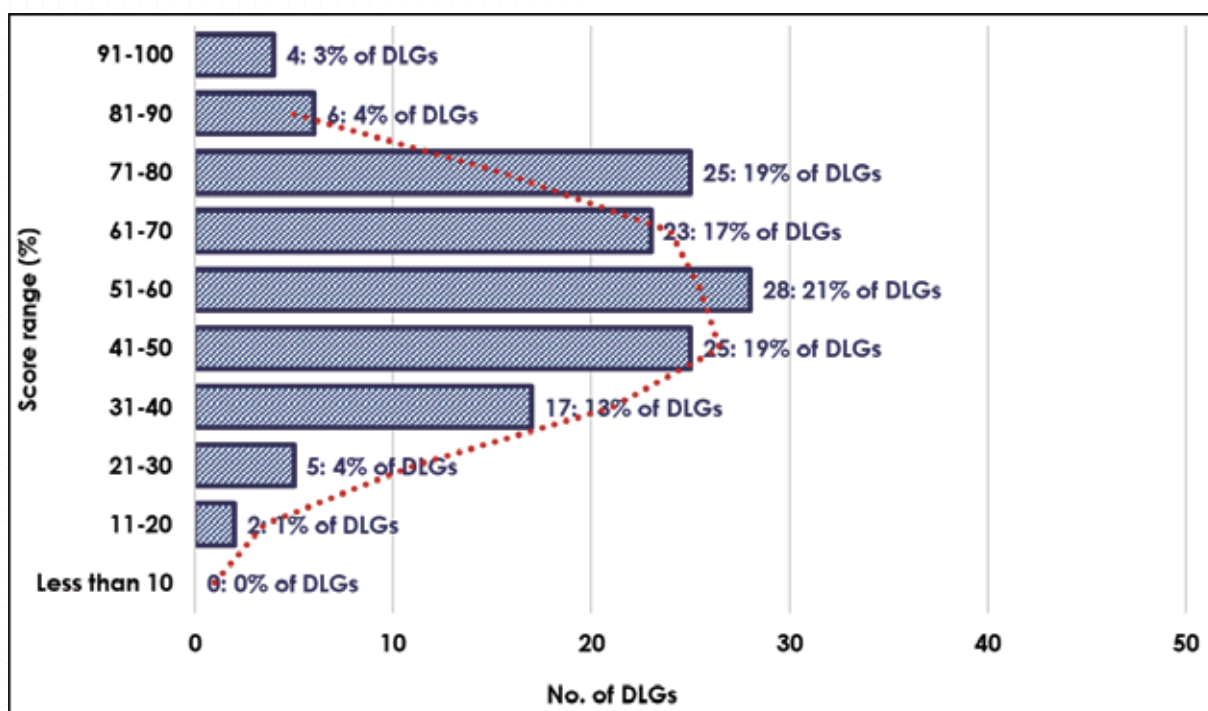
Health performed well in indicators related to; health infrastructure projects following and meeting standard technical designs by MoH (99%), Health projects being approved by the Contracts Committee 97%, District Health Teams holding health promotion activities also 97%, publicizing of health workers’ deployment 95% and recruitment of the Biostatistician equally scoring 95%.

The worst five performed indicators were; increased utilization of health care services scoring 23%, timely invoicing and communication of health facility transfers scoring 26%, deployment of health workers as per sector guidelines 31%, timely submission of warrants for health facility transfers 36% and recruitment of staff for all HC IIs and HC IVs as per staffing structure scoring 37%.

Water and Environment – Key results

Unlike Crosscutting, Education and Health Performance Areas, Water and Environment was only assessed in DLGs since Cities and MLGs are served by the National Water and Sewerage Corporation. Accordingly, 135 district LGs were assessed both on Minimum Conditions and Performance Measures with overall performance improving from 45% in 2022 to 57% in 2023.

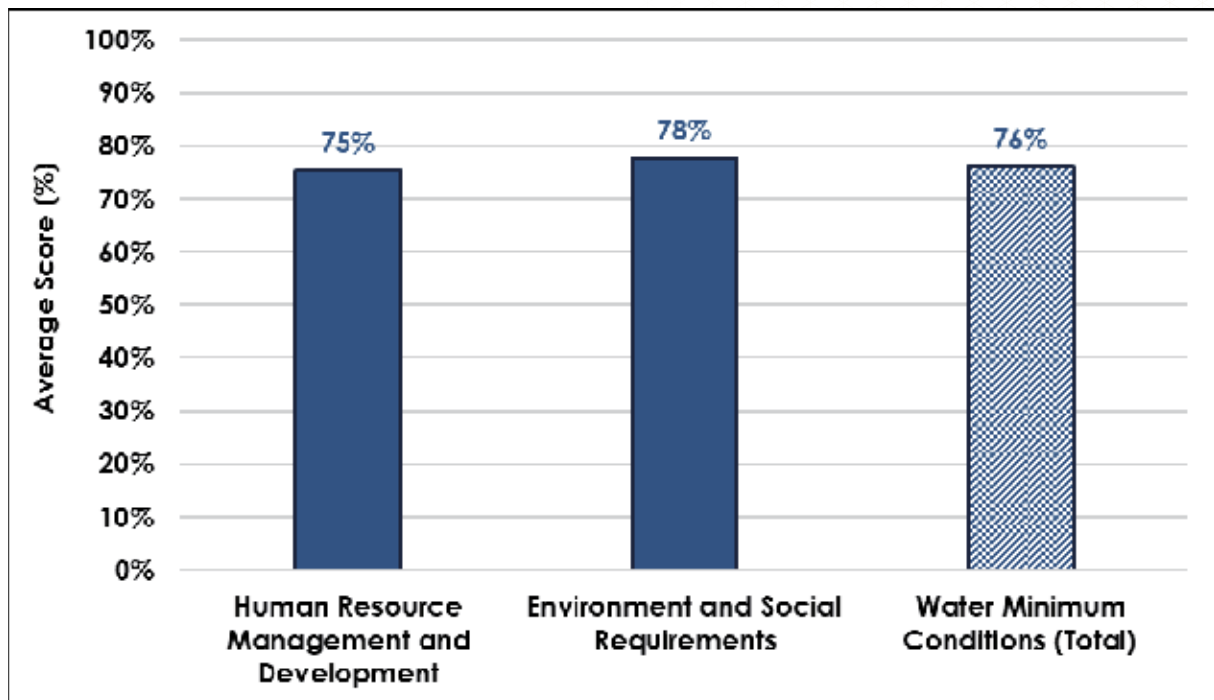
Figure 12: Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures (combined scores)



No. of LGs assessed = 135

Unlike 2022 where none of the DLGs scored above 90%, 4 LGs (3%) scored in the range 91%-100% in the 2023 assessment. Majority of the LGs (28) scored in the range 51%-60%, followed by those (25) in the range 71%-80% and 41%-50% respectively. 7 LGs (5%) scored 30% and below. Isingiro 99%, Namayingo and Kiruhura 95%, Sembabule 93% and Zombo 85% were the top five performing districts while Namisindwa 12%, Omoro 16%. Oyam 26% and Bukwo and Butaleja 28% were the least five performers under Water and Environment.

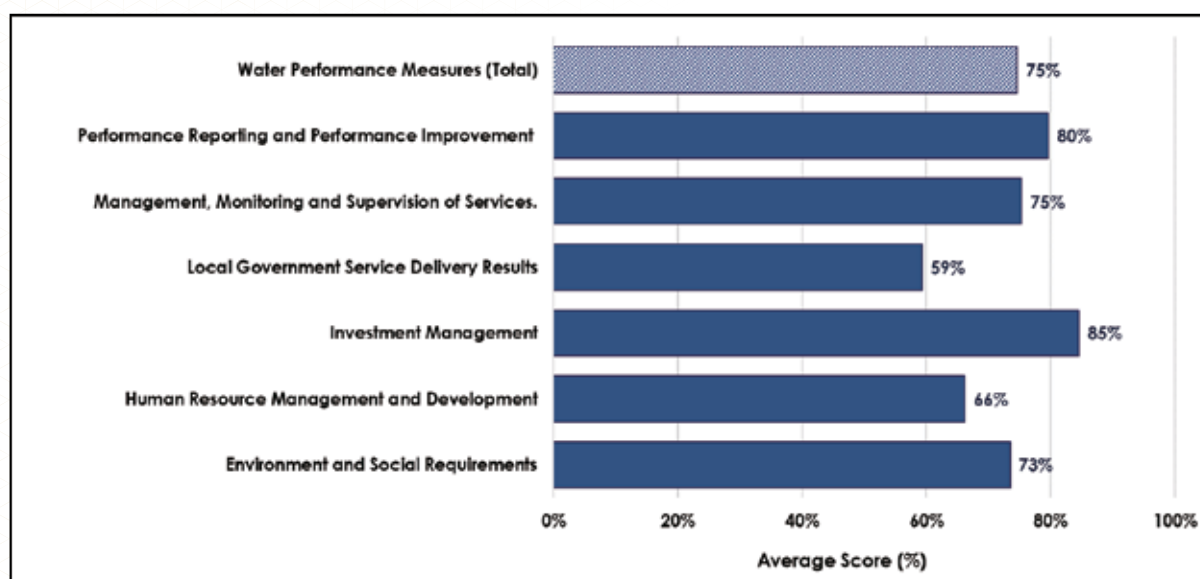
Figure 13: Aggregate scores for Water and Environment Minimum Conditions per assessment area



No. of LGs assessed = 135

The overall average score for LGs’ compliance to MCs for 2023 was 76% improving from 68% in 2022. LGs performed better in Environment and Social Requirements Minimum Conditions at an average of 78% as compared to 75% for Human Resource Management and Development.

Figure 14: Aggregate scores per assessment area for Water and Environment Performance Measures



No. of LGs assessed = 135

LGs had a slight improvement in the overall average score across the six performance measures in Water and Environment from 66% in 2022 to 75% in 2023 assessment. Investment Management 85%, Performance Reporting and Improvement 80%; and Management Monitoring and Supervision 75% were the best performed areas while Local Government Service Delivery Results scoring 59% and Human Resource Management and Development 66% were the least performed.

The best five performed indicators were; water supply infrastructure being approved by the Contracts Committee scoring 99%, water infrastructure investments being incorporated in the Annual Workplan, water contract prices being within the threshold of ± 20 of the engineer's estimates and accuracy of information on constructed WSS facilities each scoring 98% and having complete procurement files for water projects scoring 97%.

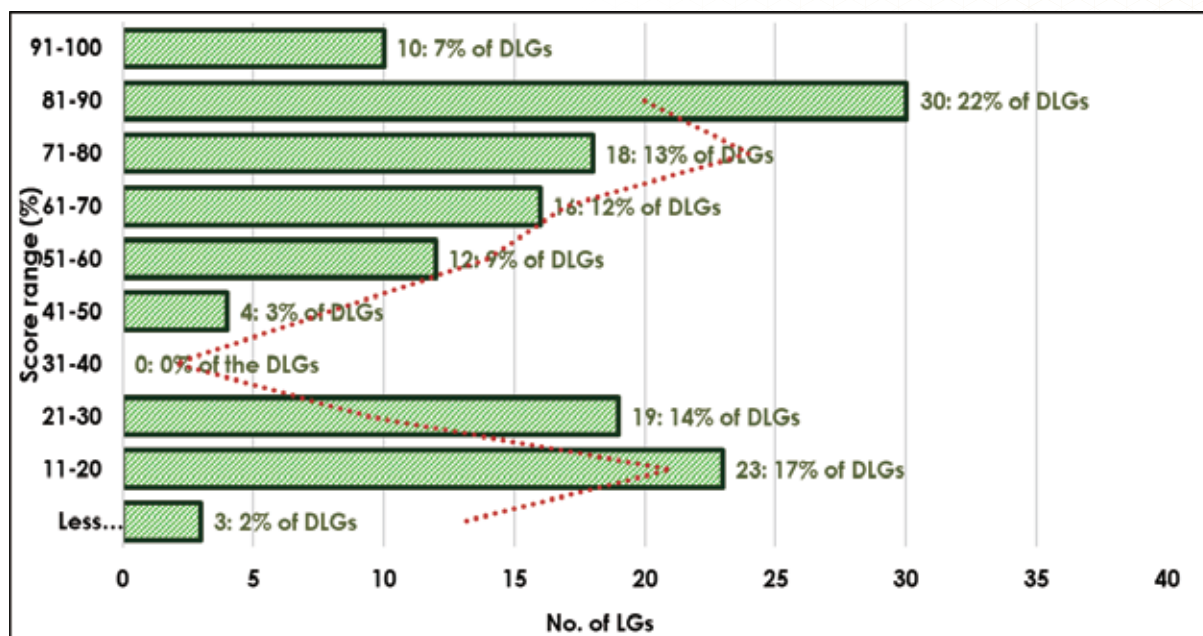
Inadequate performance was however registered on indicators related to; budgeting for water projects and prioritizing sub-counties below the district average scoring 31% and 36% respectively, increased functionality of Water and Sanitation Committees 41%, support of LLGs to develop and implement Performance Improvement Plans 42% and increased functionality of water supply facilities scoring 44% as the least five performed indicators.

Microscale Irrigation – Key results

The Microscale Irrigation assessment also covered all the 135 district LGs mainly in two components of: 1) Minimum Conditions and 2) Performance Measures. The DLGs registered improvement in performance from 47% in 2021 to 60% in 2022 before it dropped to 56% in 2023; attributed to enrollment of the new 95 LGs onto the assessment framework.

Figure 15 shows the distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures.

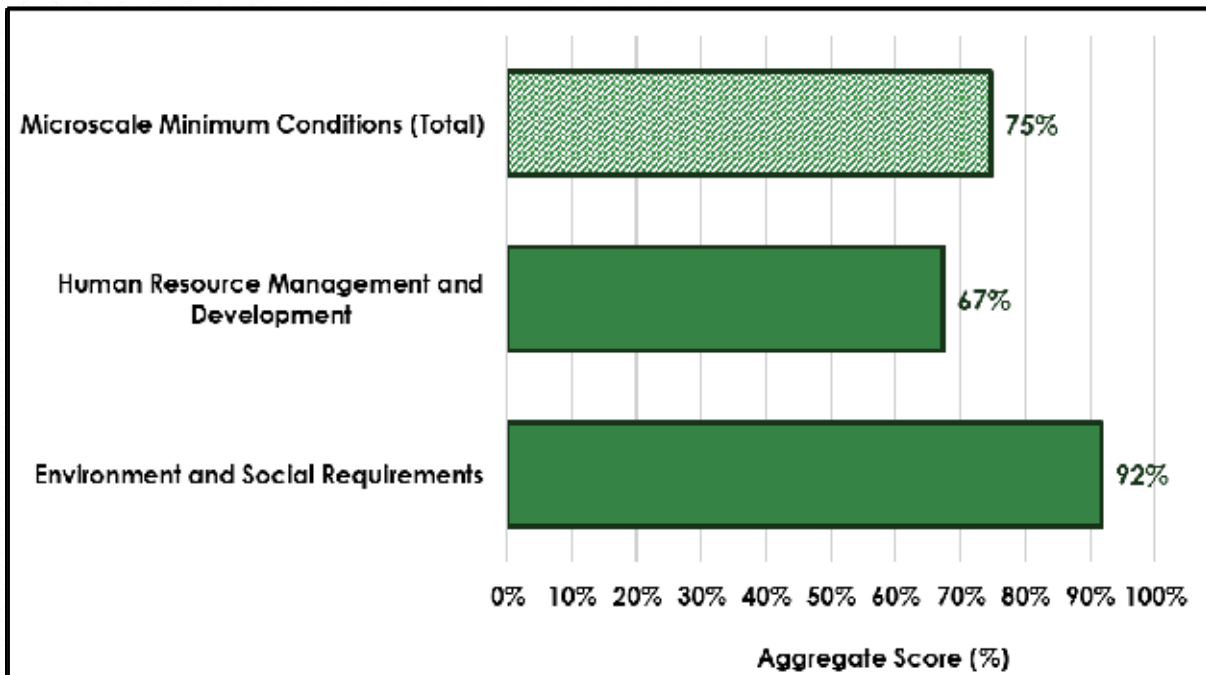
Figure 15: Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures



No. of LGs assessed = 135

Of the assessed 135 LGs, 8 (7%) scored above 90% while the majority (30) scored in the range 81%-90%. However, 49 LGs scored 50% and below including 3 LGs scoring less than 10%, 23 (17%) scoring between 11% and 20% and then 19 (14%) scoring in the range 21%-30%. The top five districts were; Ibanda 98%, Kamwenge 96%, Kyegegwa and Kamuli 94% and Manafwa 93% while the bottom five included; Dokolo, Namisindwa and Sironko all scoring 0%; followed by Abim and Bunyangabu districts each scoring 11%; majorly due to non-recruitment of the Senior Agriculture Engineer as one of the Minimum Conditions under this area.

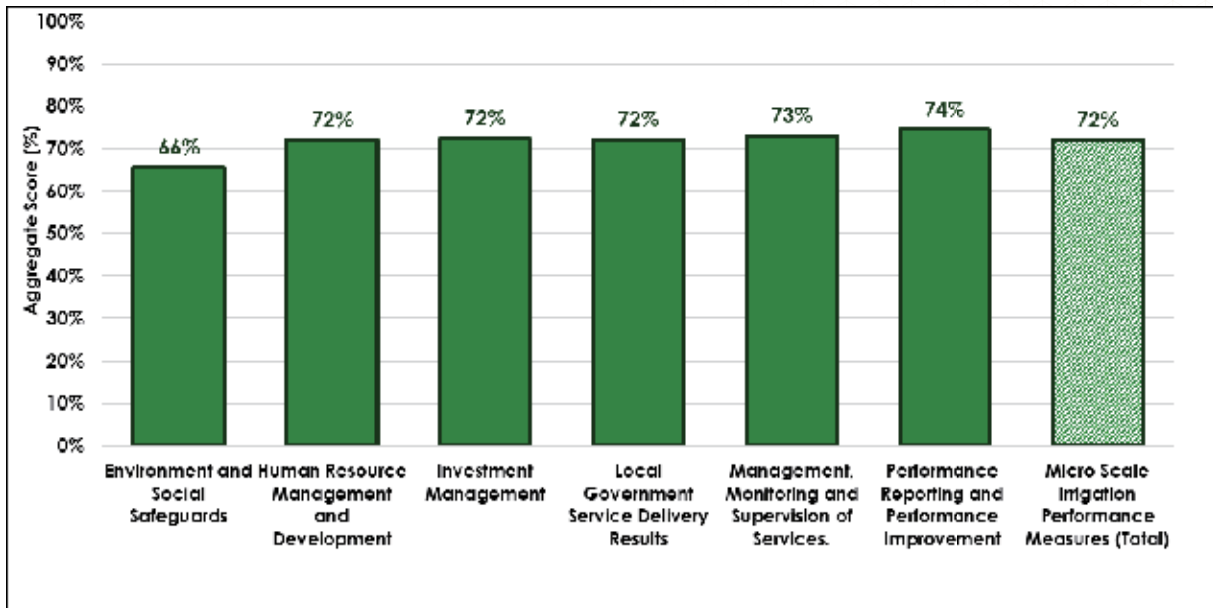
Figure 16: Aggregate scores for assessment areas under the Micro Scale Irrigation Minimum Conditions



No. of LGs assessed = 135

The overall average score for LGs’ compliance to MCs for MSI was 75% with Environment and Social Requirements scoring 92% against 67% for Human Resource Management and Development specifically; undertaking of Environment and Social screening for MSI projects and recruitment of the Senior Agricultural Engineer as the only two indicators assessed here.

Figure 17: Aggregate scores per assessment area for Micro Scale Irrigation Performance Measures



No. of LGs assessed = 135

The overall average score across performance measures in Micro Scale Irrigation was 72% in 2023 above 70% for 2022. The best-performed areas were; Reporting and Performance Improvement scoring 74% and Monitoring and Supervision scoring 73%; while the least performed area was that of Environment and Social Safeguards at an average score of 66%.

The best five performed indicators included; mobilization of farmers scoring 96%, publicizing the deployment list for extension workers and them working in LLGs of their deployment scoring 94% and 93%, having an up-to-date LLG information captured into the Management Information System also 93% and conducting environment, social and climate change screening 92%.

On the contrary, recruitment of extension workers where wage is available scoring only 7%, implementation of PIPs for the lowest performing LLGs 33%, corrective actions being taken based on appraisal reports for extension workers 36%, publicizing the list of eligible farmers 40% and documentation of irrigation training activities 45% were the bottom five indicators.

Verification of Results for Lower Local Governments, Health Facilities and Primary Schools; and Assessment of LoCAL LGs

The 2023 assessment also involved verification of results for; i) Lower Local Governments under the Office of the Prime Minister, ii) Health facilities under the Ministry of Health, iii) Primary schools under the Ministry of Education and Sports and assessment of; iv) Local Climate Adaptive Living (LoCAL) facility LGs under the Ministry of Local Government.

In terms of the scope covered, the verification of LLG results involved sampling of four (4) LLGs for every district and two (2) divisions for Cities and Municipal Local making a total of 662 LLGs verified. For health facilities, 2-3 facilities were sampled in each LG as guided by the MoH. However, due to delayed assessment of primary schools, verification was only conducted in 10 districts across the country with 3 schools verified in each LG. Similarly, the assessment for LoCAL was only conducted in the 4 pilot LGs of Zombo, Nebbi, Nwoya and Kasese.

The verification of LLG results indicated that only 54 (31%) of the LGs conducted a credible assessment for their LLGs while 122 (69%) of the LGs did not conduct a credible assessment. Reasons for non-credible assessment include misreporting by the LG assessors, absence of the respondents at the LLGs sampled, Poor record management at the LLGs, capacity issues of the assessors of the LGs thus no concrete evidence was captured, delays in conducting assessment of the LLGs by the HLGs due to late release of funds, lack of adequate preparation and internal mock assessment, and failure by some HLGs assessors to correctly interpret the manual and the assessment procedures therein, among others.

Table 4: Credibility of the LLG Assessment Results

Region	LGs with a Credible LLG Assessment		LGs without a Credible LLG Assessment	
	Number of LGs	Percentage	Number of LGs	Percentage
Central	11	31%	24	69%
Eastern	11	23%	36	77%
Northern	0	0%	47	100%
Western	32	68%	15	32%
Total	54	31%	122	69%

The detailed results and findings for the above areas are presented in separate individual reports. This report therefore focused on summary results for verification of the LLG assessment as well as assessment of LoCAL LGs presented in Part C of this report.

PART A: INTRODUCTION

1.0 Background and Overview of the Local Government Management of Service Delivery Assessment

1.1 Structure of the Synthesis Report

This Local Government Management of Service Delivery Performance Assessment Report 2023 is structured into four sections:

Part A: This presents the introduction, detailing the background and overview, the objectives and dimensions as well as the process through which the LGMSD exercise was conducted. It also highlights how the assessment results are used and their implications on stakeholders including; Local Governments, line Ministries and service delivery facilities.

Part B: This section presents the detailed LGMSD results and findings 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. It also presents a trend analysis of performance for the different areas for the last 3 assessments of 2021, 2022 and 2023.

Part C: This presents the new areas that have been incorporated into the LGMSD framework including; verification of results for (i) Lower Local Governments, (ii) Health Centres and (iii) Primary Schools; and assessment of (iv) Local Climate Adaptive Living (LoCAL) facility LGs. It summarizes the process, scope, key findings, challenges and recommendations.

Part D: This section 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 LGMSD Assessment

Local Governments are mandated by the Constitution of the Republic of Uganda and the LG Act Cap 243 to deliver a wide range of services to citizens. The above mandate requires LGs to have effective systems, processes and resources (human, capital, financial etc.). Accordingly, the Government of Uganda has implemented several efforts to assess, support, and finance LGs; aimed at improving their systems, procedures and effectiveness in service delivery. For example; there is need to improve LG staffing levels, enhance their local revenue generation capacities, enhance inspection, supervision and monitoring, investment management and enhance transparency and accountability to citizens.

In light of the above, Government embarked on the implementation of the Intergovernmental Fiscal Transfers Reform (IFTR) Program in the FY 2014/15; to finance LGs, to enable them effectively deliver the mandated services. The Program focuses on delivery of three main objectives:

- a. Restore adequacy in financing of decentralized service delivery;
- b. Ensure equity in allocation of funds to LGs for service delivery; and
- c. Improve the efficiency of LGs in the delivery of services.

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

1.3 Objectives of the LGMSD Assessment

The overall objective of the Local Government Management of Service Delivery Assessment (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 National Annual Performance Report (NAPR) and various subject specific M&E systems.

1.4 Performance Measures Assessed under the LGMSD Assessment

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

Level 1: focuses on service delivery facilities (primary schools and health centres) and LLG performance. The assessment is conducted by trained LG staff and verified by the assessment firms.

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 cross-sectoral and 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).

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

This particular synthesis report focuses on levels 1 and 2 and therefore presents the findings from the review of minimum conditions and performance measures under the assessed areas of Crosscutting, Water, Health, Education and Micro Scale Irrigation across 176 LGs i.e. 135 districts, 10 cities and 31 Municipal Local Governments. The assessment results for Central Government are presented on a quarterly basis and will not be included in this report.

2.0 The Assessment Process

2.1 Preparation for the LGMSD Exercise

The current LGMSD process was carefully designed and has been rigorously implemented in a clear and sequenced manner to ensure credible assessment results. The process is guided by the LGMSD Manual which is developed and reviewed every after 3 years, in consultation with a wide range of stakeholders from central and lower-level Government as well as getting input from the previous assessors. This year's assessment

was therefore based on the LGMSD Manual for 2020 while a new one is being developed for FY 2023/24 assessment.

The assessment is coordinated by the Office of the Prime Minister (OPM), which is the Secretariat for the Performance Assessment Taskforce (PAT); whose role is to oversee the exercise.

The printed version of the 2020 LGMSD Manual was disseminated to LGs and the Taskforce has continued to support LGs over the last 3 years for effective use of the Manual. Additionally, the manual and the assessment reports are always uploaded onto the Online Performance Assessment Management System (OPAMS). The OPAMS login details were therefore created and shared with trained LG staff; to allow them easy access to the above documents, as well as conducting the assessment for Lower Local Governments.

2.1.1 Preparation and Communication of LGMSD to LGs

LGs are prepared for the assessment through a number of channels i) Performance Improvement Plans where the least performing LGs are prepared to fill their performance gaps for the previous assessment, ii) Individual dissemination exercises where all LGs are taken through their individual reports while identifying areas of weakness, iii) Official communication where OPM writes to LGs communicating the assessment schedule, iv) Publication of the assessment schedule in Newspapers and v) email and telephone communication to the Chief Administrative Officers and Town Clerks. The above process was coordinated by OPM and the Ministry of Local Government.

The Taskforce in addition to orientation of LGs on the assessment process conducted in July-August 2023; also provided technical support and guidance during the assessment, while acting as the link between the assessors and LGs as well as ensuring adherence to the assessment procedures.

2.1.2 Contracting and Training of the Assessment and Quality Assurance Firms

The Ministry of Finance, Planning and Economic Development in collaboration with OPM and MoLG contracted independent private firms to undertake both the assessment and quality assurance functions to ensure neutrality and quality of the process. The contracted firms included; M/s Pazel Conroy Consulting Limited (Western); M/s ABS Consults (Northern), M/s Promote Uganda Limited (Central) and M/s UPIMAC Consulting (Eastern) Clusters.

For quality assurance of the exercise and the results, M/s EFICON Consults Ltd was contracted to; i) verify and confirm 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 LGMSD exercise and process in order to address the gaps and secure the quality and validity of results.

Prior to the field exercise, the PA Taskforce undertook a comprehensive training and orientation of the assessment and IVA firms on 23rd and 24th October, 2023. The training focused on key areas such as; background and objectives of the LGMSD assessment 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 the online system (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 10 experts¹ excluding the ones for LoCAL and SPA². Each of the experts had an area of specialization corresponding to the thematic areas to be assessed. Each of the 12 sub- teams were 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.

¹ Planning and Financial Management, Education, Health, Project Execution, Human Resource Management, Environment Management, Water Engineering, Agriculture Engineering, LLG and Health IVA Experts.

² For LoCAL and SPA, it was not applicable across all the clusters and thus the number of experts varied from cluster to cluster.

The experts 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 25th and 27th October, 2023. The collected data was triangulated with evidence collected in the LGs.

2.2.3 LG level data collection

As guided by the Manual, two days were allocated to each LG for data collection and reporting. Data collection at LG level commenced on 30th October, 2023 to 22nd December, 2023 following the published and communicated assessment schedule. 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) for each LG. 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 especially the HoDs and Heads of sections.

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. Exit forms were signed off by both the technical and the assessment teams to confirm that the exercise was conducted in a credible and respectable manner.

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. The CTLs continuously supervised sub-teams to ensure that the assessment was conducted in strict adherence to the LGPAM. When the assessors completed uploading of their assessments to the OPAMS, the CTLs provided quality assurance by reviewing all reports before submitting them as complete still through the OPAMS.

2.3 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 53 Local Governments including; 35 districts and 18 cities/municipal councils. The sampling was therefore purposive ensuring a mix of urban and rural LGs, old and new ones and was conducted across all the clusters following a standardized tool.

2.3.2 Spot check process

The PAT-F spot checks took place concurrently with the assessment exercise from 30th October to 22nd December, 2023. 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. Prior to the spot checks, the PAT-F developed a checklist for data collection and agreed on the logistical arrangements coordinated by OPM. The purpose of the spot checks was to ensure that the right teams were undertaking the assessment and within the requirements of the Manual.

At each LG, the PAT-F held a meeting with the Chief Administration Officer/Town Clerk to introduce themselves and the purpose of the exercise. The PAT-F cross-checked the availability and performance of the assessors and attended some introductory and exit meetings with the assessors to review whether the process followed the Manual and ToRs.

2.3.3 Compilation of LG spot check reports

At the end of the spot checks, each of the PAT-F teams prepared LG specific spot check reports, and submitted their reports to the LGMSD Secretariat for consolidation and uploaded the same on OTIMs. 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 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.

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 firms³, LGs appreciated them for being comprehensive. In addition, majority of the LG staff were physically available for the assessment exercise.

2.4 LGMSD Quality Assurance Process

A comprehensive system of Quality Assurance was introduced at the beginning of this LGMSD system. Accordingly, an Independent Verification Agent/Firm (IVA) was contracted to conduct quality assurance of the LGMSD results. The IVA team and team members had the same composition as the contracted firms. The performance of the IVA team was further enhanced by an internal system of quality enhancement within the firms before uploading of reports in OPAMS for further review by OPM and the Taskforce.

2.4.1 Sampling of LGs for QA

The sampling of LGs for the IVA 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 16 LGs 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 were 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; iv) not including LGs quality assured in the previous assessment and v) covered at least one refugee-hosting LG.

2.4.2 IVA Data Collection

The IVA team followed the same criteria and procedures just like the assessment teams and equally followed the requirements of the Manual. Following the training by the PA Taskforce, data collection was undertaken at both Central and Local Government levels following a published schedule. The data collection generally proceeded as per planned schedule, with two days of interactions in each LG between November and December, 2023. However, it was noted that 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.

³ Which were captured during the validation and QA process, and corrected before finalization of the LGMSD Report.

2.4.3 Compilation and Validation of Reports

Compilation of IVA report 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 verified. When the verifiers completed uploading their reports onto the OPAMS, the Cluster Team Leaders (CLTs) reviewed them before submitting them to OPM for validation.

For accuracy and consistency of the data, the Taskforce 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 up-dating the reports; after which they were submitted as final in the OPAMS for use in generation of the synthesis reports.

2.4.4 Compilation of Cluster Synthesis Reports

The LGMSD and IVA firms prepared Cluster Synthesis Reports by consolidating individual Local Government reports. The LGMSD and IVA teams then presented the cluster reports in a workshop organized by the PA Taskforce to review and reconcile the results from both sides.

2.4.6 Comparison of LGPA and QA reports

The PA Task Force facilitated the LGMSD and IVA firms in a systematic manner, to identify variations and clarify areas that were not clear. Some of these were: i) variations in sampling of service delivery facilities; ii) variations in interpretation of the LGPAM, e.g. regarding 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, reconciliation and agreement on the variations between the LGMSD and IVA firms' results in the sampled LGs, the Taskforce noted that overall, the results presented were credible. The Taskforce recommended submission of the LGMSD results to the Fiscal Decentralization Technical Committee (FDTC) for further review and approval.

2.5 Process of compiling the National Synthesis Report

The firms produced field-based cluster synthesis reports, which were supplemented by findings and observations of the IVA team. All results from the LGMSD Assessment and IVA exercises were uploaded onto the OPAMS. The PAT-F undertook spot checks, and findings informed the validation of the uploaded reports. Consolidation of the National

Synthesis Report was spearheaded by the Secretariat to the Taskforce under the Office of the Prime Minister.

2.5.1 Computation of the Composite Scores

The overall results and ranking for each LG are presented in the National Synthesis Report based on a composite score. The composite score is a percentage of Minimum Conditions (MCs) met multiplied by the results of Performance Measures (PMs) divided by 100.

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

100

For example, if;

Table 5: Computation of composite scores

Assessment Area	% of MCs Met	PM Scores being (%) - example	Final (Composite) Score will be (%) which must be weighted to the basic formula
Crosscutting	100	70	70%
Education	75	70	53%
Health	50	70	35%
Water & Environment	25	70	18%
Microscale Irrigation	0	70	0%
LG Overall Score			35%

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

- i. If all MCs are met, then the final score will be equal to the score from the PMs like under Crosscutting in the table 5 above.
- ii. Every MCs not met reduces the final score as it can be observed in other areas of Education, Health etc.
- iii. If all MCs are not met, then the final score is 0 irrespective of the PM score like under Microscale Irrigation.
- iv. Therefore, the LG forfeits the performance component of the grant if it doesn't meet all the Minimum Conditions.

2.6 Review and approval of the LGMSD Results

The Performance Assessment Task Force (PA TF) reviewed the results and recommended their submission to the Fiscal Decentralization Technical Committee (FDTC) for final approval. The final approval of the LGMSD results is therefore the responsibility of the Fiscal Decentralization Technical Committee. The results were presented and approved by the FDTC meeting on 29th January, 2024 for use in the allocation of part of the development grants for FY 2024/25.

2.7 Use of the LGMSD Results

a) Allocation of part of the Development Grants

The assessment results were used for allocation of part of the development grants for FY 2024/25 for Health, Water, Education, District Discretionary Equalization Grant (DDEG) and Microscale Irrigation.

b) Informing the development of Performance Improvement Plans

Performance Improvement Plans (PIPs) have been developed to support the worst performing LGs, LLGs and thematic areas. The PIPs provide a comprehensive set of actions to address the identified gaps, and support the LGs to prepare for the forthcoming LGMSD exercises. Development and implementation of PIPs is coordinated by MoLG.

c) Informing the National Annual Performance Report (NAPR)

The results of the LGMSD assessment will be captured in the NAPR for FY 2023/24 to be discussed by Cabinet in September, 2024. This process generates a Cabinet Information Paper on key emerging issues.

2.8 Dissemination of the Results

A national stakeholders' workshop will be held in June 2024 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 facilities; and (iv) update the LGs on the new assessment requirements in line with the revised Manual. The Taskforce will further disseminate the results at the LG level in June-July 2024. Issues requiring policy actions will be established, discerned and discussed with the concerned MDAs and LGs' representatives for effective decision making.

PART B: FINDINGS FROM THE 2023 LGMSD ASSESSMENT

The LGMSD 2023 covered five assessment areas (for both Minimum conditions and Performance Measures), namely:

- 1) Crosscutting
- 2) Education
- 3) Health
- 4) Water and Environment
- 5) Micro-scale Irrigation

This section presents the main findings from the assessment. Further details are captured in the individual LG reports available on <https://opams.opm.go.ug>.

Each section covers:

- a) Introduction to the area and purpose
- b) Overall performance of the Local Governments
- c) Results on each minimum condition/performance indicator
- d) Performance trends for 2022 and 2021 in comparison to 2023

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 for Minimum Conditions (with a total maximum score of 100 percent points); and 9 thematic areas for Performance Measures (with a total maximum score of 100 percent points) as shown in Tables 6 and 7 below:

Table 6: Scoring guide for Crosscutting Minimum Conditions for LGMSD 2023

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 Commercial 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/Physical Planner	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 Secretary (Sub-Counties)/Town Clerk (Town Councils)/ Senior Assistant Town Clerk (Municipal Divisions) in all LLGs	5 percentage points

		Community Development Officer/Senior CDO in all LLGs	5 percentage points
		Senior Accounts Assistant/Accounts Assistant	5 percentage points
B	Environment and Social Requirements (Maximum Score is 16)	Released 100% of funds allocated to Natural Resources department	2 percentage points
		Released 100% of funds allocated to Community Based Services department	2 percentage points
		Carried out Environmental, Social and Climate Change screening for DDEG projects	4 percentage points
		Carried out Environment and Social Impact Assessments for DDEG projects	4 percentage points
		Costed Environment and Social Management Plans for DDEG projects	4 percentage points
C	Financial Management and Reporting (Maximum Score is 32)	LG has a clean audit opinion for the previous FY	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 31st of the current FY	4 percentage points
		Submitted quarterly budget performance reports for all the four quarters of the previous FY by August 31st of the current FY	4 percentage points
Total			100 percentage points

Table 7: Scoring guide for Crosscutting Performance Measures for LGMSD 2023

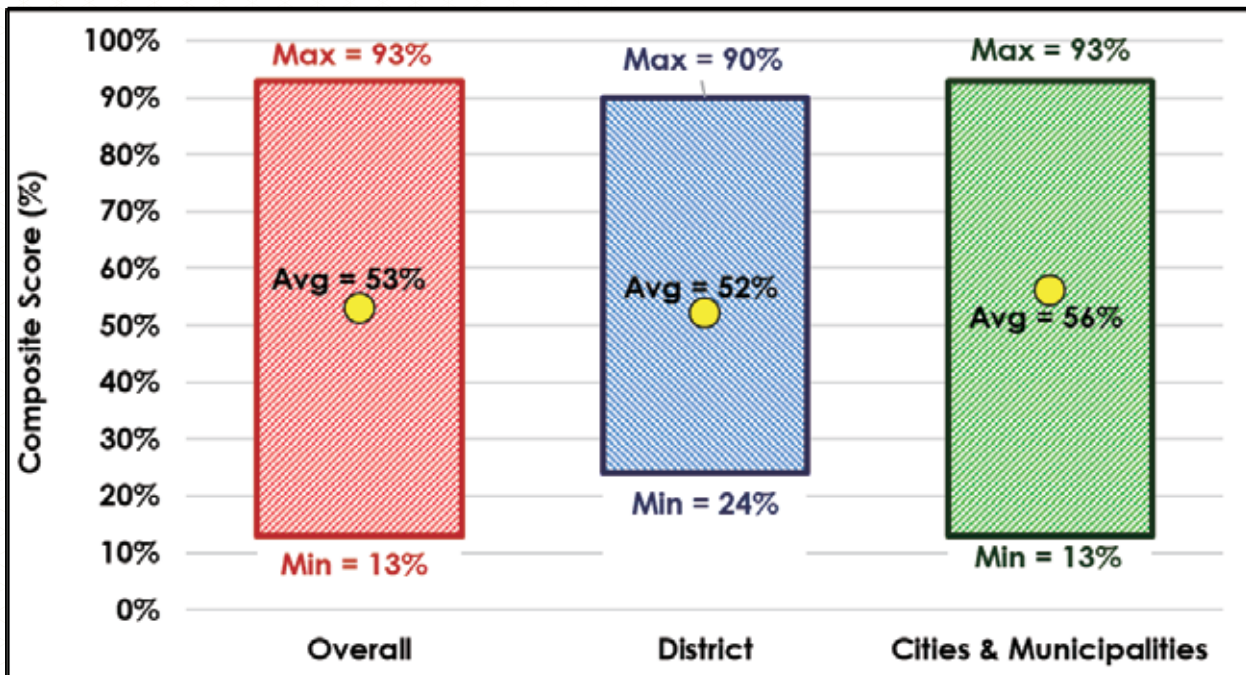
Number	Performance area	Maximum Score
A	Local Government Service Delivery Results	14 percentage points
B	Performance Reporting and Performance Improvement	12 percentage points
C	Human Resource Management and Development	9 percentage points
D	Management, Monitoring and Supervision of Services	10 percentage points
E	Investment Management	20 percentage points
F	Environment and Social Safeguards	16 percentage points
G	Financial Management	6 percentage points
H	Local Revenues	6 percentage points
I	Transparency and Accountability	7 percentage points
Total		100 percentage points

3.2 Overall Results for Crosscutting Measures for Districts, Cities and Municipalities

3.2.1 Crosscutting Performance for Districts, Cities and Municipalities

Figure 18 shows the relative orientation of the maximum, average, and minimum composite scores in the Crosscutting performance assessment for the combined Minimum conditions and Performance measures (Note: Non-compliance with each minimum condition reduces the combined scores as mentioned above).

Figure 18: Polarity of composite scores for LGs in the Crosscutting performance assessment – LGMSD 2023



No. of LGs assessed = 176

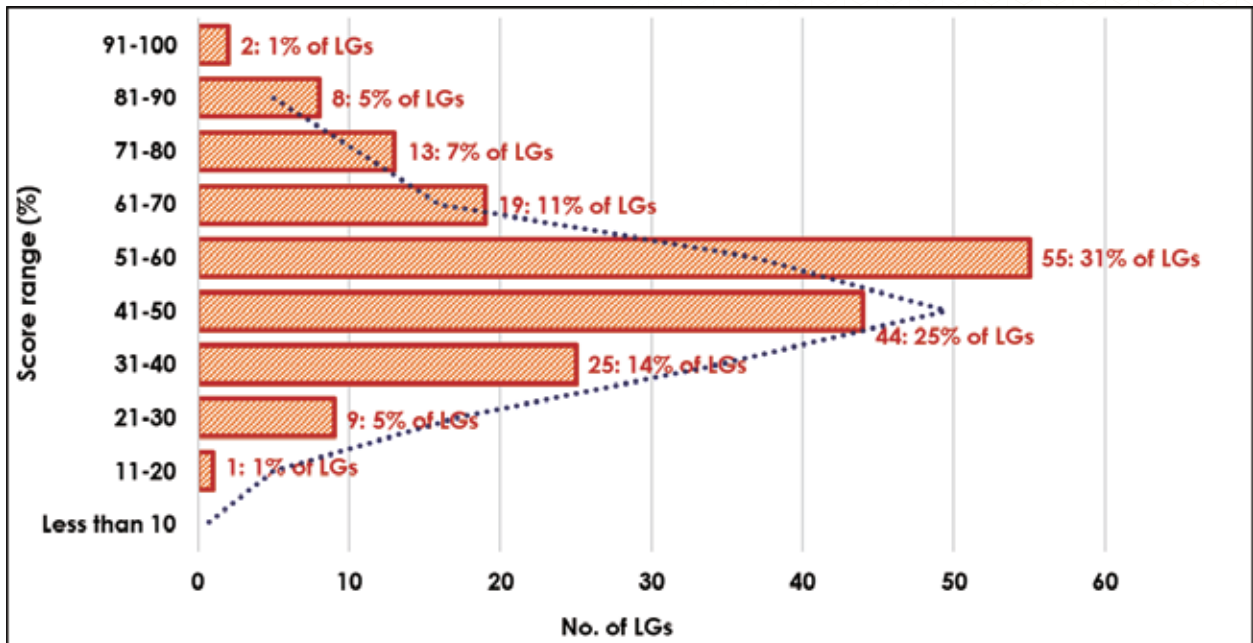
The graph plotting represents the composite scores of Local Governments (LGs) across three categories of overall, districts, cities and municipalities. The overall composite scores range from a minimum of 13% to a maximum of 93%, with an average score of 53%. This indicates a wide polarity in scores, suggesting significant variability in performance among the LGs.

The scores for district LGs show a minimum of 24% scored by Kotido and a maximum of 90% by Isingiro, with an average of 52%. The scores for cities and municipalities on the other hand range from a minimum of 13% by Arua City to a maximum of 93% by Nansana Municipal Local Government, with an average score of 56% meaning that Cities and MLGs performed slightly better than DLGs. The wide range between the minimum and maximum scores in each category highlighted the disparity in composite scores among the LGs.

3.2.2 Distribution of LGs (Districts, Cities and Municipalities combined) across composite score ranges - LGMSD 2023

Figure 19 illustrates the distribution of all LGs across different score ranges for the Crosscutting performance assessment for the LGMSD 2023 assessment.

Figure 19: Distribution of all LGs (Districts, Municipalities and Cities combined) across score ranges for the Crosscutting performance assessment – LGMSD 2023

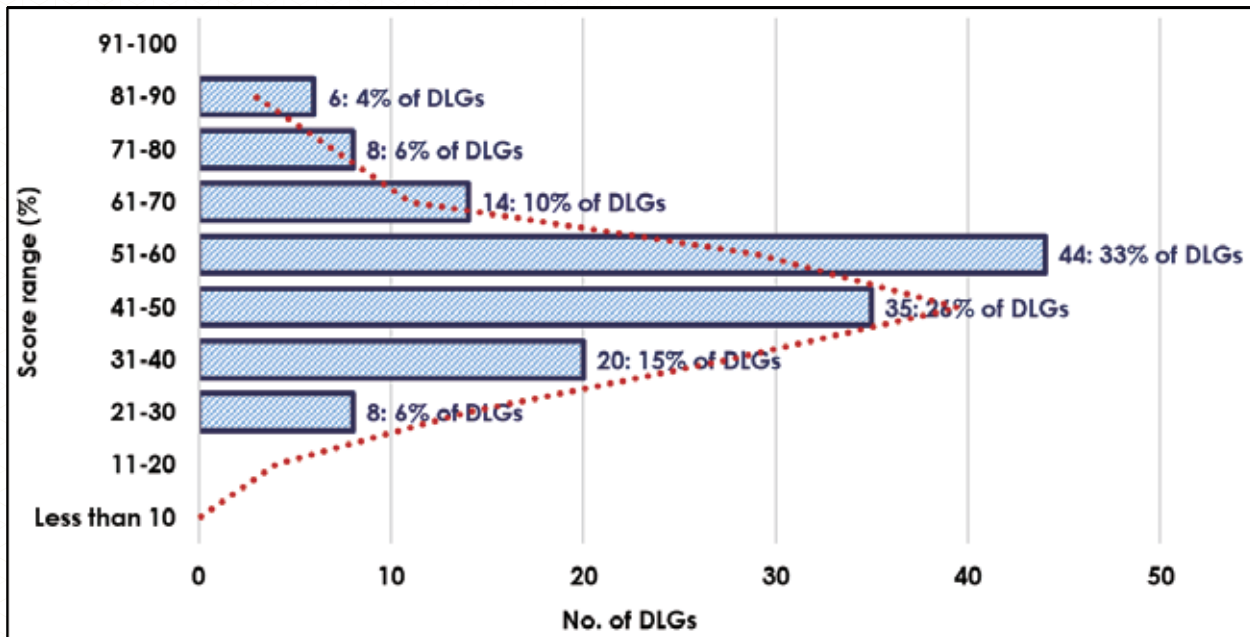


No. of LGs assessed = 176

Majority of LGs, 55:(31% of total), fell within the 51-60% score range. The second largest group, 44 LGs (25% of total), was in the 41-50% score range. A significant improvement in the number of LGs that scored above 70%, with 23 LGs (13% of total) scoring between 71-100%. The concentration of LGs (99 of 176) scoring between 41%-60% suggests a landscape as many LGs performed at an average level with significant potential for improvement.

Figure 20 illustrates the distribution of DLGs across different score ranges for the Crosscutting performance assessment in the LGMSD 2023 assessment.

Figure 20: Distribution of Districts across score ranges for the Crosscutting performance assessment – LGMSD 2023

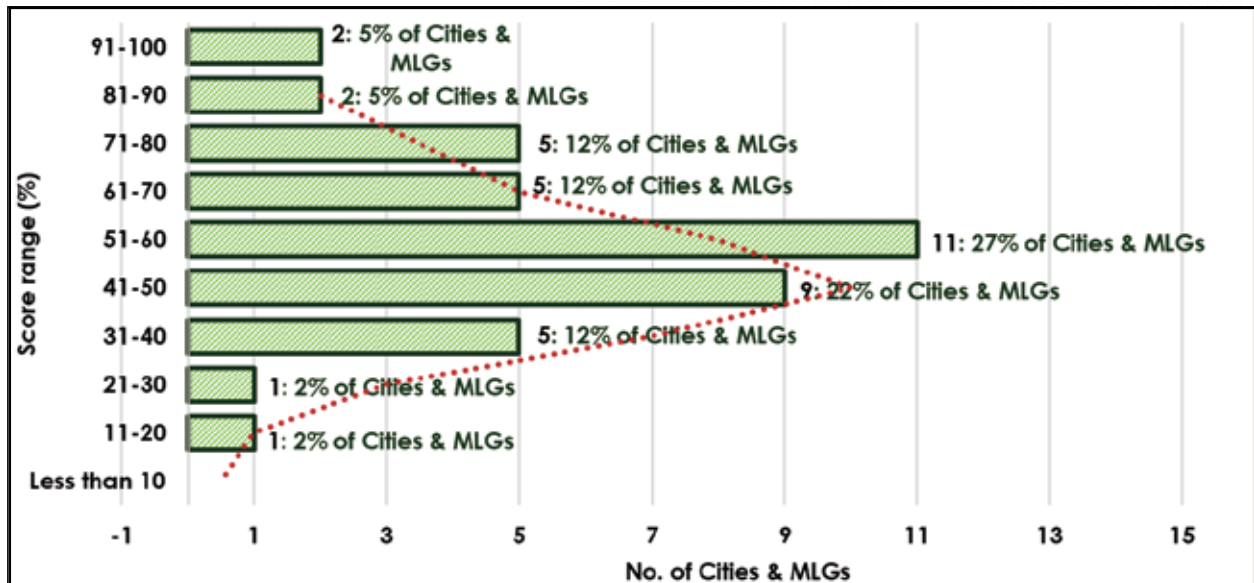


No. of DLGs assessed = 135

Majority of DLGs performance fell within the 51%-60% score range, with 44 DLGs making up 33% of the total. There was a decreasing trend while the score range increased beyond 50% which indicated that fewer DLGs achieved higher scores. None of the DLGS scored above 90% or below 20% although a significant number (63) scored below 50% thus leaving room for improvement.

Figure 21 illustrates the distribution of Cities and Municipalities across different score ranges for the Crosscutting performance assessment in the LGMSD 2023 assessment.

Figure 21: Distribution of Municipalities and Cities across score ranges for the Crosscutting performance assessment – LGMSD 2023



No. of Cities/MLGs assessed = 41

Most Cities & Municipalities scored within the middle ranges of 41% to 60% with the 51%-60% range having the highest number of MLGs. This suggests that a significant portion of MLGs performed at a moderate level, with fewer MLGs achieving very high or very low scores.

3.3 Ranking of LGs in the Crosscutting performance assessment

3.3.1 Top 10 and Bottom 10 performing LGs in LGMSD 2023 for Crosscutting measures

Tables 8 and 9 present composite (Minimum conditions and Performance measures combined) scores for the ten (10) highest and lowest scoring LGs in the Crosscutting performance assessment in the 2023 LGMSD assessment.

Table 8: Ten (10) highest scoring LGs in the Crosscutting Performance (Minimum conditions & Performance measures combined) assessment

Rank 2023	Score 2023	Vote Name	Rank 2022	Score 2022	Rank 2021	Score 2021
1	93	Nansana Municipal Council	11	66	49	44
2	92	Mubende Municipal Council	N/A	N/A	N/A	N/A
3	90	Isingiro District	1	90	3	74
4	89	Wakiso District	42	55	12	57
5	88	Kira Municipal Council	19	63	5	71
6	85	Ibanda District	2	84	1	81
6	85	Kamwenge District	8	67	63	40
8	84	Ibanda Municipal Council	14	64	21	53
8	84	Nakaseke District	64	49	29	49
10	83	Kayunga District	76	46	14	56

Notable changes in performance were observed which indicated significant improvements for some LGs. Nansana Municipal Council for example improved significantly, moving from rank 49 in 2021 to rank 1 in 2023, with a score increase from 44% to 93%. Isingiro District maintained a high position, moving from rank 3 in 2021 to rank 1 in 2022, and then to rank 3 in 2023, with a score increase from 74 in 2021 to 90 in 2023.

The most improved LGs in the top 10 category between 2022 and 2023 included; Kayunga district from 46% to 83% ranked 10 in 2023, Nakaseke district from 49% to 84% ranked 8 and finally Wakiso district from 55% to 89% ranked 4, showing the significance of Performance Improvement Plans.

Table 9: Ten (10) lowest scoring LGs in Crosscutting Performance (Minimum conditions & Performance measures combined) assessment

Rank 2022	Score 2022	Vote Name	Rank 2022	Score 2022	Rank 2021	Score 2021
167	29	Lamwo District	144	23	107	30
168	28	Kyotera District	39	56	110	29
168	28	Butaleja District	64	49	130	25
170	27	Fort-Portal city	N/A	N/A	N/A	N/A
170	27	Abim District	152	19	97	32
170	27	Namisindwa District	154	8	153	8
173	26	Sheema District	58	52	49	44
174	25	Manafwa District	119	35	125	26
175	24	Kotido District	116	36	103	31
176	13	Arua city	N/A	N/A	N/A	N/A

Arua City had a score of 13% with no available scores or ranks for 2021 and 2022 having been previously being assessed under the USMID program, a similar case with Fortportal City that scored 27%. There was a noticeable decline in performance of Kotido district with a score of 24% in 2023 compared to previous year's score of 36% and 31% in 2022 and 2021 respectively. Sheema district experienced a significant drop in performance with a score of 26%, a drop from 58% in 2022.

The most declined in the bottom 10 LGs were; Kyotera district from rank 39 in 2022 to 168 in 2023, Sheema district from rank 58 in 2022 to 173 in 2023 and Butaleja district from rank 64 to 168 in 2023.

3.3.2 Best and Worst scoring indicators in LGMSD 2023 for Crosscutting measures

Tables 10 and 11 present composite (minimum conditions and performance measures combined) scores for the ten (10) best and worst performed indicators under the Crosscutting performance assessment during the 2023 LGMSD.

Table 10: Overview of the top 10 scoring indicators under the Crosscutting performance assessment – 2023, 2022 & 2021

Rank 2023	Score 2023	Performance Indicator	Rank 2022	Score 2022	Rank 2021	Score 2021
1	99	Audit opinion	1	98	1	99
2	98	Quarterly Internal Audit reports	4	95	3	94
3	97	Published procurement plan & awarded contracts	6	94	3	94
3	97	Timely submission of Annual Performance Report	37	72	28	75
5	94	Execution of DDEG transfers to LLGs	8	93	3	94
5	94	Timely submission of QBPRs	39	71	31	74
5	94	Feedback designate & Grievance Redress Committee	19	86	20	82
5	94	DDEG projects followed standard technical designs	8	93	10	90
9	93	Published LGPA results and implications	20	84	20	82
9	93	Implementation of Administrative rewards & sanctions	24	81	35	72

Overall, there was a consistent improvement in scores over the past three years of assessment. The average rank change also showed a significant improvement from 2022 to 2023 compared to the change from 2021 to 2022, which suggested a notable shift in the performance of the indicators in the most recent year of 2023 assessment.

Having a clean audit opinion was the best performed indicator across all LGs followed by production of quarterly internal audit reports. In addition, LGs performed well in publishing LGPA results and their implications to the public, implementation of Administrative rewards and sanctions and execution of DDEG transfers to LLGs, among others.

Table 11: Overview of the bottom 10 scoring indicators under the Crosscutting performance assessment – 2023

Rank 2023	Score 2023	Performance Indicator	Rank 2022	Score 2022	Rank 2021	Score 2021
77	49	Recruitment of CDO/Senior CDO	67	49	67	50
78	40	Timely warranting of direct DDEG transfers	81	18	80	23
79	39	Recruitment of SAS/TC/SATC	71	47	73	45
79	39	PIPs for 30% lowest performing LLGs developed	N/A	N/A	N/A	N/A
81	36	Appraisal of HoDs	78	34	74	42
82	34	District/Principal Engineer	79	28	79	30
83	33	Invoicing & Communication of DDEG transfers	82	16	82	13
84	31	Credible LG Assessment of LLGs	N/A	N/A	N/A	N/A
85	23	PIPs for 30 lowest performing LLGs implemented	N/A	N/A	N/A	N/A
86	21	Revenue collection ratio within +/- 10 of planned	80	25	81	20

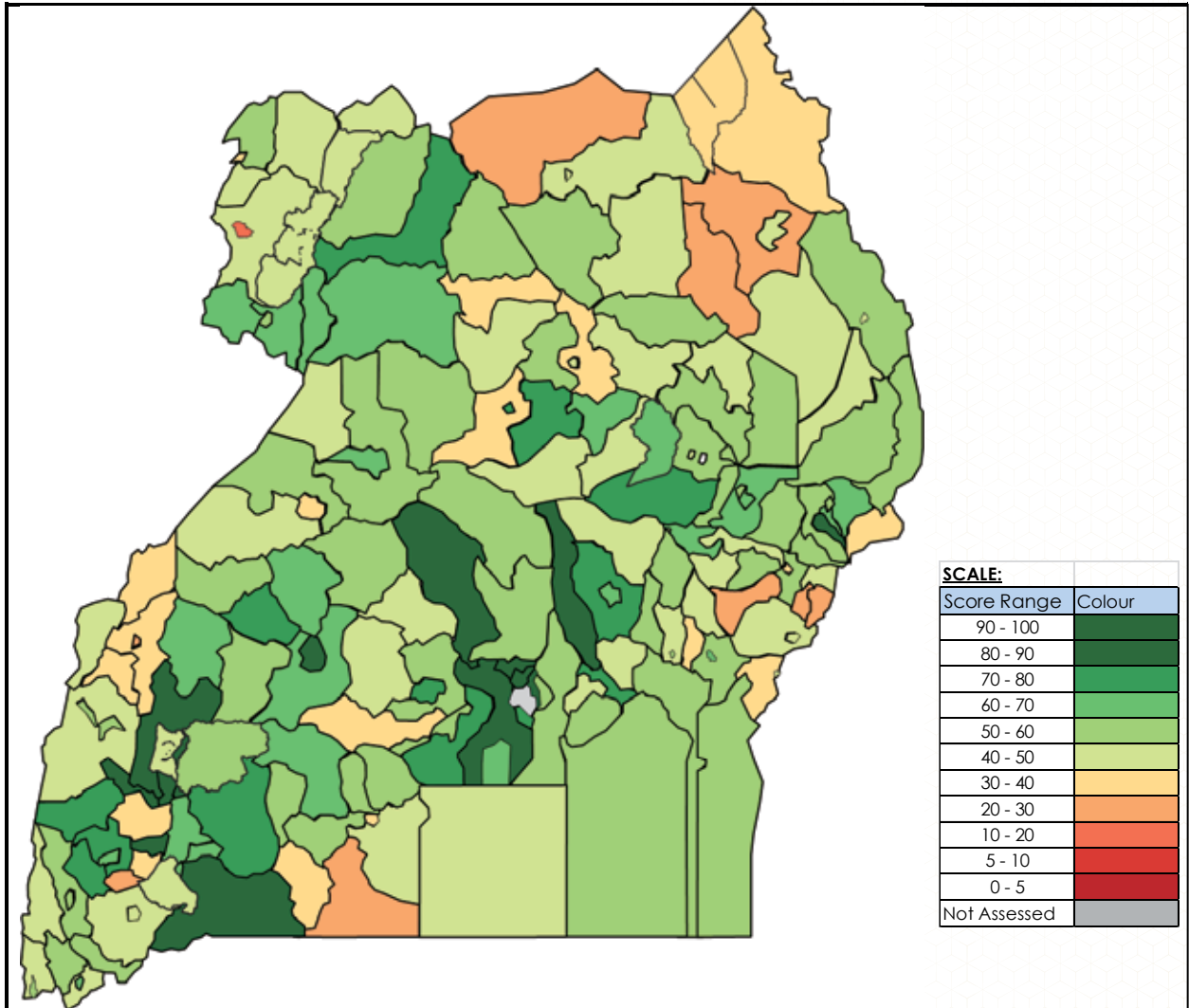
The bottom 10 performing indicators included among others; revenue realization being within +/-10% of the planned, implementation of the Performance Improvement Plans for the 30% of the lowest performing LLGs for each LG, conducting a credible LG assessment of their LLGs, invoicing and communication of DDEG transfers to LLGs, recruitment for the position of the District/Principal Engineer, appraisal of Heads of Departments, development of PIPs for the 30% lowest performing LLGs, Recruitment of SAS/TC/SATC, Timely warranting of direct DDEG transfers, and Recruitment of CDO/Senior CDO.

The framework for assessment of LLGs was fully implemented in FY 2022/23 thus no results for 2021 and 2022. That's why the indicators related to undertaking of credible assessment for LLGs, development and implementation of PIPs for LLGs were among the bottom 10 in 2023.

3.3.3 Analysis of Crosscutting Performance assessment scores across the country

Figure 22 illustrates the geographical distribution of composite scores for all the LGs across the country in the Crosscutting performance assessment.

Figure 22: Map of Crosscutting performance assessment composite scores across LGs



No. of LGs assessed = 176

The correlation between color distribution and geographical locations suggests a spatial pattern. There were rare high scores, as very few regions exhibited scores between 90 - 100 percentage points. The score between 80-90% was more prevalent than the highest score range, which indicated a greater number of regions with good performance scores. The mid-range scores of 70-80 and 60-70 percent were quite common across the map, which suggested a moderate level of performance in many regions.

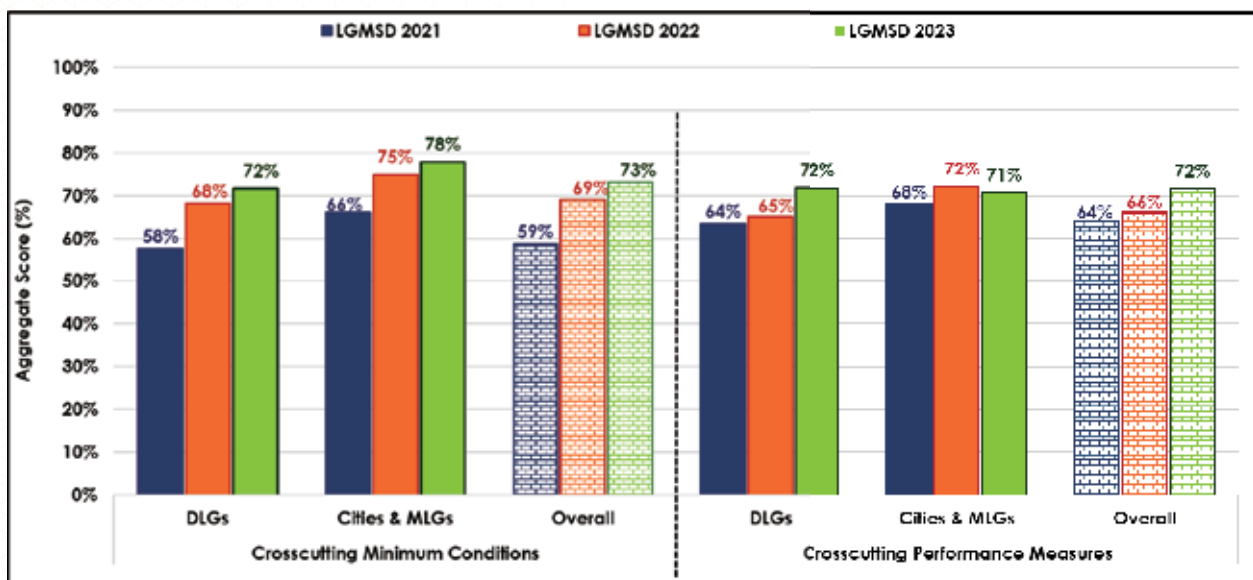
A mix of regions were observed in performance levels of lower mid-range of 50-60 and 40-50) percentages while there were fewer regions with lower performance scores ranging in 30-40 and 20-30 percentages. Also to note was the intensity of lowest score ranges of 10-20, 5-10, and 0-5) that were relatively rare in the map. Kalamoja subregion registered the lowest scores.

3.4 Performance Trends in the Crosscutting Performance Assessment

3.4.1 Comparing performance between LGMSD 2023, 2022 and 2021 Assessment

Figure 23 shows the trends in performance for Crosscutting Minimum Conditions and Performance Measures for 2023, 2022 and 2022 LGMSD assessments.

Figure 23: Comparing the Crosscutting Assessment Scores between LGMSD 2023, 2022 and 2021 assessments

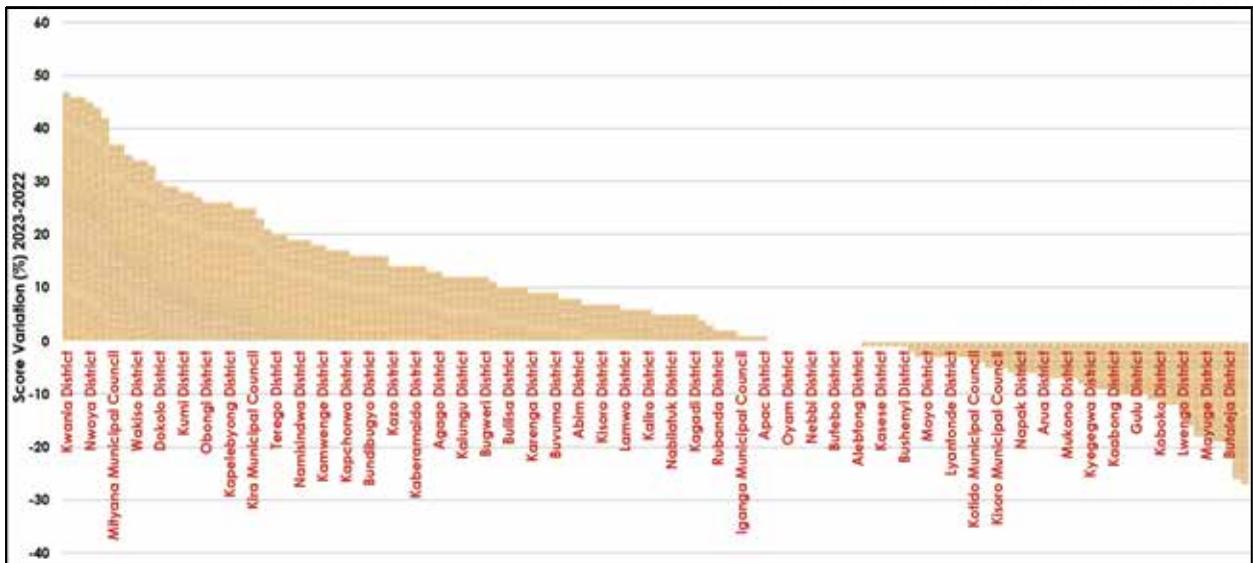


No. of LGs assessed = 176

Overall, Cities & MLGs generally started with higher performance scores in both categories in 2021 compared to DLGs. DLGs showed an improvement in minimum conditions from 58% in 2021 to 68% in 2022, and then 72% in 2023. Similarly, cities and MLGs improved from 66% to 75% and then 78% over the same period under minimum conditions.

Both DLGs, Cities and MLGs showed improvement from 2021 to 2022 in meeting crosscutting performance measures. However, while DLGs maintained a relatively stable performance in 2023, Cities & MLGs experienced a slight decline from 72% in 2022 to 71% in 2023.

Figure 24: Variance in LGs' aggregate scores in the Crosscutting Performance assessment between LGMSD 2021, 2022 and 2023



No. of LGs assessed = 176

Note: Not all LGs names appear on this graph as it was scaled down to allow for visibility. It therefore generally illustrates the main trends.

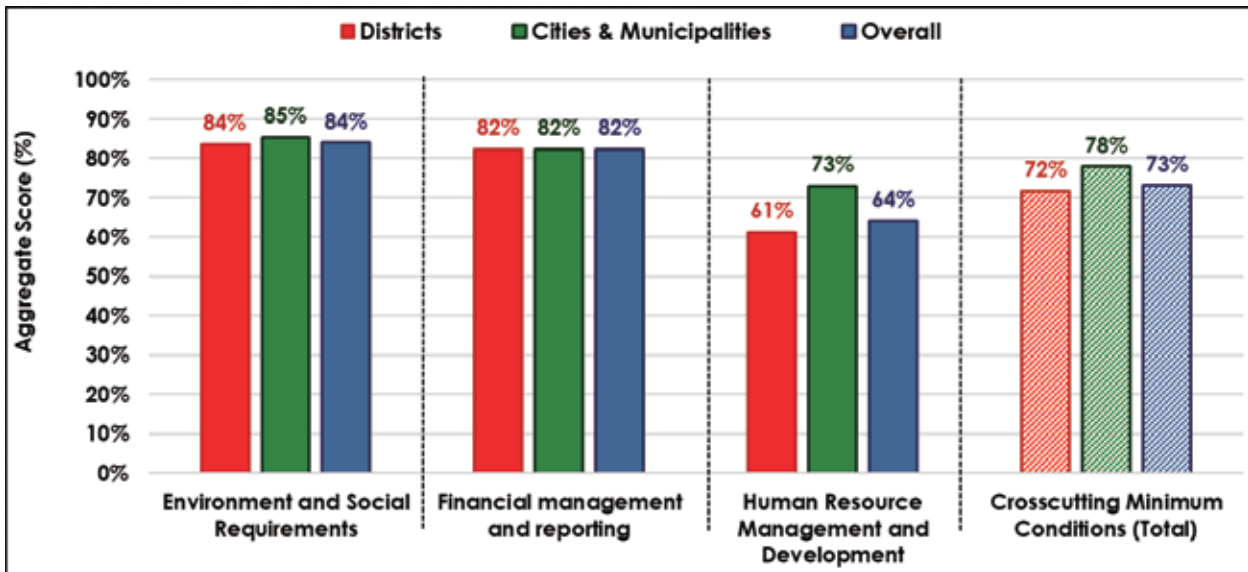
The graph indicates that overall, there were more LGs that improved in 2023 assessment than those that declined. Among the most improved included; Kwania district, Nwoya district and Mityana municipal council. Among those with high decline included; Butaleja district, Mayuge district and Lwengo district. The above implies that a LG can easily jump to the best performers like the case of Wakiso with additional effort. Equally so, a LG can easily drop from good to poor performance like for the case of Kyotera district.

3.5 Overall Performance in crosscutting - Minimum conditions

The two areas assessed under Minimum conditions for the Crosscutting performance assessment included; Human Resource Management and Development and safeguards i.e. Financial management and reporting (Fiduciary safeguards) and Environmental and Social requirements.

Figure 25 shows the aggregate scores for the three performance areas under Crosscutting Minimum Conditions for the LGMSD 2023 assessment.

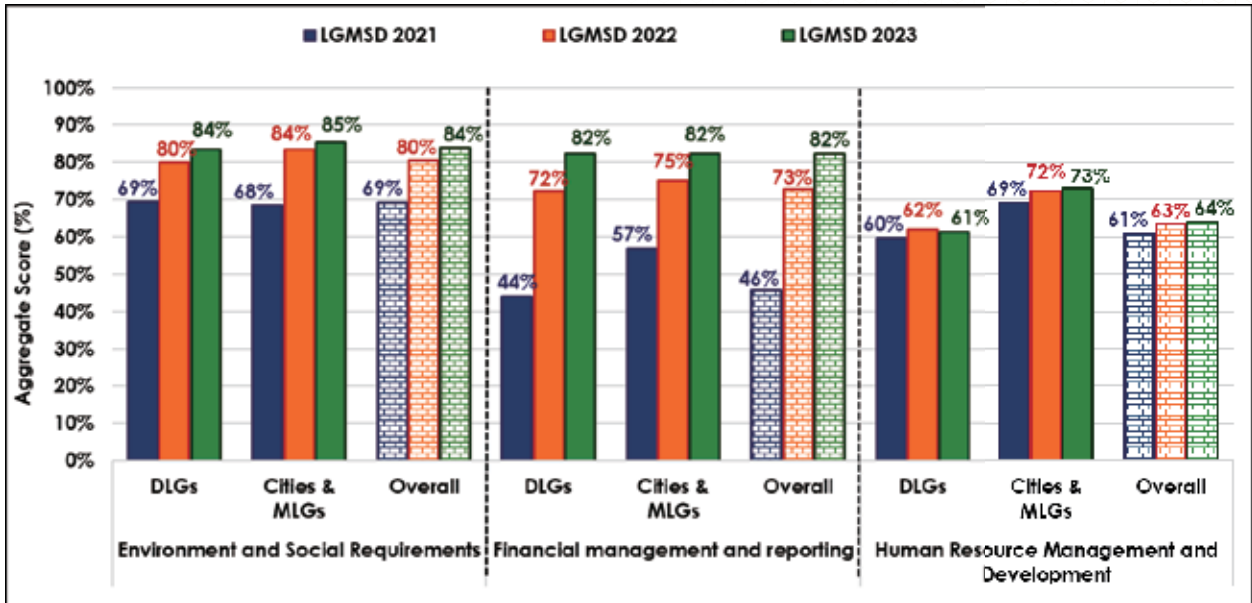
Figure 25: Aggregate scores for performance areas under the Crosscutting Minimum Conditions in the LGMSD 2023 assessment



No. of LGs assessed = 176

The performance in Human Resource Management and Development (recruitment for selected critical positions) was notably lower at 64% compared to the other areas. The scores for Environment and Social Requirements and Financial management and reporting were relatively high and consistent across Districts, Cities & Municipalities. The overall category of Crosscutting Minimum Conditions (Total) also showed a high level of performance. However, there was a noticeable difference in the Human Resource Management and Development, where Districts scored significantly lower than Cities & Municipalities. Similarly, the total crosscutting minimum conditions, cities & municipalities scored higher at 78% than districts at 72% with the overall (total) score at 73%.

Figure 26: Trends in performance across the two thematic areas under crosscutting minimum conditions



No. of LGs assessed = 176

The trend analysis indicated improvement for both DLGs, Cities and MLGs since LGMSD 2021. DLGs improved in environment and social requirements from 69% in 2021 to 80% in 2022 and further to 84% in 2023. Similarly, Cities and MLGs improved from 69% to 84% and slightly to 85% over the same period. The overall score under this was 84% in 2023 from 80% in 2022 and 69% in 2021.

The improvement suggests effective strategies have been implemented to enhance compliance with environmental and social requirements. However, there was still need for continuous monitoring, evaluation, and adaptation of strategies to ensure long-term compliance and improvement.

LGs tremendously improved their scores under Financial Management and Reporting with the overall score from 46% in 2021 to 82% in 2023; with both DLGs and Cities/MLGs scoring 82% overall in the 2023 assessment as compared to 44% and 57% respectively for 2021 assessment.

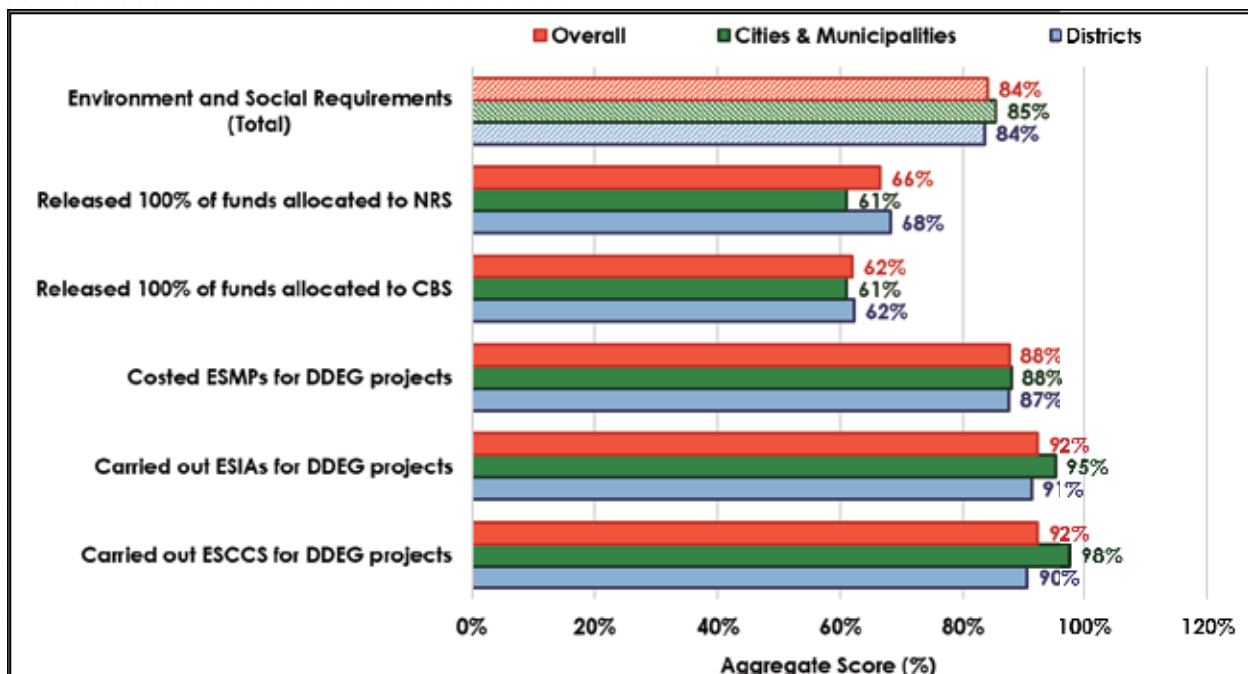
There was a slight increase in Human Resource Management and Development for Cities & MLGs from 72% to 73% and overall, from 63% to 64% from 2022 to 2023, while DLGs showed a marginal decrease from 62% to 61%. This indicates a relatively stable trend in human resource management and development which suggests that entities may have established systems and practices. However, the slight decrease in DLGs could point to

specific challenges in staff attraction and retention especially in hard to reach and to stay districts.

3.5.1 Environment and Social Requirements (Minimum conditions)

These seek to establish whether LGs released all funds allocated to the Natural Resources and the Community Based Services departments, and whether they developed and costed Environment and Social Mitigation Plans and conducted Environment and Climate Change Screening as well as Environment and Social Impact Assessments for all DDEG projects as per the DDEG guidelines. Figure 27 shows the aggregate scores for indicators under Environment and Social Requirements.

Figure 27: Aggregate scores per Indicator for Environment and Social Requirements under Crosscutting Minimum Conditions



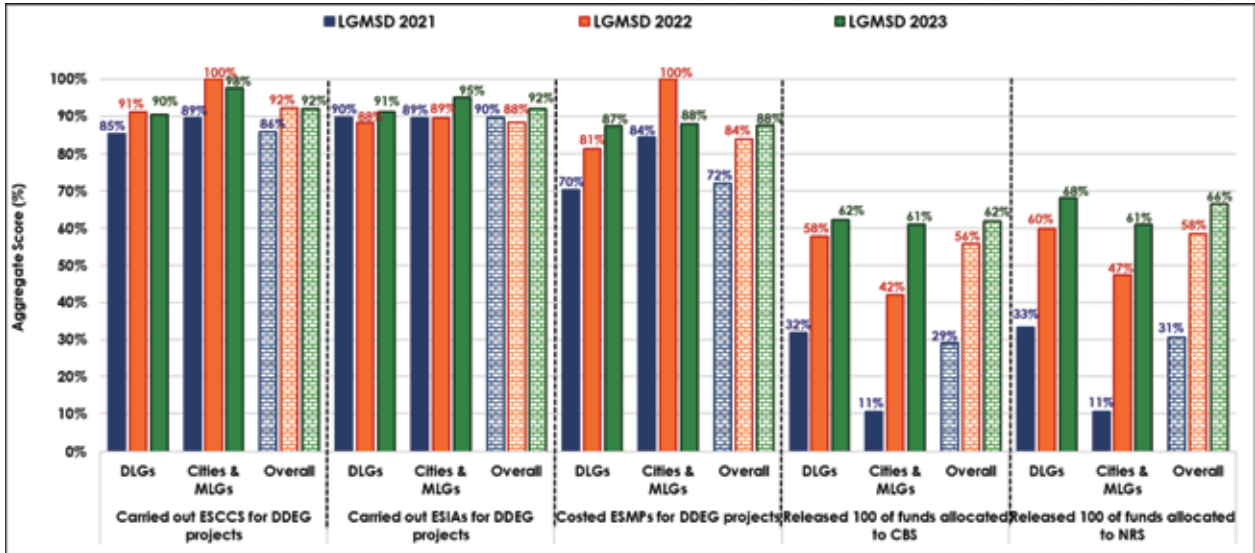
No. of LGs assessed = 176

The overall performance on requirements related to carrying out ESCCs and ESIA for DDEG projects was generally higher at 92% than the performance on releasing funds allocated to Natural Resources Services (NRS) scoring 66% and Community Based Services (CBS) scoring 62%.

The scores for ESIA were also high, with Cities & Municipalities leading at 95%, followed by Districts at 91%, and overall, at 92%, while developing costed ESMPs for DDEG projects performance was also moderately high and consistent across, with overall, Cities & Municipalities, and Districts all scoring 88%, 87%, and 88%, respectively. The overall high compliance rates for ESMPs, ESIA, and ESCCs suggests a strong commitment

to environmental and social standards in DDEG projects although releases to the responsible departments remain inadequate.

Figure 28: Trend (2021-2023) of scores under Environment and Social Requirements (Minimum Conditions)



No. of LGs assessed = 176

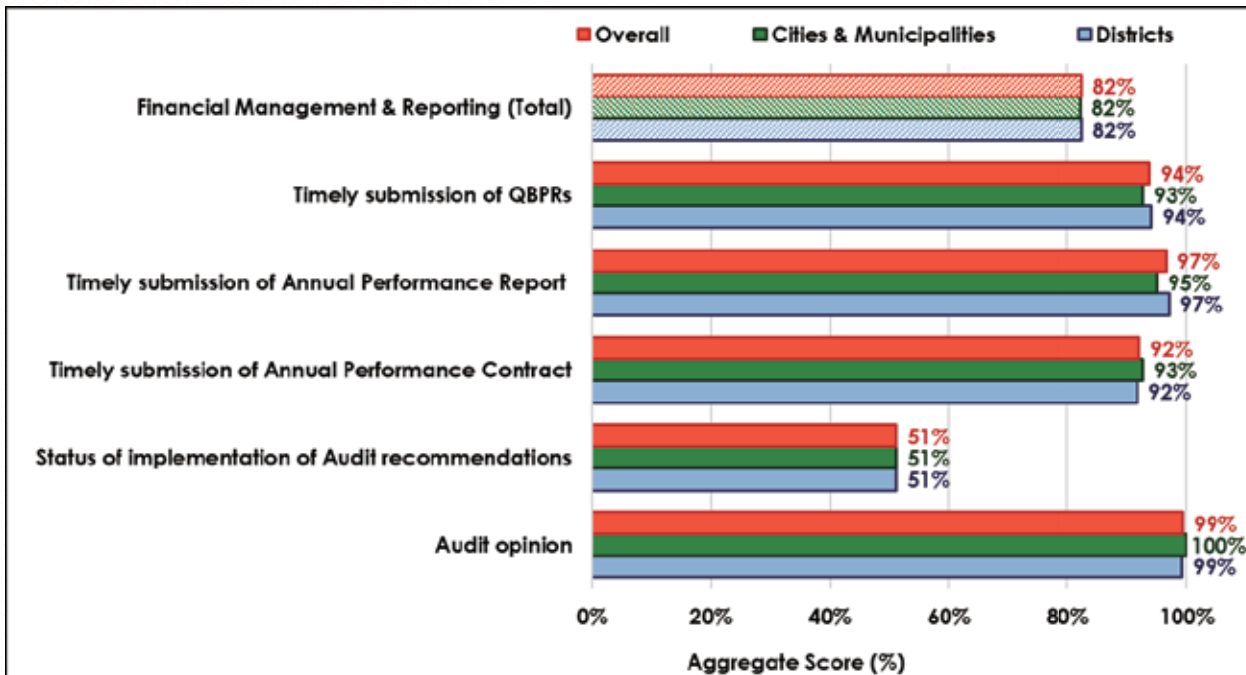
There was a positive trend in the completion of ESIA for DDEG projects across all LGs, with 92% achievement in 2023 from 88% in 2022. The overall trend for costed ESMPs for DDEG projects also showed a slight stabilization in 2023 with 88% from 84% in 2022 and 72% in 2021.

The release of all (100%) of funds allocated to CBS and NRS although registered good improvement between 2021 and 2023 from 29% to 62% and from 31% to 66% respectively, this remained inadequate.

3.5.2 Financial Management & Reporting (Minimum conditions)

This performance area covers the audit opinion for the previous FY, timely implementation of audit findings, and timely submission of performance contracts and reports by LGs. Figure 29 shows the performance of LGs in regard to audit compliance, and reporting as per guidelines.

Figure 29: Indicator scores under Financial Management & Reporting (Minimum conditions) in the LGMSD 2023 assessment



No. of LGs Assessed = 176

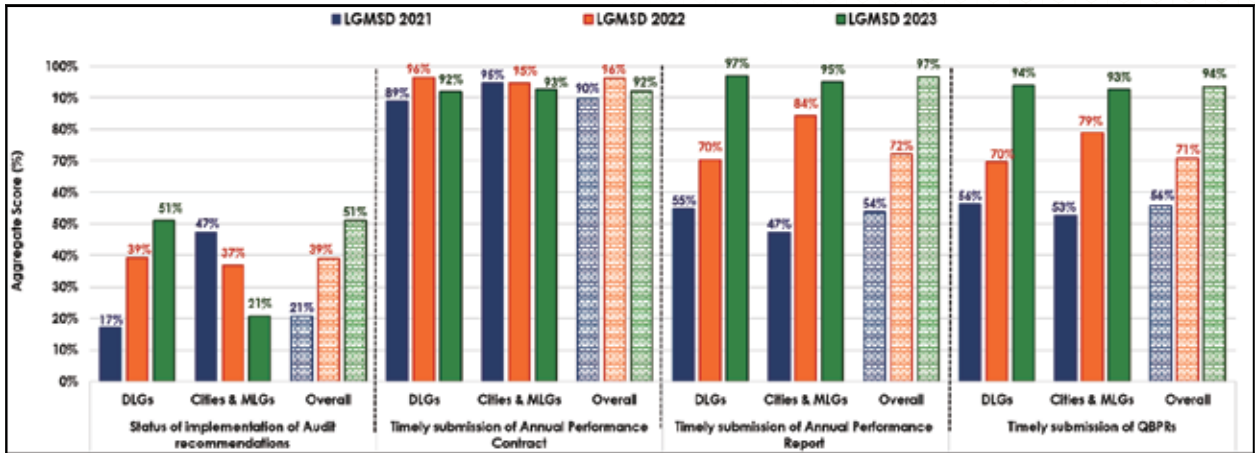
The overall scores for Financial Management and Reporting were consistent across all LGs at 82%.

The timely submission of quarterly and annual Budget Performance Reports had high scores of 94% and 97% respectively, which indicated a good performance and hence need to maintain the high performance in timely submissions by continuing to adhere to reporting deadlines and ensuring that the processes for report generation remain efficient.

The status of implementation of audit recommendations had the lowest score at 51%, across all LGs which was far below the average thus the need for developing action plans and allocating resources to address the issues and recommendations identified in audit reports.

The Audit opinion indicator had the highest scores, with Cities & Municipalities achieving a perfect score of 100%. These high scores in audit opinion suggested that the financial statements of the LGs were generally found to be fair and compliant upon audit thus rated unqualified.

Figure 30: Trend (2021-2023) of scores for indicators under Financial Management & Reporting (Minimum Conditions)



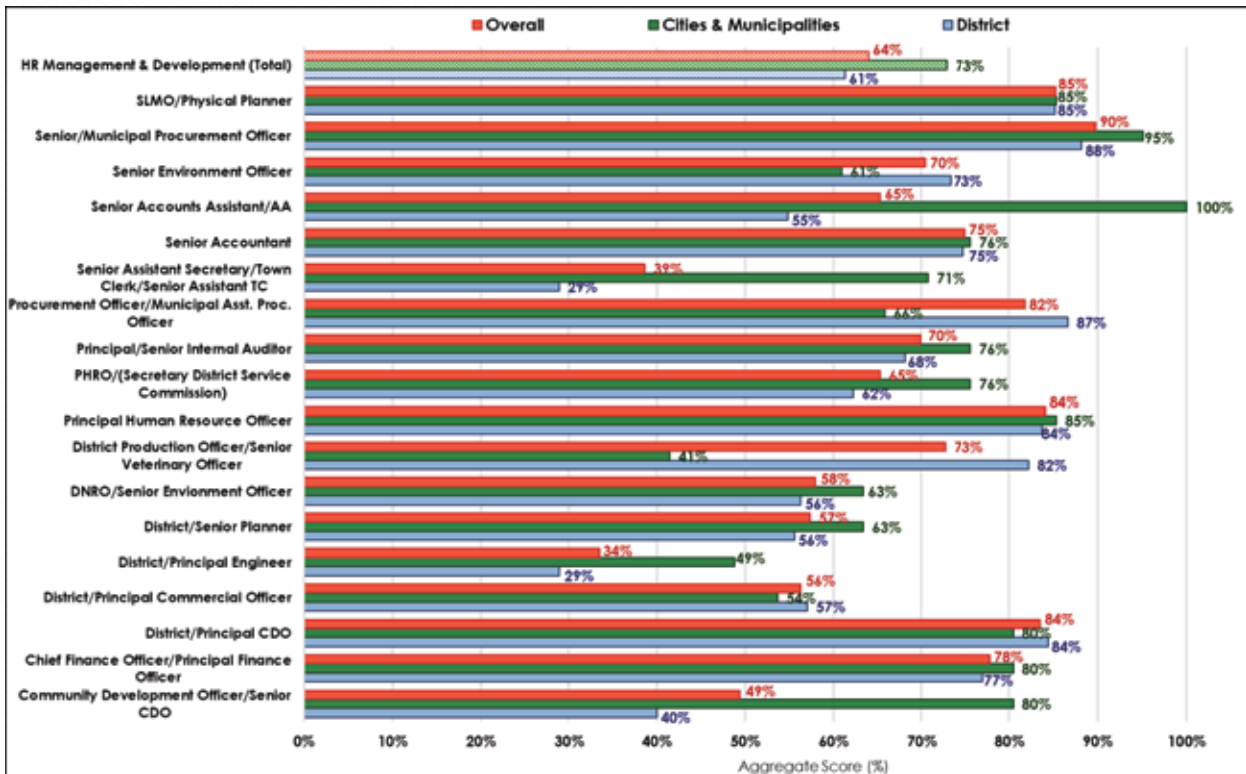
No. of LGs assessed = 176

The performance was generally strong in indicators related to timely submission of reports both annual and quarterly and the annual performance contracts. However, there was a notable area for improvement in the implementation of audit recommendations, which remained low although with some improvement from 21% in 2021 to 51% in 2023.

3.5.3 Human Resource Management and Development (Minimum conditions)

These focus on whether LGs have substantively recruited or have the seconded staff from Central Government for all critical positions. Figure 31 shows the aggregate scores in regard to filling the 14 selected critical positions across various LG departments.

Figure 31: Indicator scores under Human Resource Management and Development (% of positions filled) for Minimum Conditions



No. of LGs assessed = 176

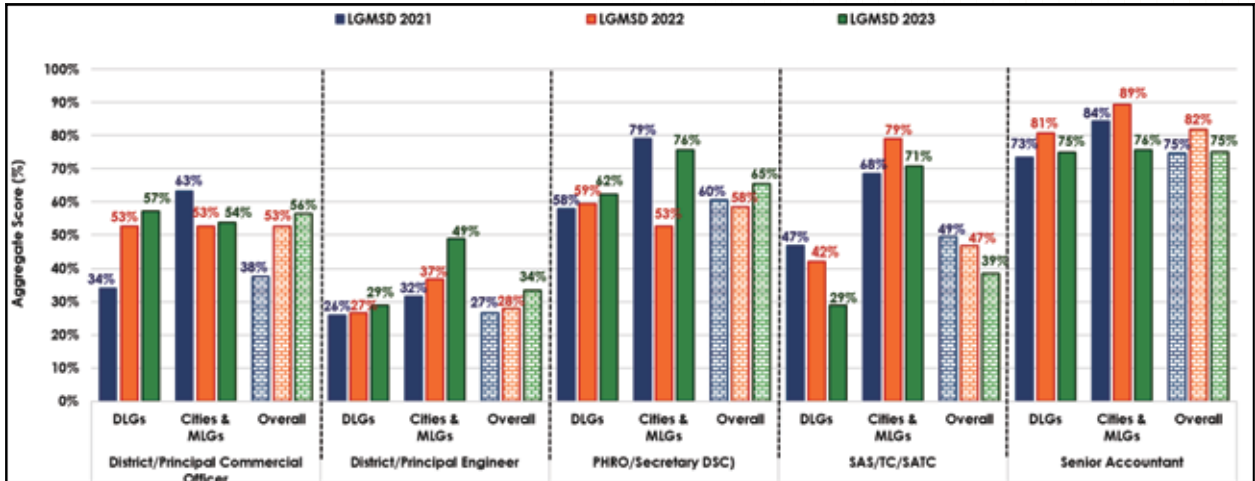
Overall, LGs scored 64% in recruitment for critical positions with Cities and MLGs performing better than DLGs scoring 73% against 61%. The positions which were highly filled by most of the LGs included; Senior/Municipal Procurement Officer scoring 90%, Senior Land Management Officer/Physical Planner scoring 85%, Principal Human Resource Officer and District/Principal Community Development Officer each scoring 84% and Procurement Officer/Assistant Procurement Officer that scored 82%. The positions of Chief Finance Officer 78% and Senior Accountant 75% were also among the most filled.

Both districts and Cities/MLGs had challenges in recruitment and filling of the following critical positions; District/Principal Engineer scoring only 34% followed by the Senior Assistant Secretary/Town Clerk/Senior Assistant Town Clerk for all LLGs scoring 39%, District/Senior Community Development Officer 49%, District/Principal Commercial Officer 56%, District/Senior Planner 57% and District/Senior Natural Resources Officer scoring 58%.

Trend (2021-2023) of scores for Filling of selected indicators under Human Resources Management and Development (Minimum Conditions)

Staffing levels in LGs remain a major hindrance to the efficacy of services across different departments. Figure 32 shows the trend of aggregate scores on filling of selected positions for the LGMSD assessments of 2021, 2022 and 2023.

Figure 32: Trend of aggregate scores on filling of selected critical positions (2021-2023)



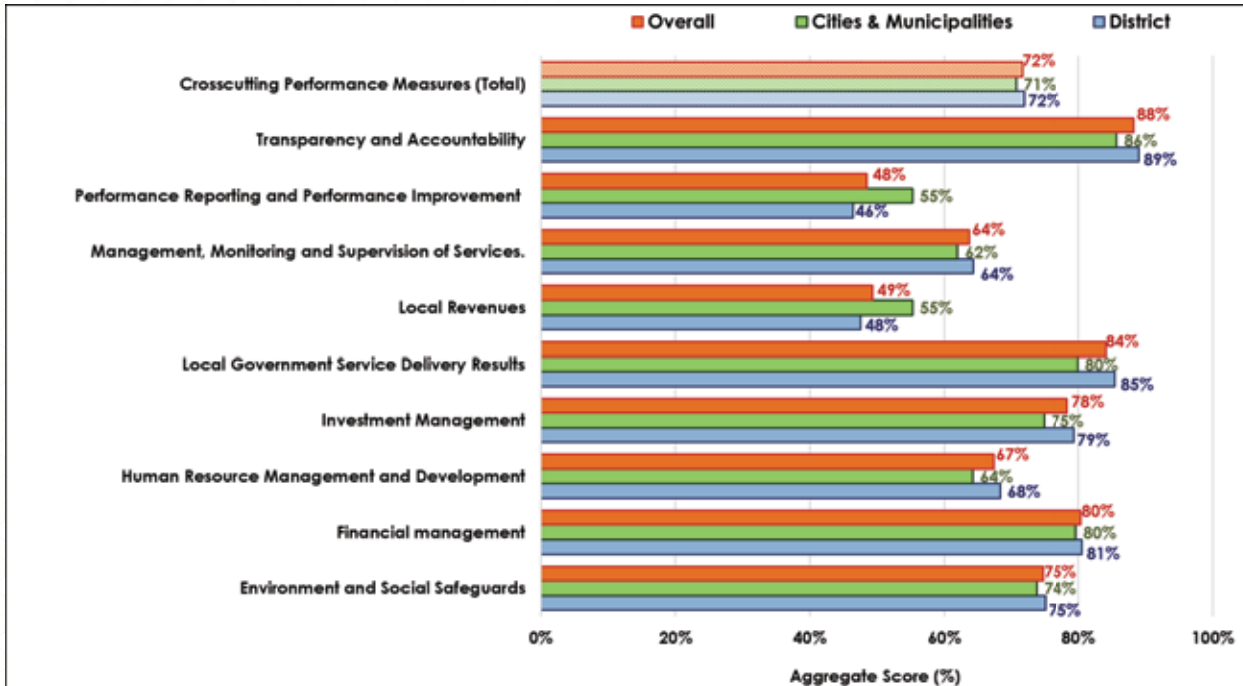
No. of LGs assessed = 176

The position of District/Principal Engineer has consistently performed below average for the last 3 years of assessment from 27% in 2021 to 28% in 2022 and then to 34% in 2023. This is partly due to the requirement to have a registered Engineer for this position yet such cadres are not attracted to LGs. Filling of the SAS/TC/SATC position for all the LLGs has also declined for the last 3 years of assessment from 49% in 2021 to 39% in 2023. There is thus need to implement targeted interventions to improve the recruitment and filling of critical positions where the aggregated scores are declining or not improving.

3.6 Performance per assessment area for Crosscutting Performance Measures

Crosscutting Performance Measures evaluate the level of service delivery in the Local Government as a whole; addressing nine strategic areas of; Transparency and Accountability, Performance Reporting and Improvement, Monitoring and Supervision, Local Revenue Generation and Utilization, Service Delivery, Investment Management, Human Resource Development, Financial Management and lastly Environment and Social Safeguards.

Figure 33: Average scores for Crosscutting Performance Measures per thematic area



No. of LGs assessed = 176

The overall assessment of the thematic areas showed a relatively uniform performance with consistent scoring across the LGs. This was evident in the slight edge in the districts than cities and municipalities.

Transparency and Accountability was the highest scoring thematic area with district category slightly leading at 89% and 86% for cities and municipalities while the overall was 88%.

Performance reporting and performance improvement was the lowest performed area at 48% overall. Cities & municipalities performed better than districts at 55% and 46% respectively, hence indicating a potential area for improvement in subsequent assessments.

LGs equally performed low in revenue generation and utilization scoring 49% overall with Cities/MLGs performing slightly better than districts; scoring 55% against 46%. This is because most LGs still had capacity challenges to effectively project their local revenues in addition to other unforeseen factors that affect revenue generation activities and avenues.

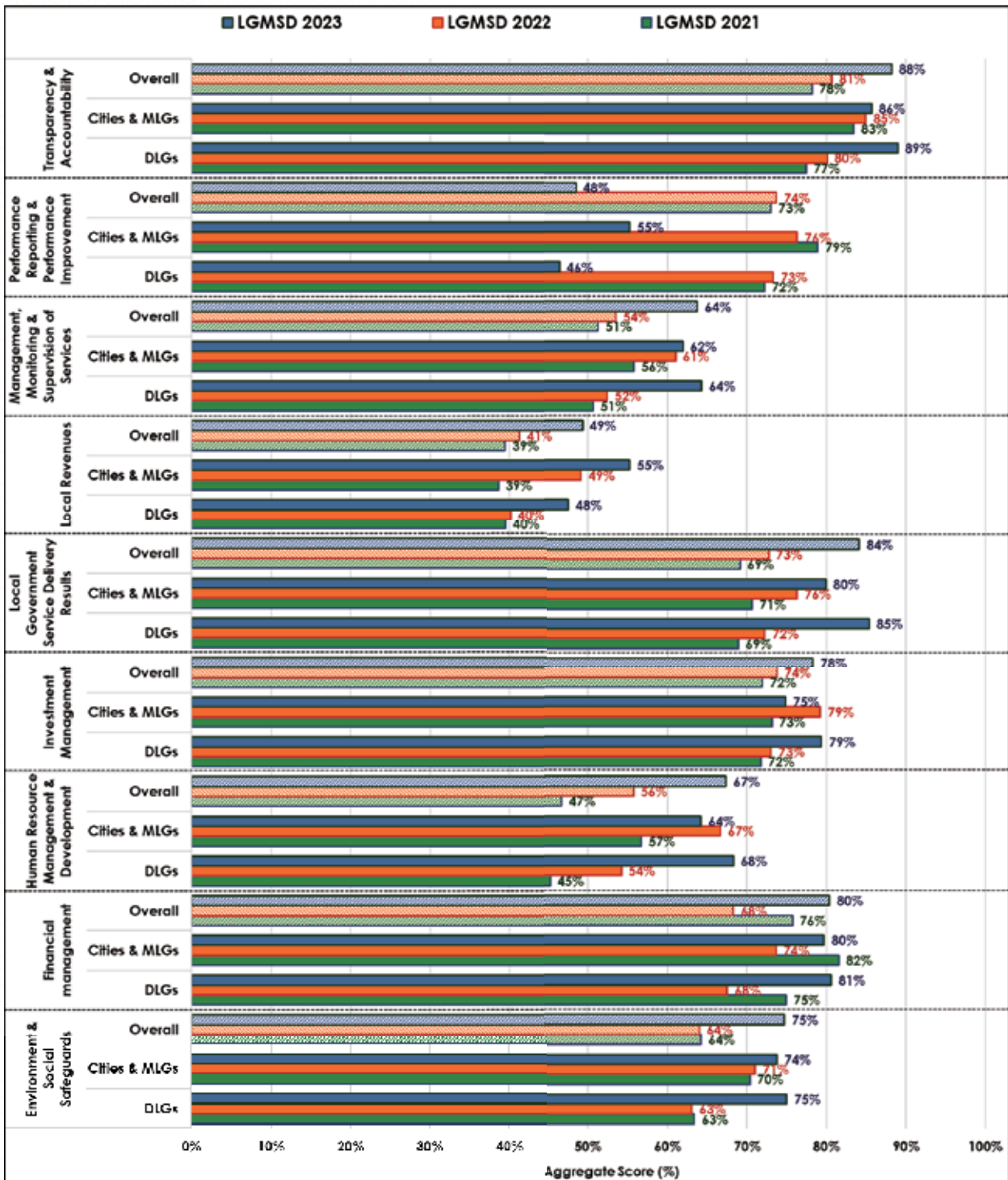
The scores for local government service delivery results and financial management thematic areas were fairly consistent across the three categories of overall, cities and

municipalities and districts. The districts often scored slightly higher in overall than cities & municipalities.

Trend (2021-2023) of aggregate scores for the performance areas under Crosscutting Performance Measures

Figure 34 shows the trend of aggregate scores for the 2021, 2022 and 2023 assessments for the various performance areas under the Crosscutting Performance Measures.

Figure 34: Trend (2021-2023) of aggregate scores for the performance areas under Crosscutting Performance Measures



No. of LGs assessed = 176

There was a noticeable improvement in critical areas such as Transparency & Accountability, Local Revenue Generation, and Financial Management over the three years.

Transparency & accountability had a consistent growth in performance with an overall of 88% in 2023 from 81% in 2022 and 78% in 2021. Cities & MLGs and DLGs showed almost similar trends of improvement of 86% in 2023 from 85% in 2022 and 89% in 2023 from 80% 2022 respectively.

A snail pace improvement was noted in local revenue in both cities & MLGs and DLGs at 55% Cities & MLGs in 2023 from 49% in 2022 and 48% DLGs in 2023 from 40% in 2022 respectively.

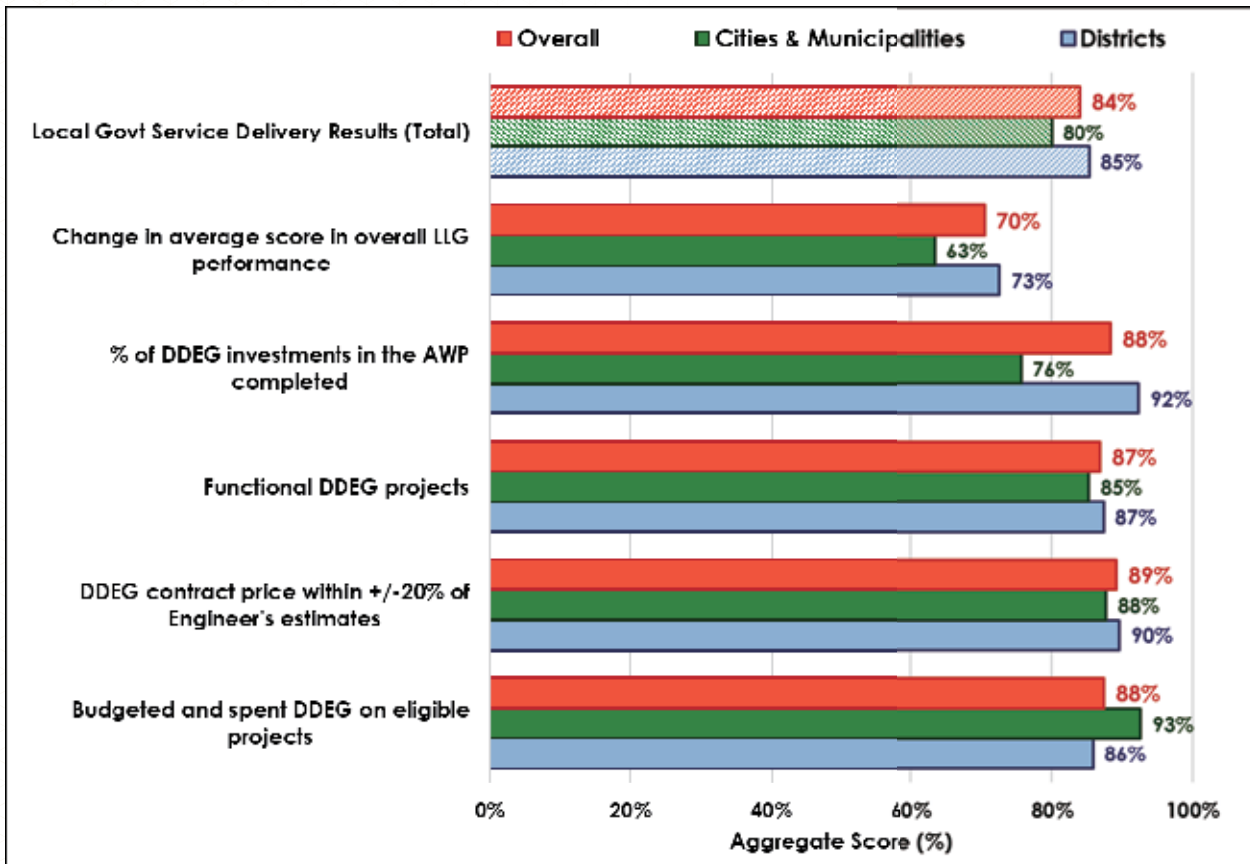
Conversely, there was an overall decline in performance reporting and Improvement to 48% in 2023 from 74% in 2022 with cities & MLGs dropping from 76% to 55% and DLGs dropped from 73% in 2022 to 46% in 2023. This decline is partly explained by the inclusion of new indicators related to development and implementation of the Performance Improvement Plans for LLGs in the 2023 assessment; and thus, most LGs had not done this.

3.6.1 Local Government Service Delivery Results

This area covers timely implementation and functionality of DDEG/USMID funded investment projects implemented in the previous FY, their budget performance, compliance to DDEG implementation guidelines, and service delivery at Lower Local Governments.

Figure 35 below shows the aggregate scores for the various performance measures relating to Local Government Service Delivery.

Figure 35: Indicator scores under Local Government Service Delivery Results



No. of LGs assessed = 176

The overall performance of local government service delivery results was at 84%. The districts slightly outperformed cities & municipalities at 85% while cities & municipalities scored 80%.

There was high-level performance in DDEG funded projects, with distinguished articulation of strengths in contract price within +/-20 of engineers estimates at 89% and project completion at 88%.

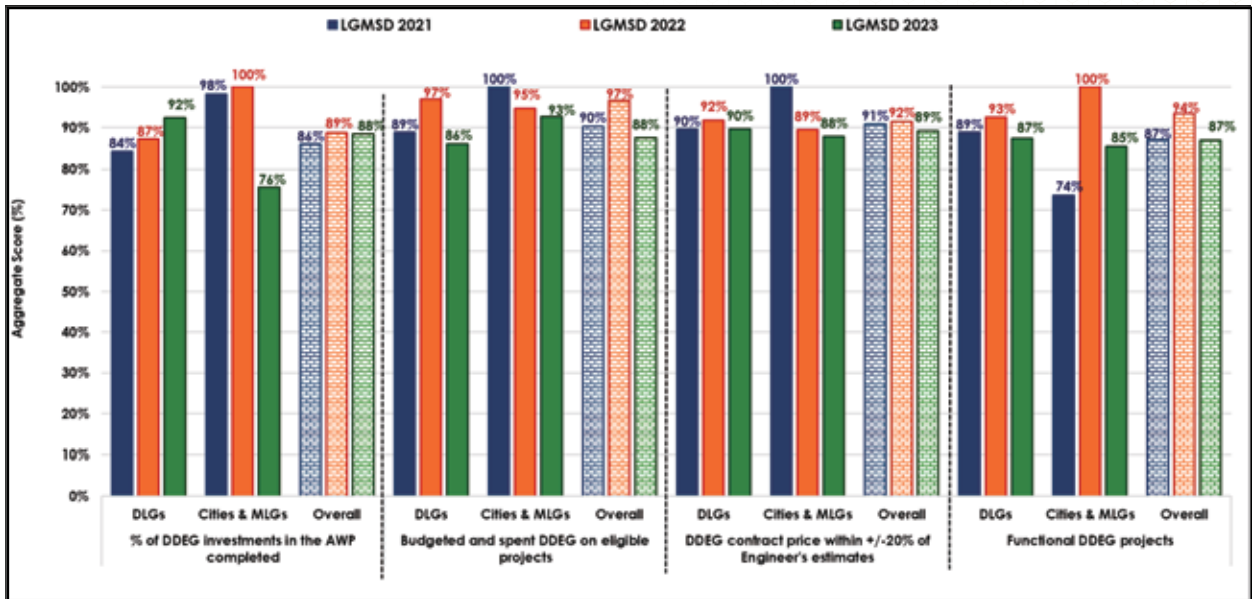
The lower scores were recorded in overall change in average score for LLG performance at 70% which highlights an area for potential focus to drive further improvements in lower local government services.

The functionality of DDEG projects was strong, with an overall score of 87%, with both Cities & Municipalities and Districts around the same mark. This indicated that most DDEG funded projects were operational, serving their purpose and contributing to overall service delivery.

Trend (2021-2023) of aggregate scores for selected indicators under Local Government Service Delivery Results

Figure 36 shows the trend of aggregate scores for the 2023, 2022 and 2021 LGMSD assessments for the four indicators under Local Government Service Delivery Results.

Figure 36: Trend (2021-2023) of aggregate scores for selected indicators under Local Government Service Delivery Results



No. of LGs assessed = 176

A relatively stable trend with a slight increase was noted across all the assessment years except for DDEG contract prices being within +/-20% of the engineer’s estimates where LGs registered a decline in 2023.

There was decline in the budgeting and spending DDEG on eligible projects from 97% in 2022 to 88% in 2023, this implies that some LGs did not follow the DDEG guidelines issued to guide the spending. The trend in functionality of DDEG projects was also relatively stable ranging between 89% and 91%. Timely completion of DDEG investment projects also remained high across LGs scoring 88% although this was a slight decline from 89% in 2022.

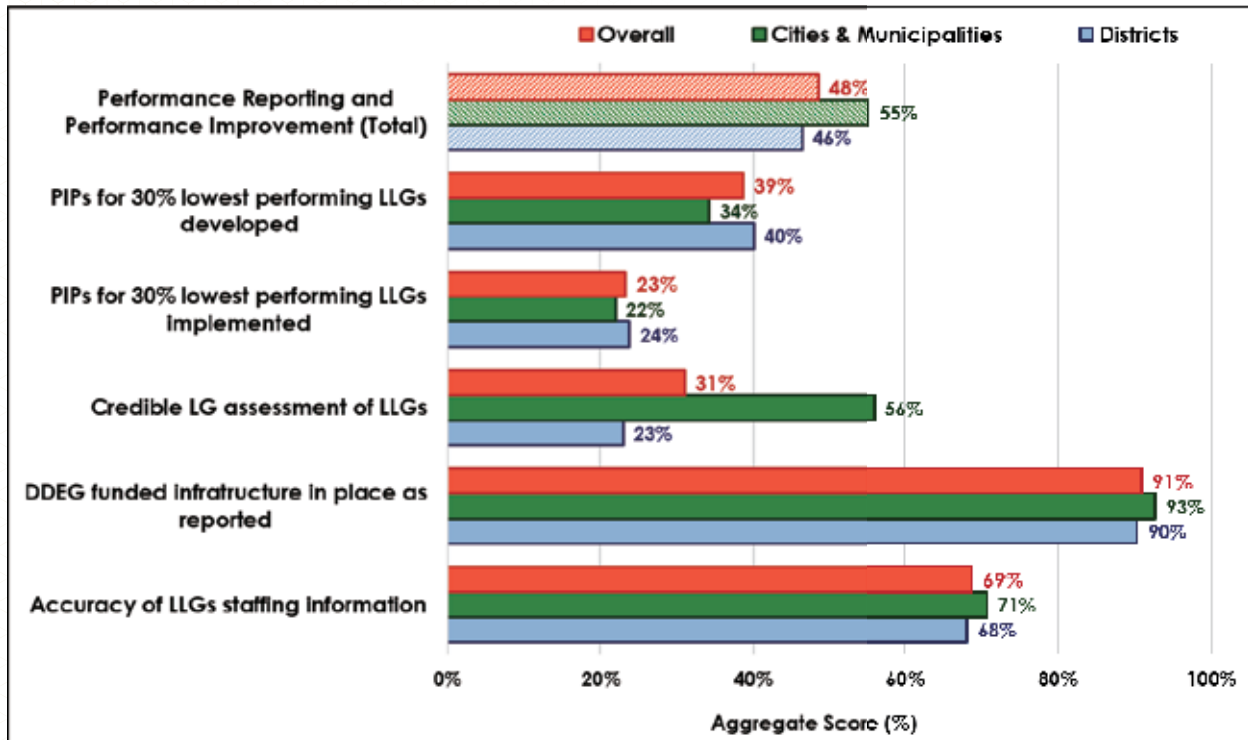
3.6.2 Performance Reporting and Performance Improvement (Crosscutting Performance Measures)

This area focuses on the accuracy of reported information relating to filling of positions in LLGs as per minimum staffing standards, infrastructure constructed using the DDEG funding being in place as reported, LGs conducting a credible assessment for their LLGs,

as well as development and implementation of the Performance Improvement Plans for the lowest performing LLGs.

Figure 37 below shows the average scores for indicators under performance reporting and performance improvement of LLGs.

Figure 37: Indicator Scores - Performance Reporting and Performance Improvement (Crosscutting Performance Measures)



No. of LGs assessed = 176

Cities & municipalities performed better in DDEG funded infrastructure being in place as reported at 93% and conducting credible LG assessment at 56% compared to districts that got 90% and 28% respectively. Cities & municipalities in the same way slightly led in accuracy of LLGs staffing information at 71% while districts had 68% with an overall achievement of 69%.

Most LGs performed poorly in development and implementation of PIPs for their 30% of the lowest performing LLGs with overall scores of 39% and 23% respectively; and districts performing slightly better than Cities and Municipal LGs. This being a new assessment area introduced in 2023, most LGs had not allocated resources towards this activity.

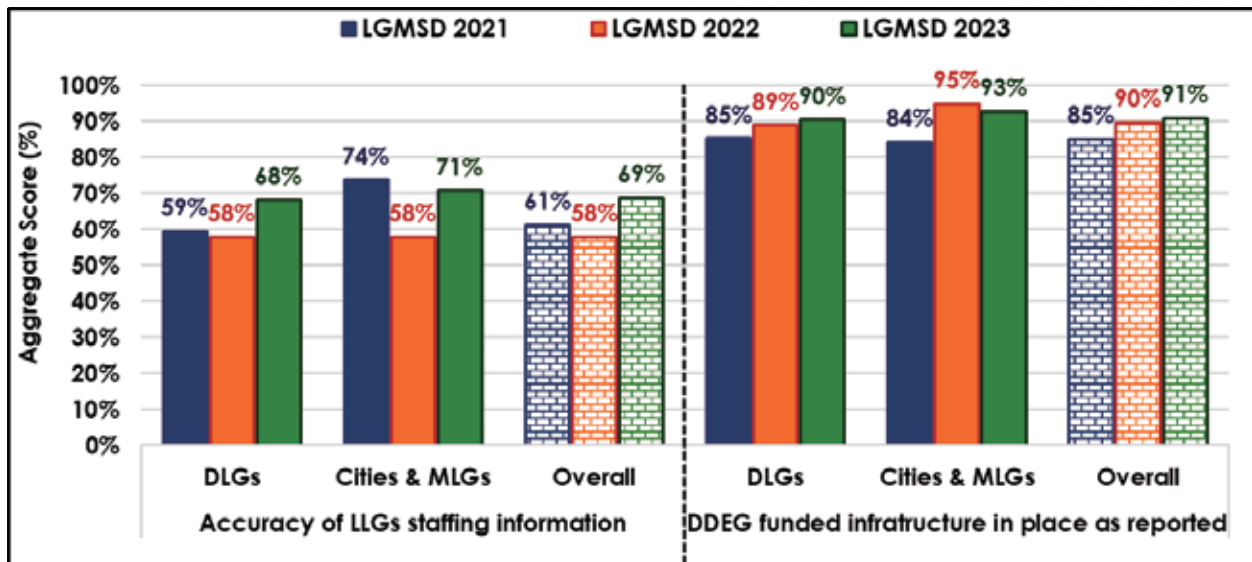
Similarly, most LGs failed the indicator of undertaking a credible assessment for their LLGs with only 31% (54) of the verified 176 LGs meeting this requirement and cities and

MLGs doing slightly better than districts. Inadequate reporting and capturing of the required evidence by the LG assessors, misinterpretation of the assessment manual, conducting the assessment late and hurriedly, lack of cooperation from the LLG staff during the assessment and verification periods, poor record keeping and management at LLG level among others were some of the reasons that explain why most LGs failed this area.

Trend (2021-2023) of aggregate scores for selected indicators under Performance Reporting and Performance Improvement

Figure 38 shows the trend of aggregate scores from 2021 to 2023 assessments for two selected indicators under the performance area of Performance Reporting and Performance Improvement.

Figure 38: Trend (2021-2023) of aggregate scores for selected indicators under Performance Reporting and Performance Improvement



No. of LGs assessed = 176

The trend for both indicators of accuracy of LLGs staffing information and DDEG funded infrastructure in place as reported showed an improvement over the three years of assessment. Accuracy of LLG staffing improved from 58% in 2022 to 69% in 2023 and from 90% to 91% for DDEG projects being in place.

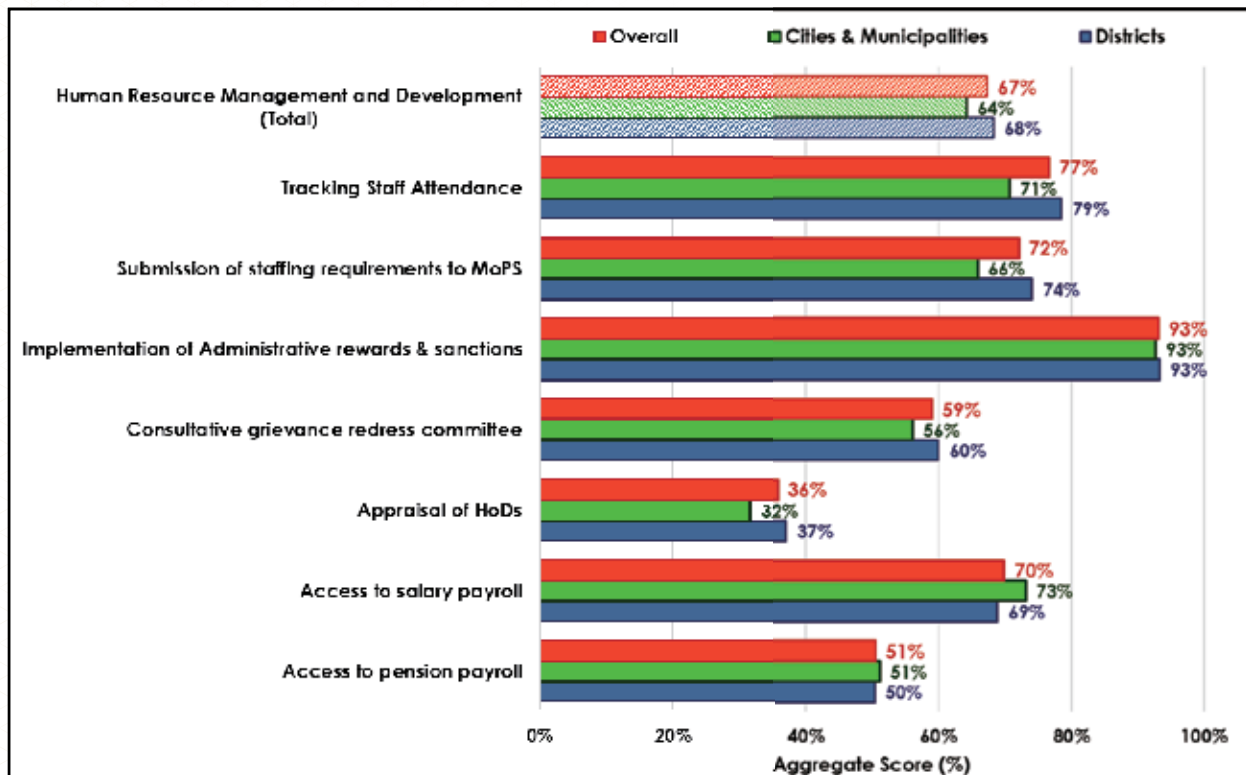
3.6.3 Human Resource Management and Development (Crosscutting Performance Measures)

The area assesses planning, budgeting, recruitment and finally deployment of staff. It also assesses payroll and pension in terms of timely payment to recruited or retired staff and performance management through checking staff attendance to duty, staff

appraisal system, staff grievance handling and management and implementation of rewards and sanctions system in LGs.

Figure 39 highlights average scores across the various indicators under the assessment area.

Figure 39: Indicator Scores - Human Resource Management and Development



No. of LGs assessed = 176

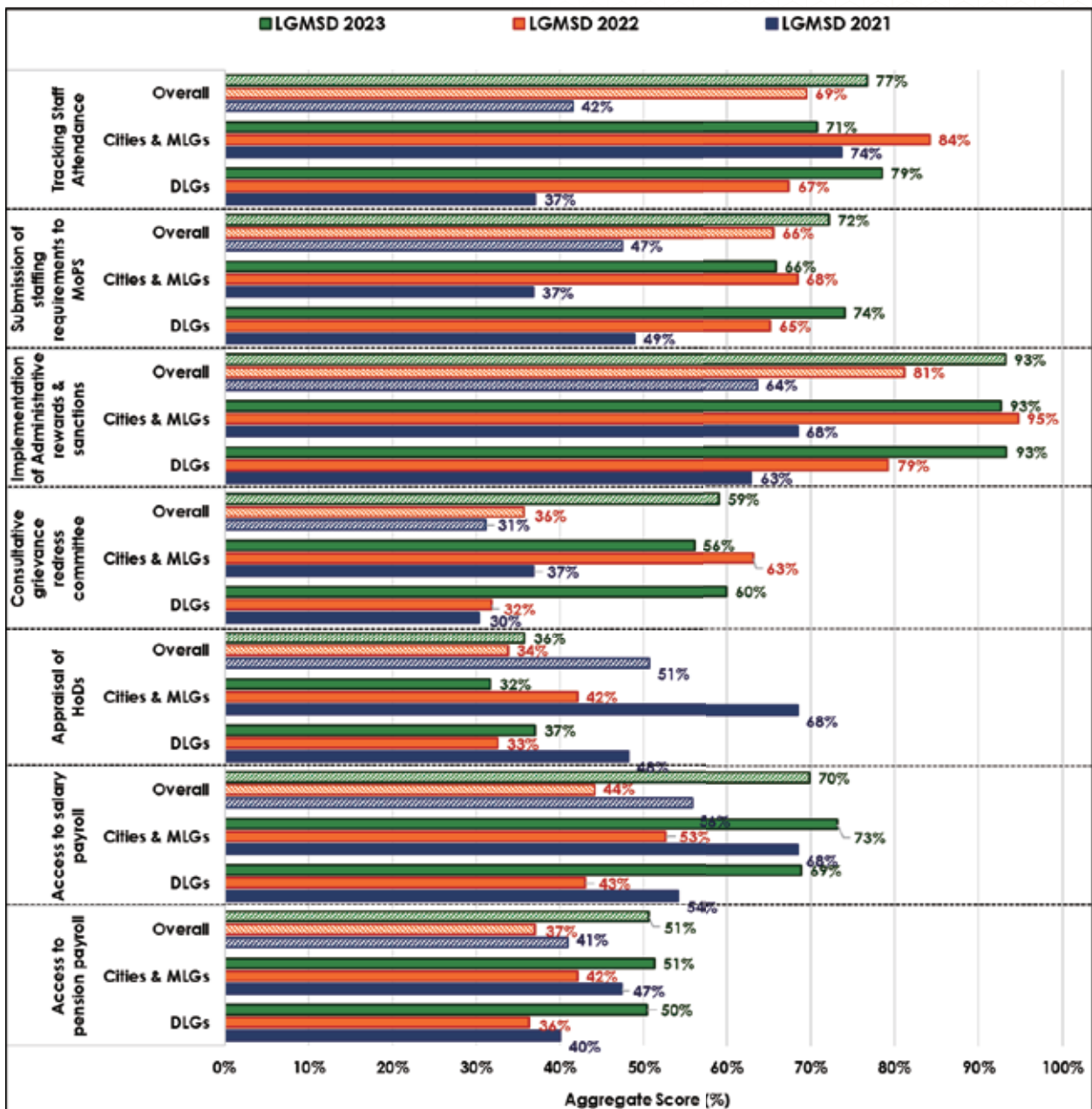
LGs performed well on implementation of rewards and sanctions scoring 93% overall and across districts and cities/MLGs followed by tracking staff attendance to duty at 77% and timely submission of staffing requirements (by 30th September) to the Ministry of Public Service at 72%. Timely access to the payroll (within 2 months) for the newly recruited staff scored 70% overall with districts scoring 69% and cities/MLGs scoring 73%.

The worst performed areas included; timely appraisal of Heads of Department scoring only 36%; with most LGs either not undertaking the appraisal of all HoDs or doing it after the mandatory 30th of June, timely access to pension payroll (within 2 months after retirement) scoring 51% and establishment of consultative grievance redress committees that scored 59%. There is need to build capacity of LGs in the above areas for better HR Management.

Trend (2021-2023) of aggregate scores for selected indicators under Human Resource Management and Development

Figure 40 shows the trend of aggregate scores for the 2023, 2022 and 2021 assessments for seven selected indicators under the performance area of Human Resource Management and Development.

Figure 40: Trend (2021-2023) of aggregate scores for selected indicators under Human Resource Management and Development



No. of LGs assessed = 176

Overall, performance showed progress in the indicators over the three-year period except for appraisal of HoDs; from 42% in 2021 to 69% in 2022 and then 77% in 2023. The trends reflected positive changes in the management and development of human resources among LGs.

A general upward trend in the aggregate scores across LGs from 2021 to 2023 was noted in access to pension payroll, which showed improvements in access to pension payroll systems. The overall in the same indicator scores showed a spike from 37% in 2022 to 51% in 2023 with cities & municipalities scoring marginally higher at 51% in 2023 and 50% DLGs. Implementation of Administrative rewards & sanctions showed a noticeable upward trend in overall scores from 81% in 2022 to 93% in 2023, indicating more consistent implementation of administrative rewards and sanctions while a slight decline from 95% to 93% was reported in cities and municipalities in 2022 and 2023 respectively and an improvement by DLGs from 79% to 93% in 2022 and 2023 respectively.

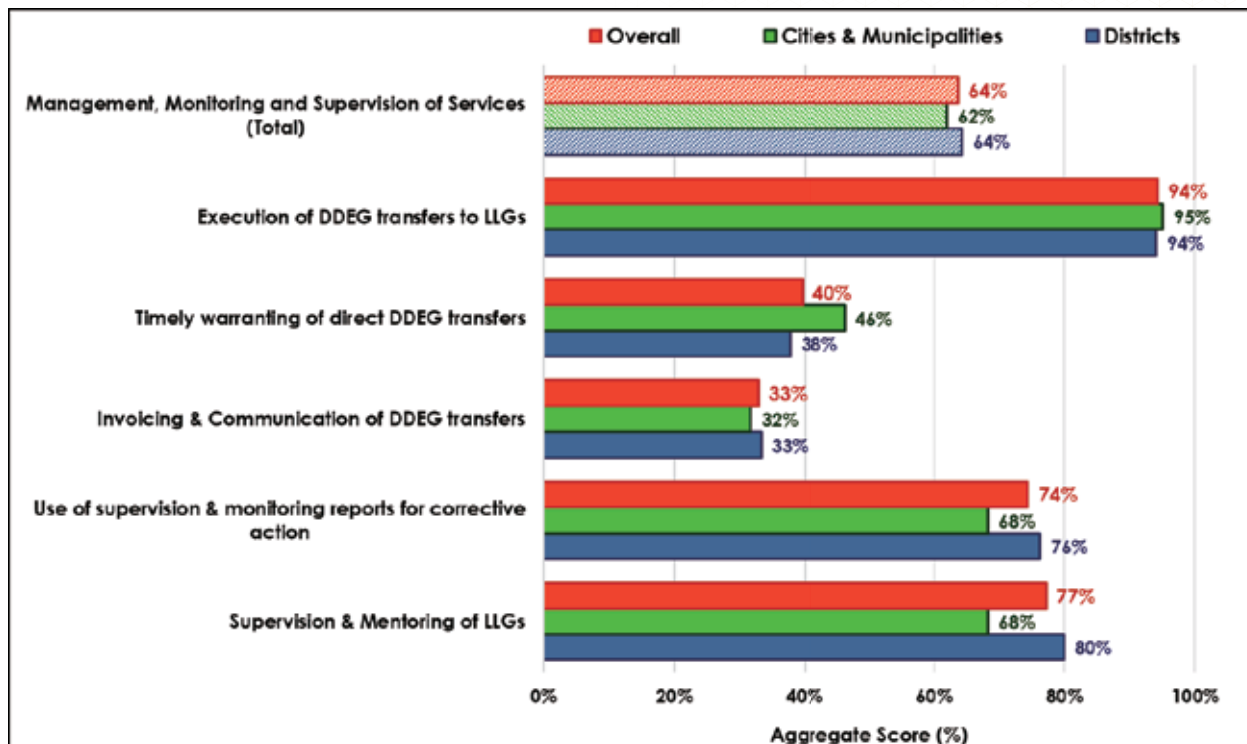
Appraisal of HoDs, access to pension payroll and establishment of consultative grievance redress committees remained the lowest performed indicators over the last 3 years.

3.6.4 Management, Monitoring and Supervision of Services

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

Figure 41 illustrates the aggregate scores for indicators under Management, Monitoring and Supervision of Services in the LGMSD 2023 assessment.

Figure 41: Indicator Scores in Management, Monitoring and Supervision of Services



No. of LGs assessed = 176

The overall assessment of management, monitoring, and supervision of services yielded a score of 64%. In detail, Cities & Municipalities achieved a rating of 62%, while districts reached 64%. The most notable achievement was observed in the execution of DDEG transfers to LLGs, with an impressive aggregate score of 94%. Both districts and Cities & Municipalities scored above 90% in this aspect.

In terms of execution and prompt processing of DDEG transfers to LLGs, Cities & Municipalities generally outperformed districts. Conversely, districts excelled in utilizing supervision and monitoring reports for implementing corrective measures, achieving scores of 76% and 80% for the supervision and mentoring of LLGs, respectively.

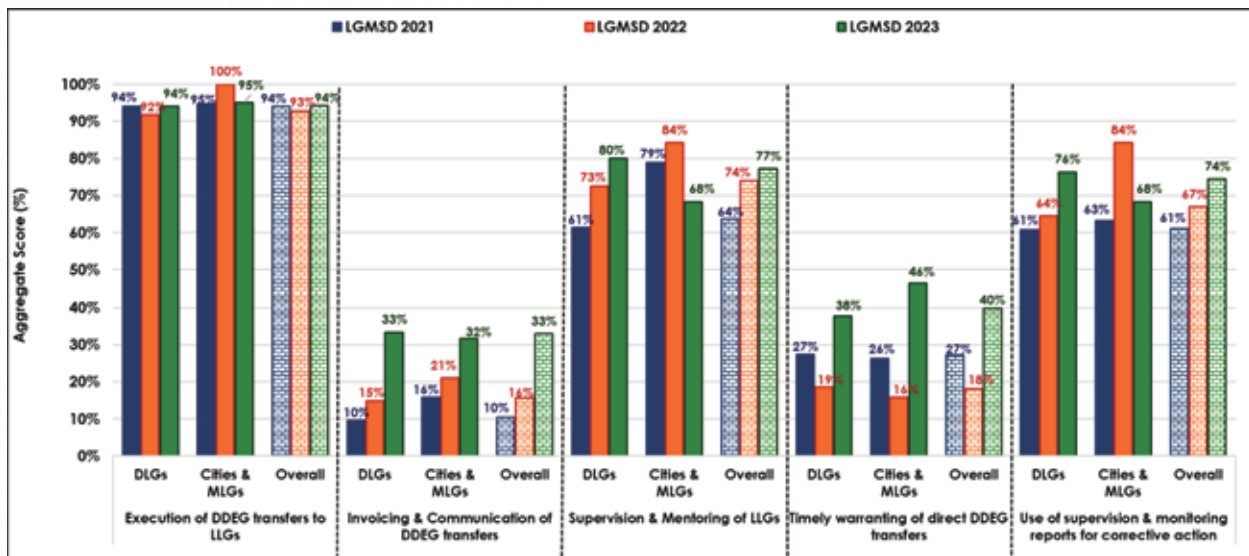
However, the lowest scores were recorded in two critical areas. Firstly, the timely processing of direct DDEG transfers received an overall score of 40%, with districts lagging behind at 38%, compared to Cities & Municipalities at 46%. Secondly, the invoicing and communication of DDEG transfers scored only 33% overall, with cities and municipalities slightly lower at 32%, and districts at 33%.

These findings underscore the importance of targeted interventions to improve the efficiency and effectiveness of DDEG transfers across all administrative levels as well as timely processing of warrants and invoices.

Trend (2021-2023) of aggregate scores for selected indicators under Management, Monitoring and Supervision of Services

Figure 42 shows the trend of aggregate scores for the 2023, 2022 and 2021 assessments for five selected indicators under the performance area of Management, Monitoring and Supervision of Services.

Figure 42: Trend (2021-2023) of aggregate scores for selected indicators under Management, Monitoring and Supervision of Services



No. of LGs assessed = 176

Performance trend from 2021 to 2023 showed an overall improvement in execution of DDEG transfers to LLGs from 93% in 2022 to 94% in 2023. Districts performed at 94% in 2023 up from 92% in 2022, while cities and municipalities declined from 100% in 2022 to 95% in 2023. The use of supervision & monitoring reports for LLGs also registered a steady upscale performance from 67% in 2022 to 74% in 2023 with districts performing better than cities and municipalities at 76% and cities & municipalities 68% in 2023 in the same indicator.

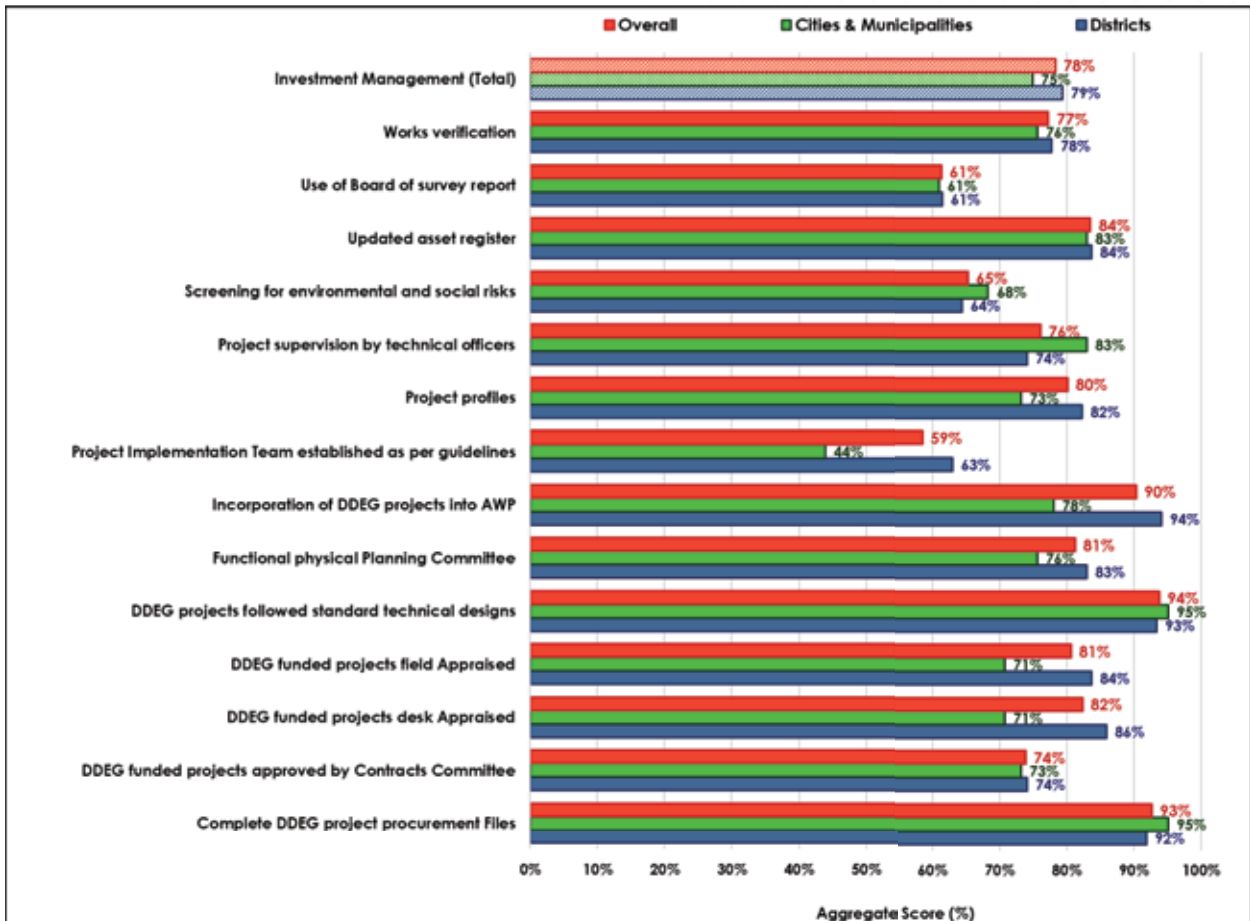
3.6.5 Investment Management

This area considers whether planning, budgeting and implementation for DDEG/USMID investments was conducted effectively. It covers maintenance of updated 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; procurement and contract management/execution in line with sector guidelines and

the PPDA law, and the role of the Contracts’ Committee and Project Implementation Teams.

Figure 43 shows the aggregate scores for indicators under Investment Management in the LGMSD 2023 assessment.

Figure 43: Indicator Scores under Investment Management – LGMSD 2023



No. of LGs assessed = 176

Districts scored higher in most indicators compared to cities and municipalities, which possibly indicated more effective investment management practices at the district level. However, there were areas such as the establishment of project implementation teams and desk appraisals which demonstrated significant room for improvement across all LGs.

Completion of DDEG project procurement files and following standard technical designs registered high scores, with cities & municipalities at 95% and districts at 92%, at an overall score of 93% and 94% respectively; followed by incorporation of DDEG/USMID

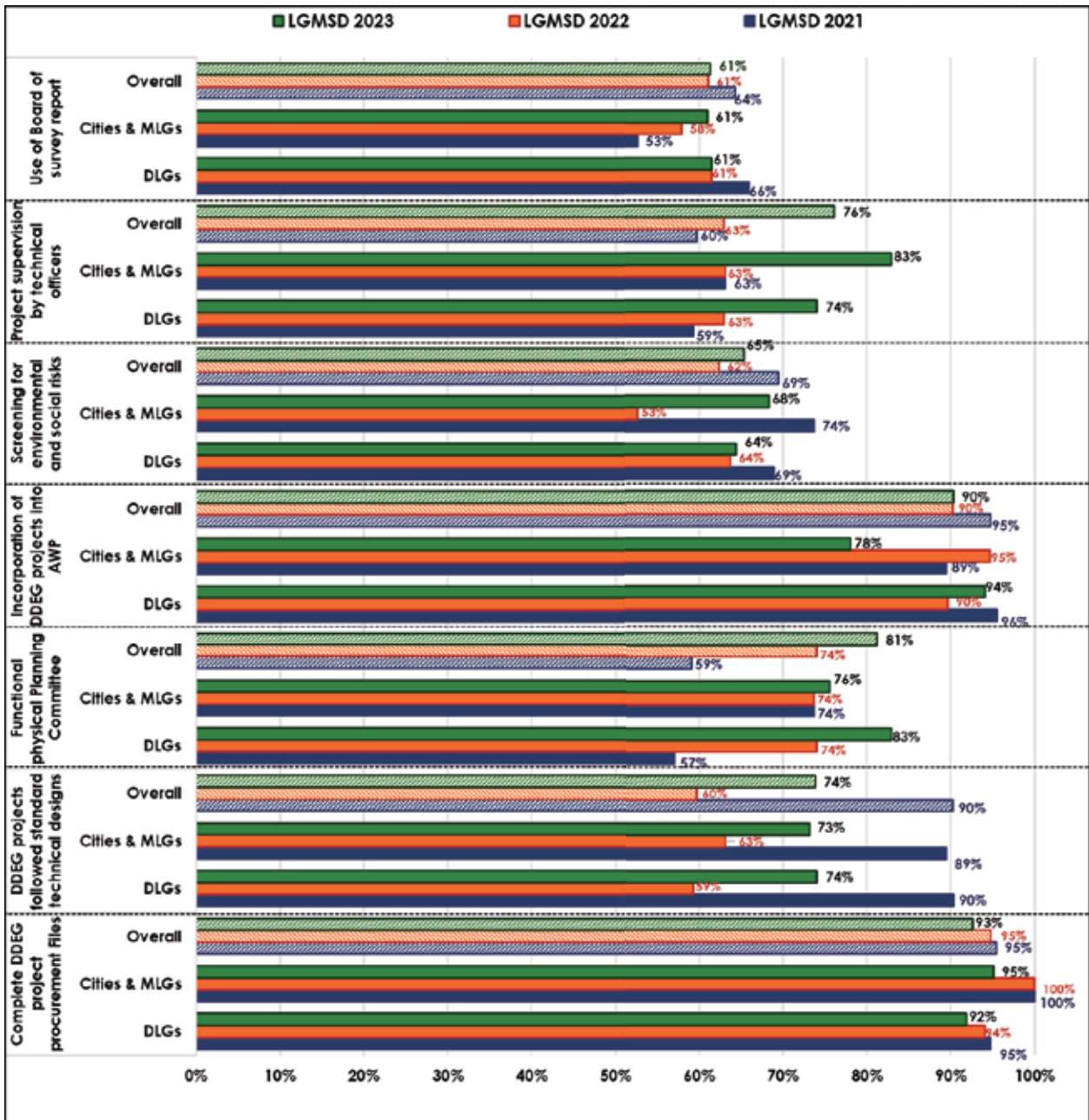
projects into the AWP and availability of an updated assets registers at 90% and 84% of the LGs respectively.

However, challenges in establishment of project implementation teams as per guidelines were distinguished according to 2023 results which showed that the teams were particularly established in districts at 63% compared to 44% in cities and municipalities with an overall score of 59%. This is because most of the LGs did not fully constitute these teams as per the guidelines; due to absence of the Labour Officer. Use of Board of Survey Report scoring 61% overall was the second least performed indicator under this area.

Trend (2021-2023) of aggregate scores for selected indicators under Investment Management

Figure 44 shows the trend of aggregate scores from 2021 to 2023 assessments for the seven selected indicators under the performance area of Investment Management.

Figure 44: Trend (2021-2023) of aggregate scores for selected indicators under Investment Management



No. of LGs assessed = 176

Overall, most indicators registered a staggered performance under this area of investment management in the period 2021 to 2023 ranging between 53% to 100%. Among others, the use of Board of survey reports, declined from 69% in 2021 to 65% in 2023 with cities performing better than DLGs. Incorporation of DDEG projects into the annual work plan fluctuated between 96% in 2021 to 91% in 2022 and 94% in 2023. Projects that adhered to standard technical designs improved from 78% in 2022 to 80%

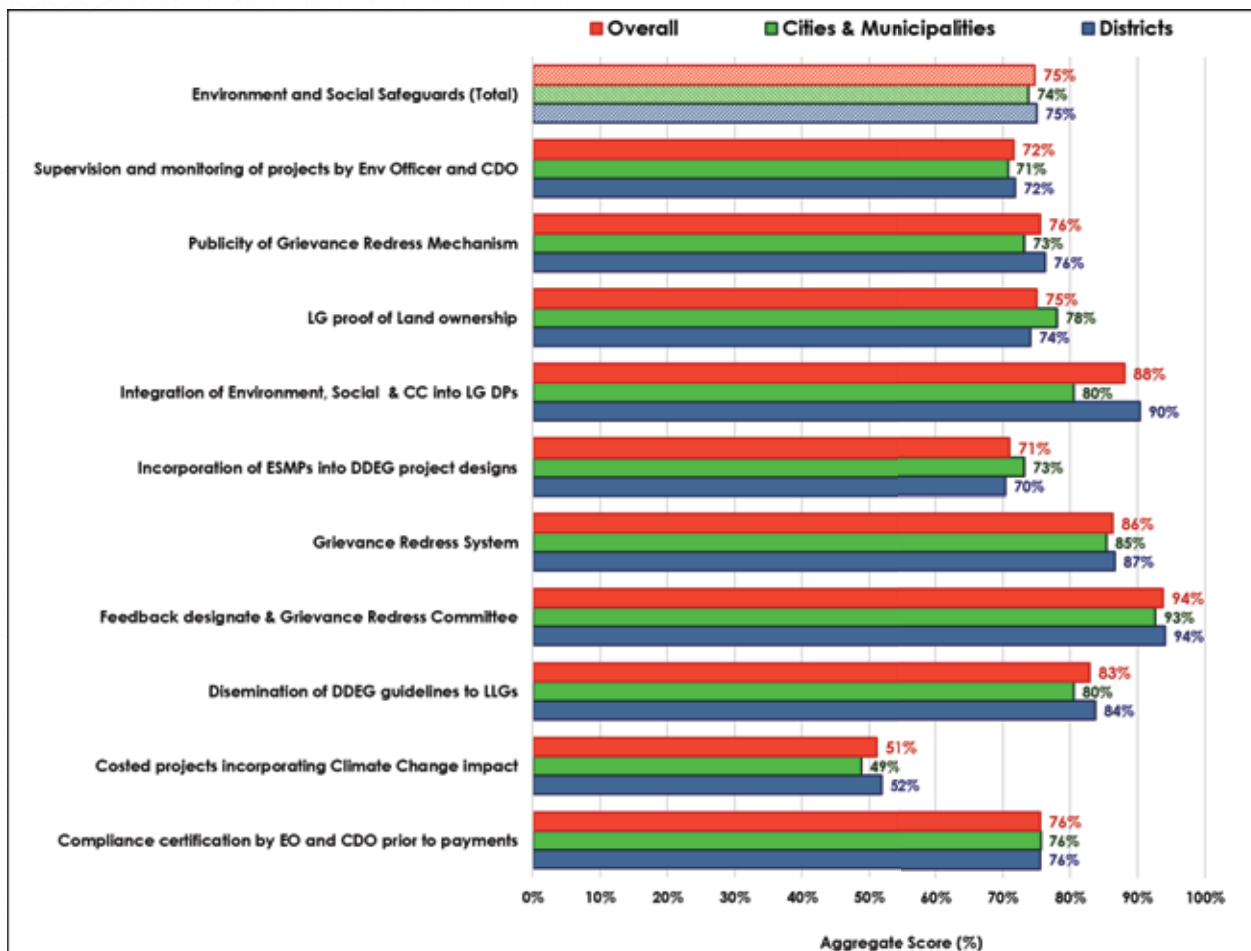
in 2023, Screening of environment and social risks improved from 66% in 2022 to 68% in 2023.

3.6.6 Environment and Social Safeguards

The DDEG principles for selecting investments require that all Local Government investments (whether funded from the DDEG, Sector Development Grants or other sources) undergo screening, to ensure that they do not have negative environmental and social impacts. This area therefore assesses whether the Environment and Social safeguards for service delivery of investments were effectively handled by the LGs and whether there are established mechanisms and systems to address Grievance related issues.

Figure 45 highlights the aggregate scores for the various indicators under Environment and Social Safeguards in the LGMSD 2023 assessment.

Figure 45: Indicator Scores under Environment and Social Safeguards – LGMSD 2023



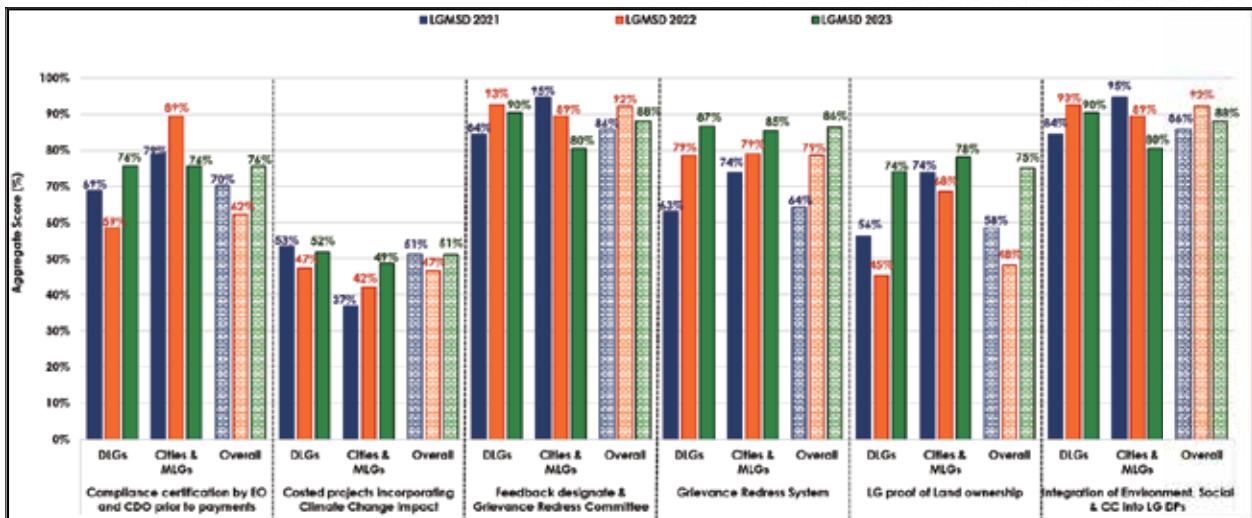
No. of LGs assessed = 176

There was a good level of compliance and implementation of environment and social safeguards, with particularly strong performance in grievance redress systems at 86% and the integration of environmental, social, and climate considerations into local government plans 88% and feedback designate and grievance redress committee at 94%. Poor performance was in areas of climate change impact consideration in project costing at 51% and incorporation of ESMPs into DDEG project designs at 71%. A moderate performance was noted in supervision and monitoring of projects by Environment Officer and CDO which was slightly higher in districts at 72% than Cities & Municipalities at 71%.

Trend (2021-2023) of aggregate scores for selected indicators under Environment and Social Safeguards

Figure 46 shows the trend of aggregate scores for the 2023, 2022 and 2021 assessments for six selected indicators under the performance area of Environment and Social Safeguards.

Figure 46: Trend (2021-2023) of aggregate scores for selected indicators under Environment and Social Safeguards



No. of LGs assessed = 176

The performance trends across the years from 2021 to 2023 showed variability depending on the indicators. Overall, there was no consistent trend in performance across all indicators since each had its own pattern of change over the last three years.

It can also be seen that some indicators in overall performance showed an initial decrease followed by a recovery like overall scores in grievance redress system where 64% was attained in 2021, 79% in 2022 and 86% in 2023 while others showed an increase and then a decrease like the indicator on feedback designate and grievance redress

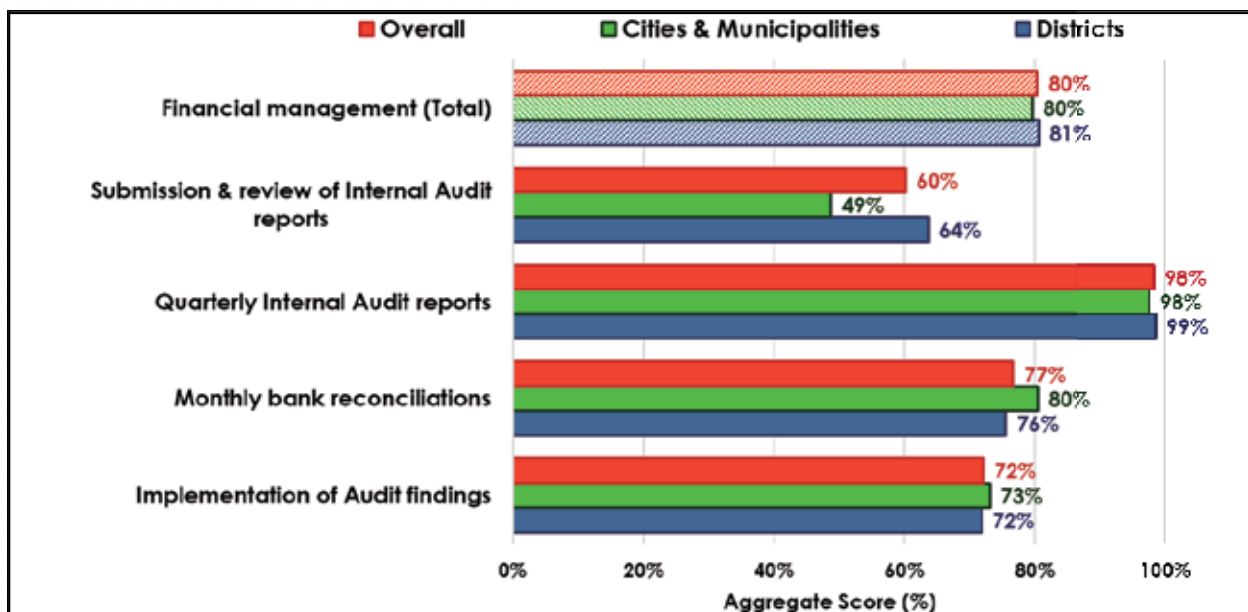
committee where 86% was achieved in 2021 to 92% 2022 and 88% in 2023. Having a grievance redress system has improved consistently for the last three years from 64% in 2021 to 79% in 2022 and 86% in 2023.

3.6.7 Financial Management

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 47 shows the aggregate scores for indicators under Financial Management in the LGMSD 2023 assessment.

Figure 47: Indicator Scores under Financial Management – LGMSD 2023



No. of LGs assessed = 176

While there was generally high compliance to financial management practices for the year in review, areas for improvement were observed in submission and review of internal audit reports with 60% overall, 64% and 49% attainment for districts and cities& municipalities respectively, as well as the implementation of audit findings at 72% overall, 73% and 72% attainment for cities & municipalities and districts respectively which registered lower scores compared to other indicators.

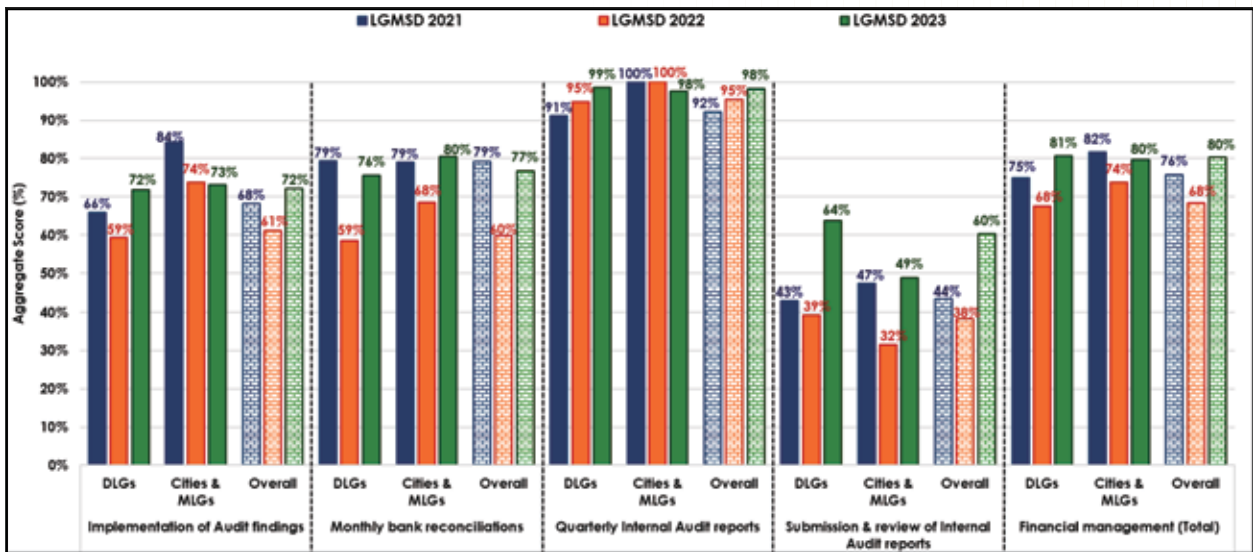
Preparation of quarterly internal audit reports showed exceptionally high compliance at 98% overall,99% for districts and 98% for cities & municipalities, suggesting that the

process has been well-established and functioning effectively across all Local Governments.

Trend (2021-2023) of aggregate scores for selected indicators under Financial Management

Figure 48 shows the trend of aggregate scores for 2021, 2022 and 2023 assessments for the five selected indicators under the performance area of Financial Management.

Figure 48: Trend (2021-2023) of aggregate scores for selected indicators under Financial Management



No. of LGs assessed = 176

The overall scores showed stability for most individual indicators across the three years of 2021, 2022 and 2023, with overall improvement in the implementation of audit findings from 61% in 2022 to 72% in 2023, monthly bank reconciliations from 60% to 77%, quarterly internal audit reports at 98% from 95% in 2022, review of internal audit reports at 60% from 38% in 2022 and finally total for financial management at 80% from 68% in 2022.

3.6.8 Local Revenues

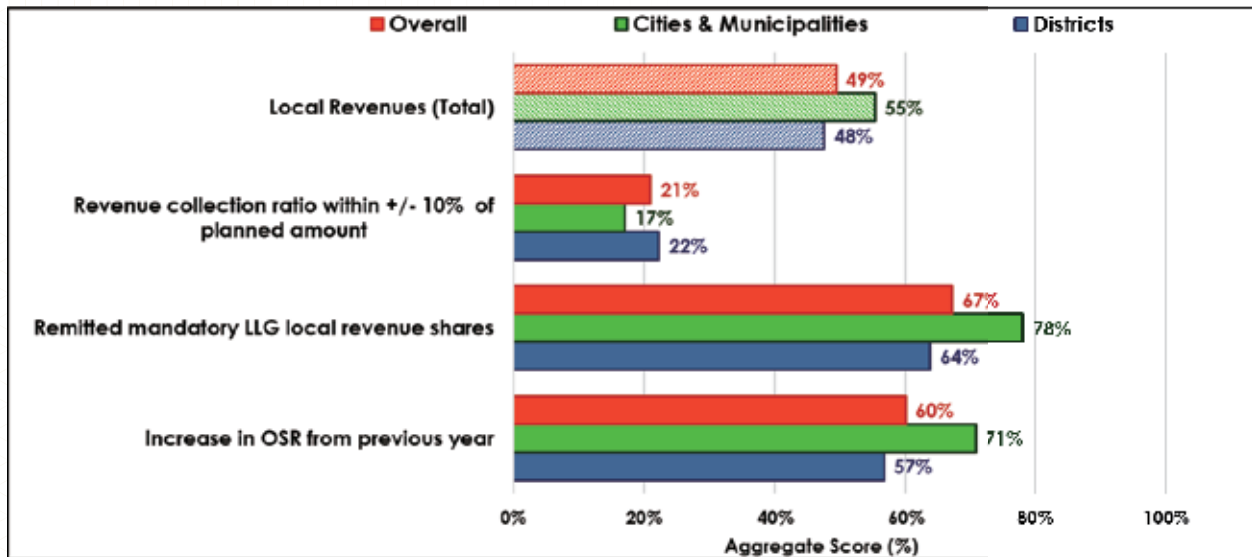
The legal and institutional frameworks for local revenue generation, sharing and management are well articulated in the Constitution of the Republic of Uganda under Article 191 (1) and (2), Article 152, Article 194; the LGA (Chapter 243) under Section 77 (1), Section 80 and Schedule V⁴. This area therefore assesses whether LGs have

⁴ Local Government Revenue Mobilization, Allocation and Utilization Processes: A case of Kitgum, Lamwo and Pader Districts; SEATINI, 2014; Pg. VI & Pg. 5

collected local revenue as per planned budget (collection ratio), increased LG own source revenues, and other issues related to Local revenue administration, allocation, and transparency.

Figure 49 highlights the scores for various indicators under Local Revenues in the LGMSD 2023 assessment.

Figure 49: Indicator Scores under Local Revenues – LGMSD 2023



No. of LGs assessed = 176

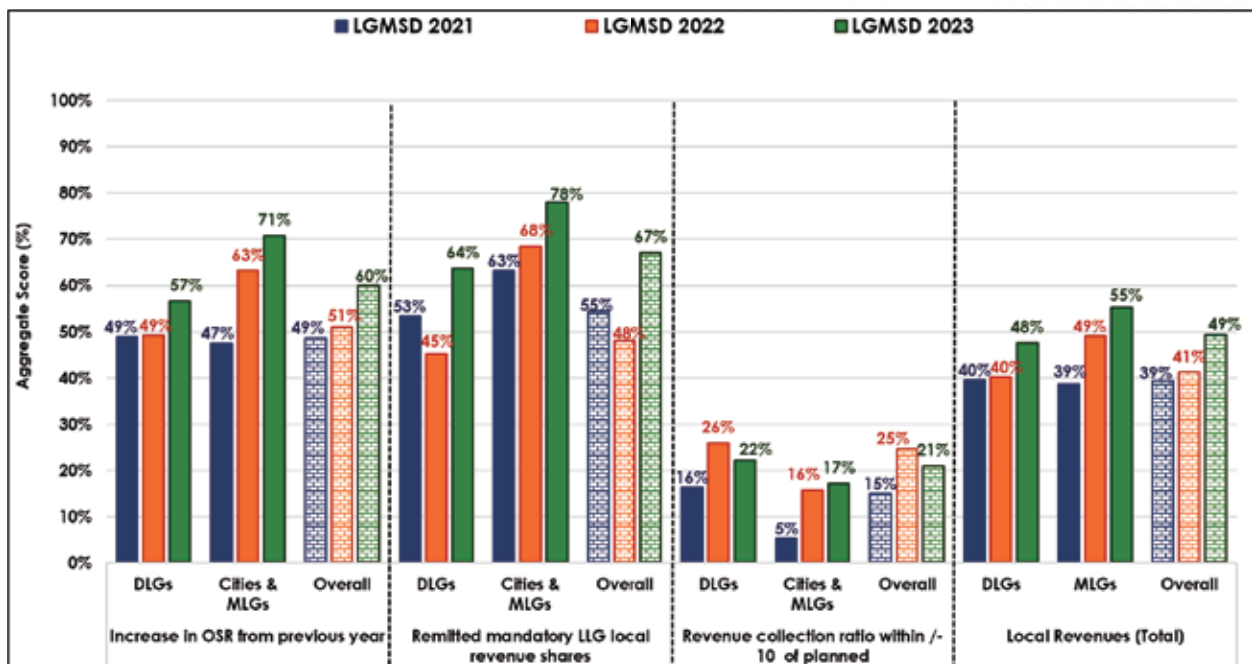
Cities & Municipalities demonstrated a stronger performance in managing local revenues scoring 55% overall as compared to the districts that scored 48%. Generally, there is need for improvement in the revenue collection projections for all LGs, as indicated by the low percentages in meeting the planned amounts (collection ratios) within a +/-10% margin with an overall score of 21% and 22% in districts and 17% in cities & municipalities.

The remittance of mandatory local revenue shares to LLGs was moderate scoring 67% overall while districts and cities/MLGs scored 64% and 78% respectively an indicator of better compliance with local revenue sharing regulations in cities & municipalities than districts. Similarly, cities and MLGs registered more increase in Own Source Revenues (71%) as compared to 57% for districts.

Trend (2021-2023) of aggregate scores for selected indicators under Local Revenues

Figure 50 shows the trend of aggregate scores for the 2023, 2022 and 2021 assessments for four selected indicators under the Local revenue mobilization and management.

Figure 50: Trend (2021-2023) of aggregate scores for selected indicators under Local Revenues



No. of LGs assessed = 176

Total local revenues slightly recovered in 2023 in comparison to 2022, suggesting a possible return to better revenue performance. The recovery at 49% from 41% in 2022 was a positive sign, but the fluctuations suggest the underlying issues that affected the performance that require addressing for consistent performance improvement. Revenue collection ratio that measures revenue realization has continued to perform poorly for the last 3 years scoring 21% in 2023; thus, the need to train and build capacity of LG staff to effectively plan, project and be able to mobilize revenue from all the expected sources.

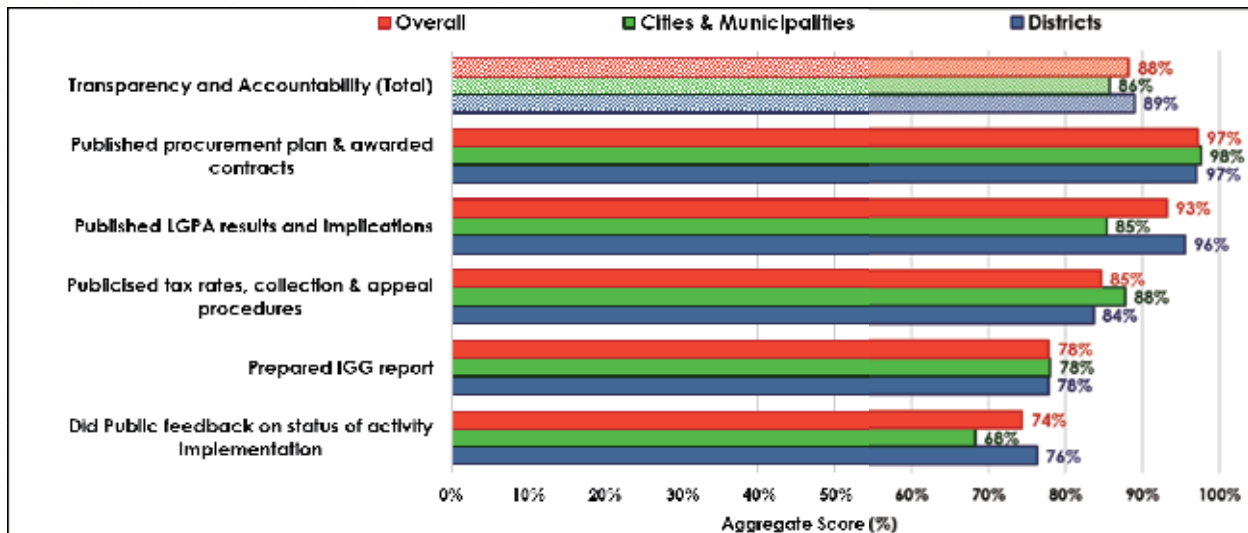
3.6.9 Transparency and Accountability

Local Governments partake the obligation to back 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 jurisdiction⁵. This area focuses on LGs sharing with citizens of information on taxes, performance assessment results, and obtaining feed-back on service delivery implementation; in addition to reporting to the Inspector General of Government (IGG).

⁵ Uganda Budget Transparency and Accountability Strategy; MoFPED, 2018; Pg. 22

Figure 51 illustrates the various indicator scores under Transparency and Accountability in the LGMSD 2023 assessment.

Figure 51: Indicator Scores under Transparency and Accountability – LGMSD 2023



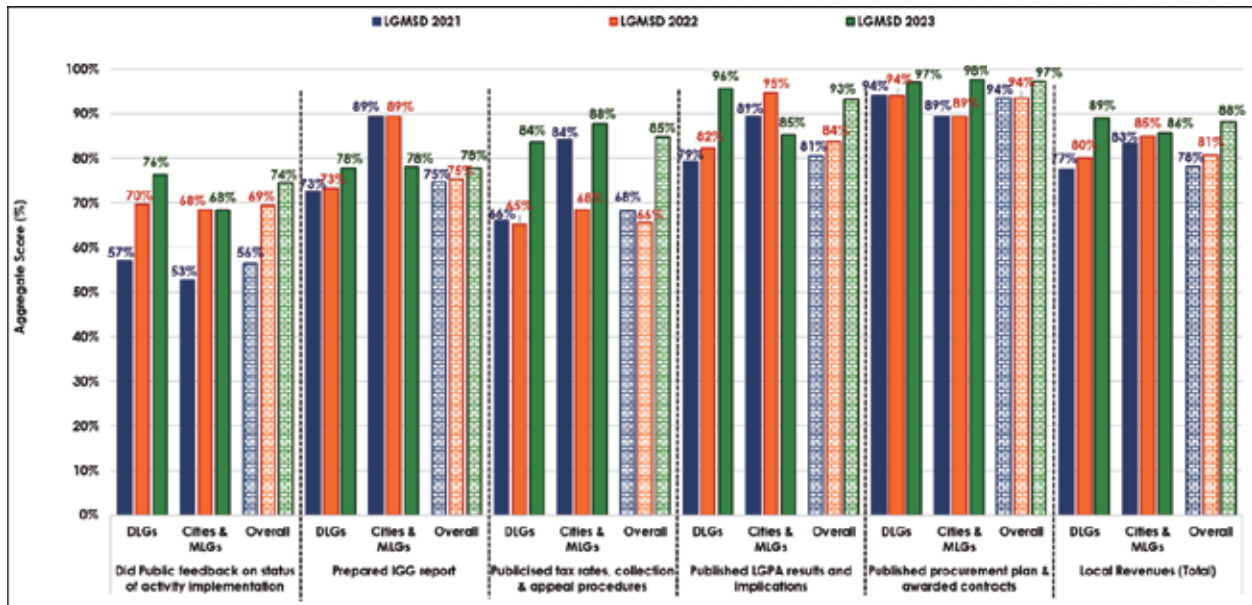
No. of LGs assessed = 176

Districts consistently outperformed cities & municipalities across almost all the indicators. The overall performance in transparency and accountability (Total) was 88% with districts performance at 89% and cities and MLGs scoring 86%. The best performed area was publishing the procurement plan and awarded contracts to the public scoring 97% followed by publishing LGPA results and implications at 93% and tax rates and appeal procedures at 85%. Preparation of the IGG report scoring 78% and providing feedback to citizens on the status of activity implementation scoring 74% were also moderately performed.

Trend (2021-2023) of aggregate scores for selected indicators under Transparency and Accountability

Figure 52 shows the trend of aggregate scores for the 2023, 2022 and 2021 assessments for the five selected indicators under the area of transparency and accountability.

Figure 52: Trend (2021-2023) of aggregate scores for selected indicators under Transparency and Accountability



No. of LGs assessed = 176

Performance improved over the years from 2021 to 2023 with all indicators showing an upward trend, hence an overall improvement in the performance of the local governments with the overall score increasing from 78% in 2021 to 88% in 2023. The most significant improvements were observed in the indicators related to the publication of procurement plans & awarded contracts (97% overall), and LGPA results and implications (93% overall). There has been a steady improvement in provision of feedback to citizens on projects/activity implementation from 56% in 2021 to 69% in 2022 and 74% in 2023.

3.7 Emerging Issues and Recommended actions for Crosscutting Performance Assessment – LGMSD 2023

Table 12 below highlights the key emerging issues from the Crosscutting performance assessment, and recommended action(s) for improvement.

Table 12: Emerging Issues and recommended action from the LGMSD 2023

No.	Emerging Issue/Outstanding Challenges	Recommended Action (s)	Responsibility
1.	Majority (69%) of LGs did not conduct credible assessment of LLGs in 2023.	<ul style="list-style-type: none"> ▪ Enhance capacity of LGs to conduct LLG assessment. ▪ DDEG funds (5%) should be released in time for the assessment of LLGs. 	OPM, LGs MoFPED
2.	Only 39% of LG developed and 23% implemented PIPs for LLGs in 2023.	<ul style="list-style-type: none"> ▪ Enhance capacity of LGs to develop and implement PIPs for LLGs. 	MoLG, LGs, LLGs
3.	Majority (79%) of the LGs failed to collect their planned local revenue for the period under review.	<ul style="list-style-type: none"> ▪ Fast-track rollout of the Integrated Revenue Administration System-IRAS across all LGs. ▪ Invest in capacity building of LG staff involved in revenue projection and collection. 	MoLG MoFPED LGFC
4.	Only half (51%) of LGs implemented audit recommendation in time.	<ul style="list-style-type: none"> ▪ Develop an action plan to timeously address outstanding recommendations while closely monitoring implementation progress. 	LGs OAG MoLG MoFPED
5.	Only 36% of LGs appraised all their HoDs on time in 2023.	<ul style="list-style-type: none"> ▪ Expedite rollout of the Human Capital Management Information System (HCMIS) to enable online appraisal ▪ Conduct refresher trainings to enhance capacity of LG staff in performance planning and evaluation. 	MoPS MoLG Local Governments

No.	Emerging Issue/Outstanding Challenges	Recommended Action (s)	Responsibility
6.	<p>Huge Staffing gaps for some critical positions in LGs;</p> <ul style="list-style-type: none"> • Only 34% of LGS had substantively appointed District/City/Municipal Engineers • Only 57% of Planners in LGs were substantively appointed • Only 39% of LLGs had SAS/Town Clerks • Only 49% of LLGs had CDOs 	<ul style="list-style-type: none"> ▪ Prioritize recruitment of all Heads of Department and Units. ▪ Undertake comprehensive wage analysis for LGs to identify gaps that need priority funding. 	<p>MoPS MoFPED LGs</p>
7.	<p>Access to the pension payroll within two months upon retirement still remains low at 51%</p>	<ul style="list-style-type: none"> ▪ Timely preparation and engagement of staff due for retirement to ensure that all the required documentation is provided before due date. 	<p>LGs, & MoPS</p>
8.	<p>Only 18% of LGs warranted DDEG funds on time. Relatedly, only 16% of LGs invoiced and communicated transfer of DDEG funds to LLGs on time.</p>	<ul style="list-style-type: none"> ▪ Ensure timely warranting and invoicing of DDEG funds to LLGs. 	<p>MoFPED LGs</p>

4.0 EDUCATION PERFORMANCE ASSESSMENT

4.1 Introduction

This section under the Local Government Management of Service Delivery (LGMSD) assessment for Education sought to address two main areas, namely

- i. The core indicators which serve as the Minimum Conditions which aim at addressing the likely impediments to service delivery and management of social safeguards.
- ii. The Performance Measures that focus on service delivery in the Local Government in the related NDP III programme.

The scoring criteria for the Education Minimum Conditions assessment is presented in the table 13 below:

Table 13: Scoring guide for Education Minimum Conditions

No.	Performance area	Assessment area	Percentage score for overall score for all MCs
A	Human Resource management and Development	District/City /Municipal Education Officer/PEO	30%
		District/City/Municipal Inspector of schools	40%
B	Environment and social Requirements	ESCC Screening conducted	15%
		ESIA conducted	15%
	TOTAL		100%

In accordance with the LGMSD manual (2020), the education performance measures were scored under six thematic areas as shown in the table 14 below

Table 14: Scoring guide for the Education Performance Measures

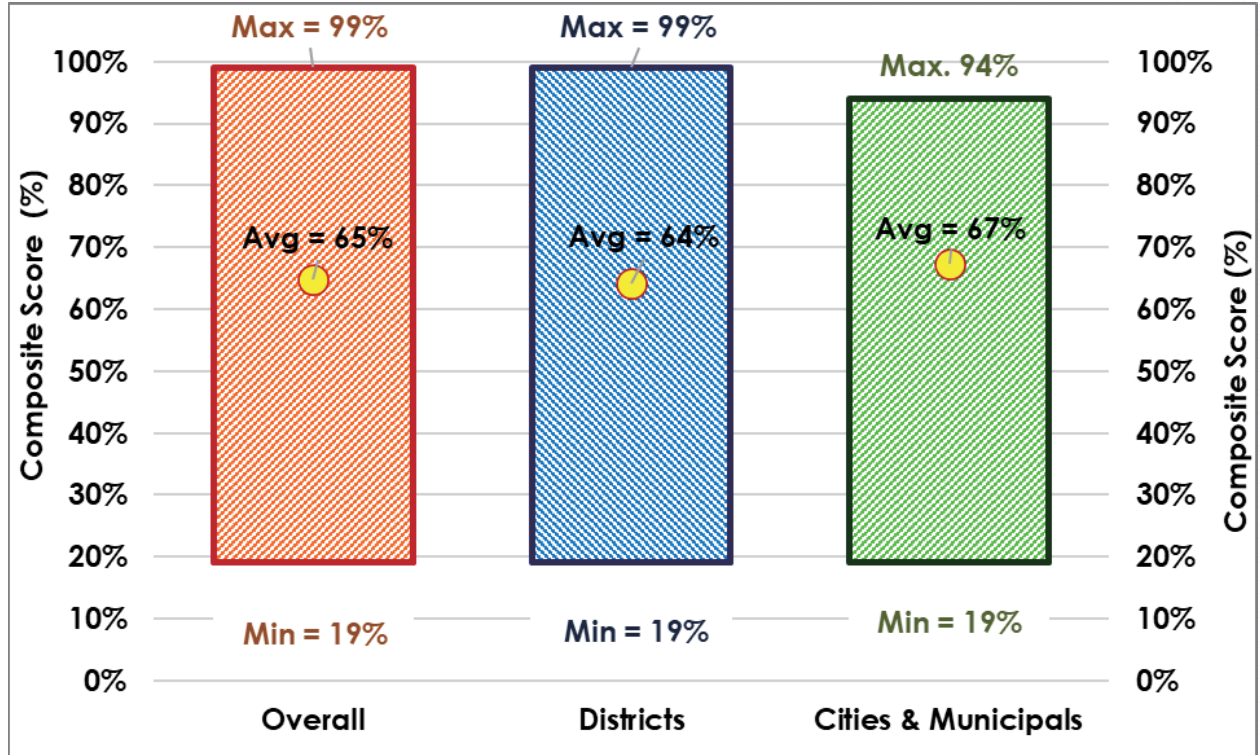
No.	Performance Area	Percentage
A	Environment social safeguards	12%
B	Human Resource Management and Development	16%
C	Investment management	12%
D	Local Government Service Delivery Results	24%
E	Management, Reporting and supervision of services	20%
F	Performance reporting and performance improvement	16%
	TOTAL	100%

4.2 Overview of the results for 2023

4.2.1 Polarity of Composite Scores for Education Performance

The scores under the education assessment area were analyzed, and compared the maximum, minimum and the averages for the Minimum conditions and performance measures as presented in the figure 53 below.

Figure 53: Polarity of composite scores in Education



No. of LGs Assessed=17

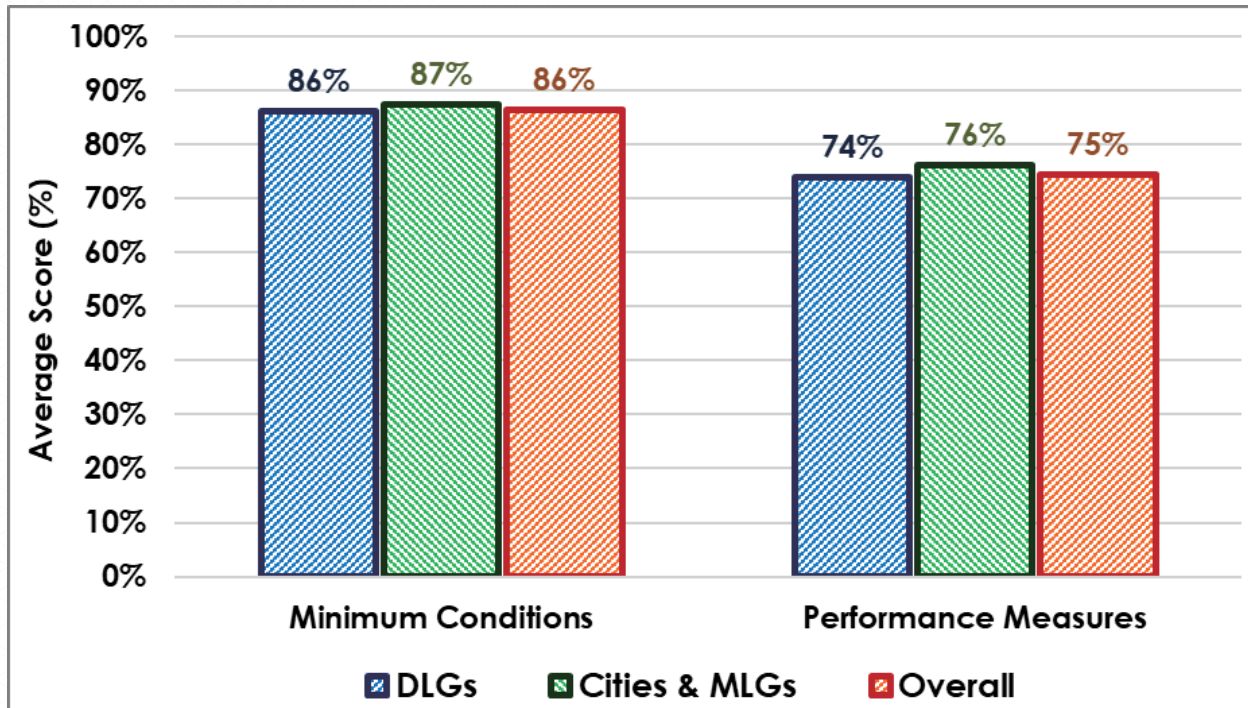
The overall average for the 2023 Education Assessment was 65% for all the Local Governments. The Education assessment results show that the DLGs performed between 19%-99%, with Ibanda District scoring 99% and the least three (3) performing LGs of Busia DLG, Moroto DLG and Moroto Municipal Council scoring 19% each. The overall combined average score was 65%, with the average score for the DLGs at 64% and that of the Cities and MLGs stood at 67% for the period under assessment.

4.2.2: Average performance in the Minimum Conditions and Performance Measures

The Education minimum conditions assessed in 2023 were: i) Human Resource Management and Development on whether the recruitment of education critical staff was conducted; and ii) Environment and Social Requirements by conducting the social, climate change screening and impact assessments for Education projects.

The Educational Performance Measures covered themes of Investment management, monitoring and supervision, Human Resource management, Performance reporting and improvement, LG Service Delivery Results, and Environmental, Social Safeguards. The figure 54 below shows the average scores of the MCs and PMs, disaggregated by DLGs and MLGs.

Figure 54: Average scores under Education MCs and PMs; disaggregated for MLGs and DLGs

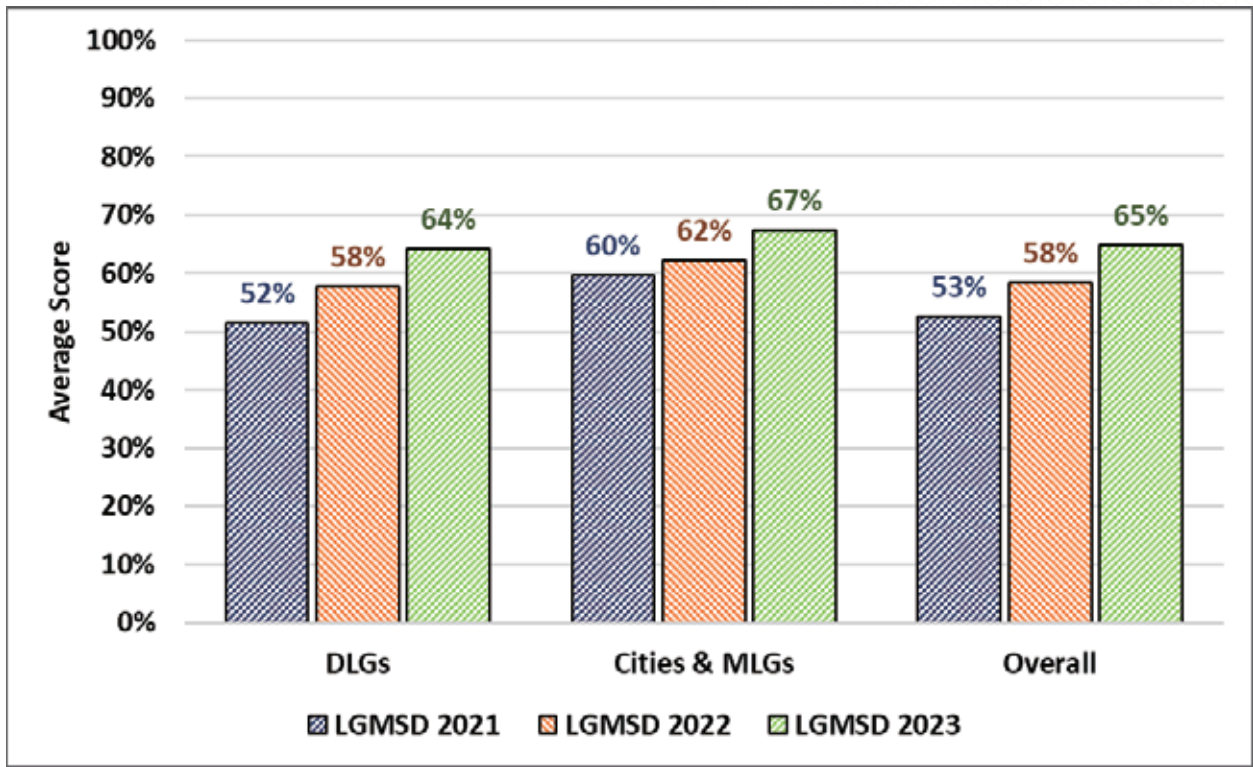


No of LGs Assessed=176

From the graph above, the MLGs average in both Minimum conditions and Performance Measures was at 87% and 76% respectively. On the other hand, the DLGs performance in the minimum conditions and performance measures was at 86% and 74% respectively. This implies that the MLGs performed relatively better than the DLGs in both aspects.

The figure 55 below shows the trend over three (03) years of the combined average scores for the Education Minimum Conditions and Performance Measures

Figure 55: Trend analysis for the combined average scores under Education MCs and PMs; disaggregated for MLGs and DLGs

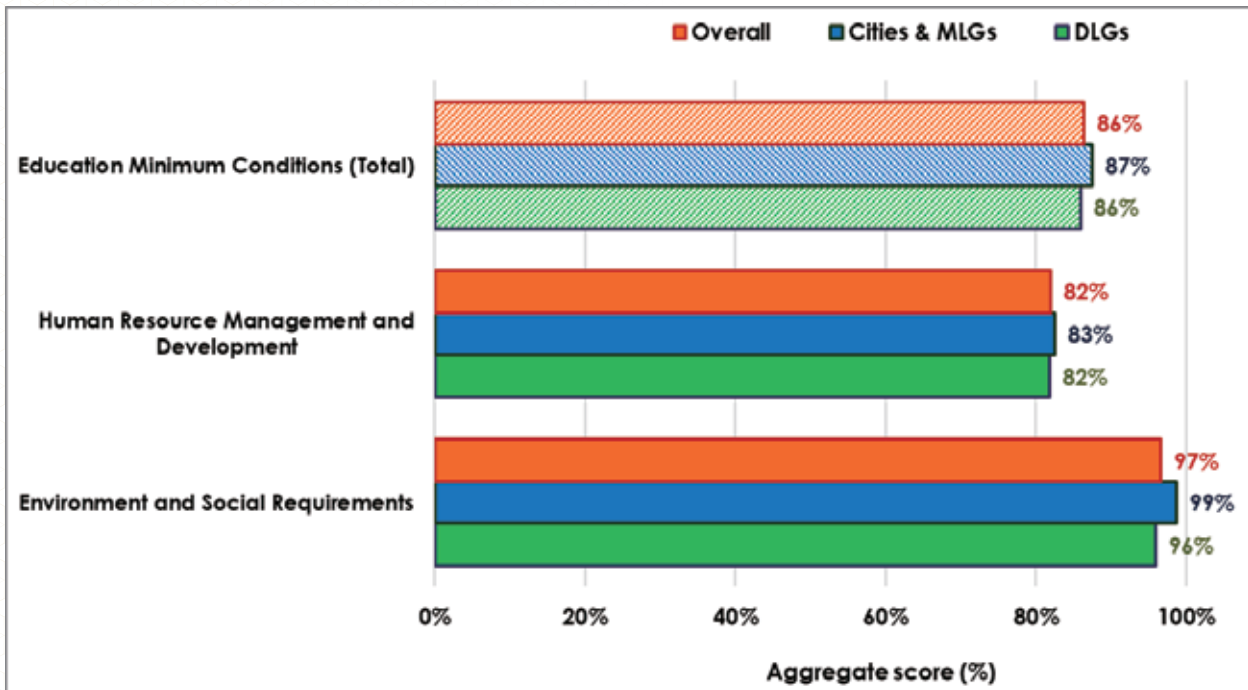


No. of LGs Assessed=176

The assessment results over three (3) years, 2021, 2022 and 2023 continued to show a progressive trend where both the DLGs and Cities/Municipalities registered improved performance as shown in the figure 55 above. Overall, there has been progressive growth, from 53% in 2021, to 58% in 2022 and 65% in 2023.

The figure 56 below, show the scores attained in the education minimum conditions as disaggregated by DLGs, Cities and Municipal Local Governments

Figure 56: Performance scores under Education MCs; disaggregated for MLGs and DLGs

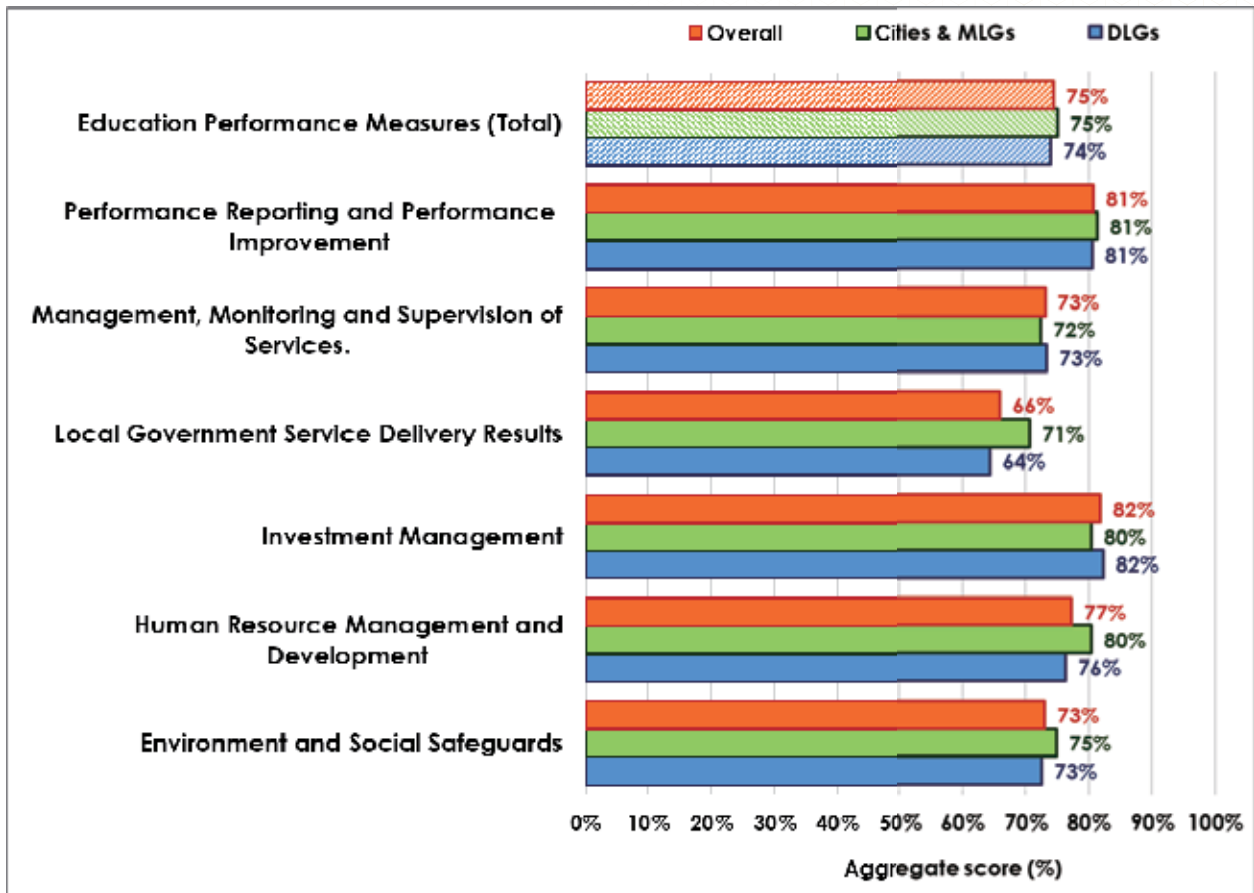


No. of LGs Assessed=176

Assessment of Compliance with Education Minimum Conditions showed that overall was at 86%, disaggregated as 86% for DLGs and 87% for Cities and Municipalities. Best performance was recorded in the Environment and Social requirements at 97% versus 82% in the Human Resource Management and Development.

The six (6) thematic areas for the education performance measures were assessed in 2023 and the aggregate scores are presented in the figure 57 below.

Figure 57: Aggregate scores for the six thematic areas under the Education performance measures



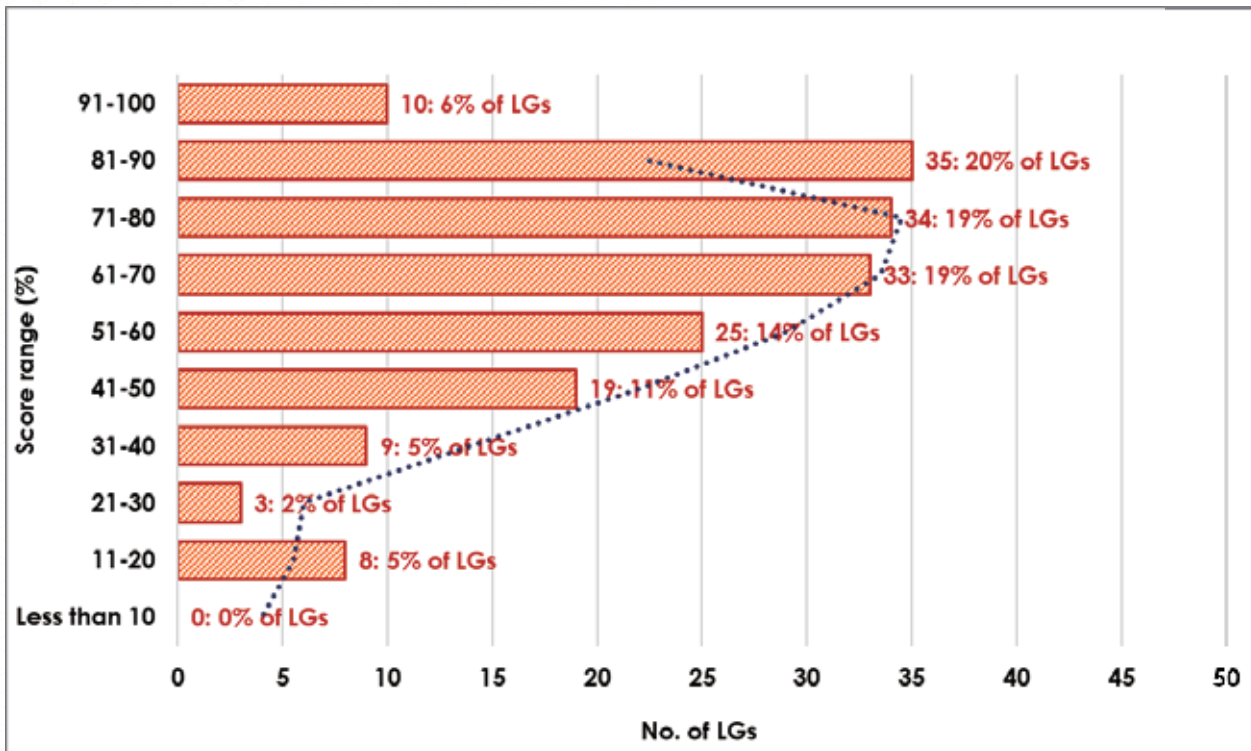
No. of LGs Assessed=176

The assessment across all the education thematic areas performed relatively well with an aggregate score of 74% in all DLGs and 75% for Cities/Municipalities. This translates to an aggregate of 75% overall. The best thematic area for Investment Management performed at an average of 82%. The least overall aggregate score was evidenced in the LG Service Delivery Results thematic area at 66%. This implies improvement in compliance to the performance guidelines and the LGMSD manual.

4.2.3 Distribution of LGs across the various Scores Categories

The assessment scores were summarized across all the LGs and the figure 58 below shows the distribution from the least to the best performing Local Government.

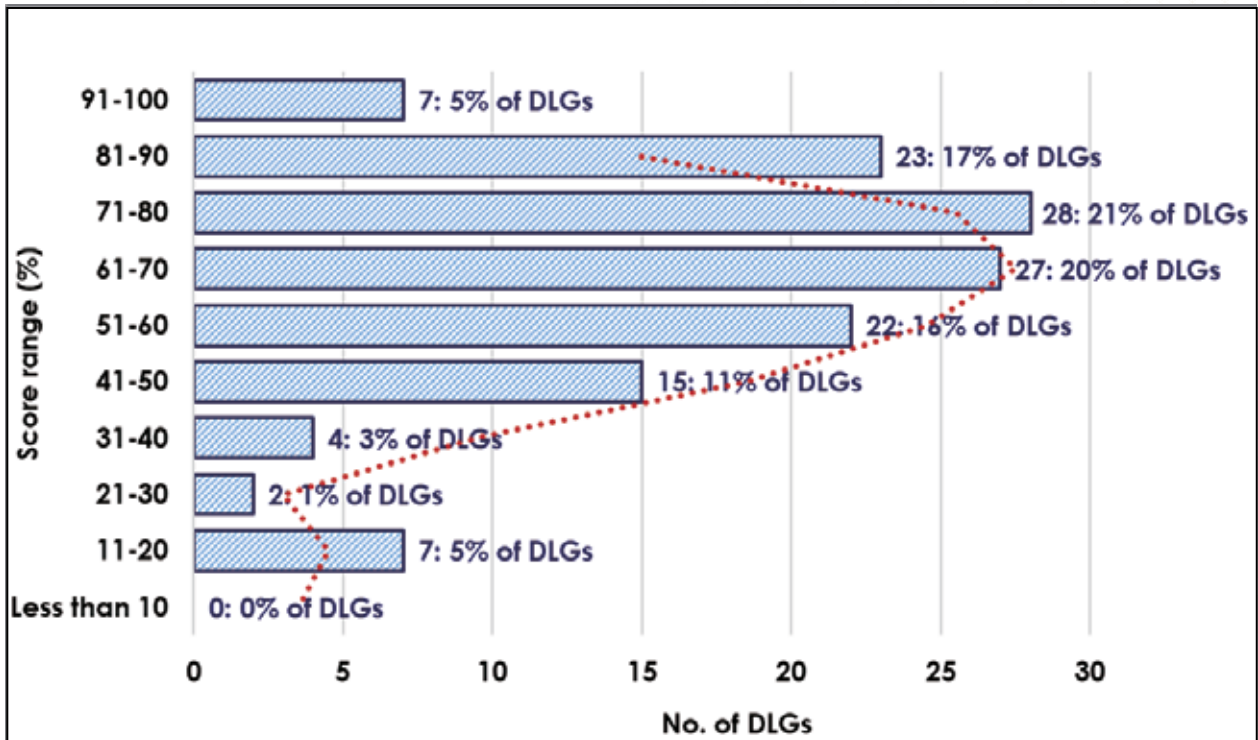
Figure 58: Distribution of LGs in Education across score categories



No. of LGs Assessed=176

It can be noted from the graph that the overall LG marks range between the highest score of 99% (for Ibanda DLG) and 19% (for Busia DLG, Moroto DLG and Moroto MLG). The graph shows that 10(ten) LGs scored above 91% and 146 LGs scored in the category between 41%-90% which indicates an improvement for the majority LGs. The lower segment of the 20 LGs scored below 40% that shall require mentoring and performance improvement plans to attain better marks and ultimately service delivery.

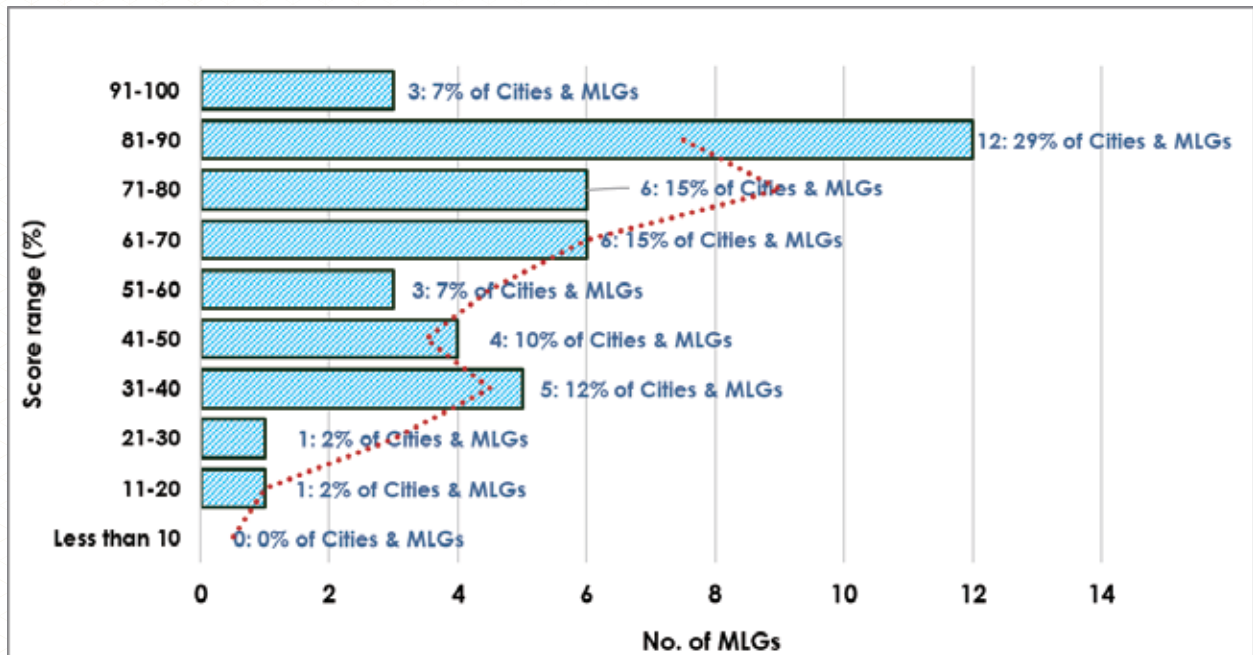
Figure 59: Distribution of DLGs in Education across score categories



No. of LGs Assessed=135

The analysis shows that 5% of the DLGs scored above 91% and, 86% of the DLGs scored between 41%-90% and 9% of the DLGs scored 40% and below. Notable improvement was recorded where none of the DLGs performed less than 10.

Figure 60: Distribution of Cities and MLGs in Education across various score categories



No. of MLGs Assessed=41

The results from the assessment 2023 shows that three (03) of the Cities and the MLGs (i.e. Ibanda MLG, Kumi MLG & Kamuli MLG) scored above 91%, thirty-one MLGs accounting for 77% of the MLGs scored between 41-90% and seven MLGs equivalent to 16% of the MLGs scored below 40%, and these included: Masaka City, Arua City, Mbale City, Fort portal City, Kotido MC, Moroto MC and Rukungiri MC.

4.2.4 Ranking of the LGs Performance Assessment

The table 15 below shows the education assessment ranking of the best top ten performing districts as assessed in 2023

Table 15: Top Ten (10) Overall Best Scoring LGs on Education Performance Areas (Minimum Conditions and Performance Measures combined)

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021
1	99	Ibanda District	5	87	3	87
2	95	Kibaale District	10	84	15	80
3	94	Kamuli Municipal Council	N/A	N/A	N/A	N/A
3	94	Kamuli District	32	75	34	70
3	94	Kaliro District	50	70	101	46
6	92	Luuka District	1	90	98	47
6	92	Kumi Municipal Council	150	19	115	40
6	92	Ibanda Municipal Council	37	74	78	52
6	92	Buyende District	57	67	63	57
10	91	Isingiro District	3	88	9	82

The overall ten (10) best performing LGs are as listed in the table 15 above. Tremendous improvement in education over the 3 years was recorded, among others in Kumi MC, Kamuli DLG, Kaliro DLG, Ibanda MC and Buyende DLG. Note that the education assessment for Kamuli MC performance for 2021 and 2022 was being conducted under a separate framework and user manual of the USMID programme and therefore, N/A for those two years.

Table 16: Bottom Ten (10) Scoring LGs on Education Assessment Areas (Minimum Conditions and Performance Measures)

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021
167	22	Kotido Municipal Council	83	57	139	22
167	22	Kabarole District	138	34	70	55
169	20	Butaleja District	83	57	93	48
169	20	Nakasongola District	132	38	119	38
169	20	Masindi District	26	76	23	76
169	20	Kotido District	105	50	141	20
169	20	Nakapiripirit District	147	20	153	13
174	19	Moroto Municipal Council	N/A	N/A	N/A	N/A
174	19	Moroto District	15	81	70	55
174	19	Busia District	143	27	133	24

The least 10 performing LGs showed a downward trend over the last three years. For the 2023 assessment, the mark-range for the least performers was between 0-22%, with

the lowest scoring 19%, and these were: Moroto MC, Moroto DLG and Busia DLG. The Moroto MC scores for the previous two years of 2021 and 2022 were not readily available because the assessment was being conducted under the USMID manual and guidelines assessment framework.

Table 17: The top 10 scoring indicators for Education MCs and PMs – 2023

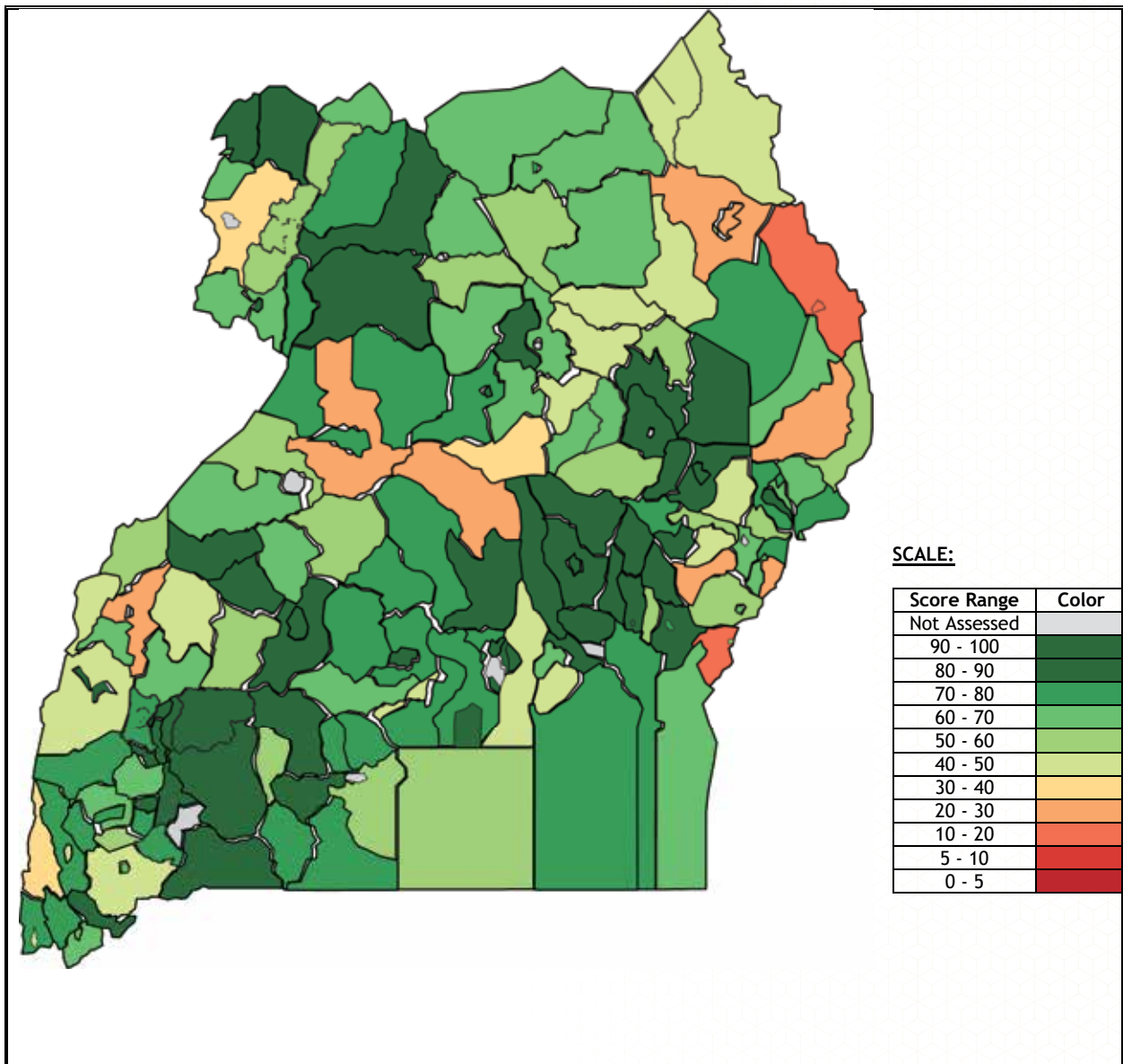
Rank 2023	Indicator Name	Score 2023
1	Budgeted for Head Teachers and Teachers	100%
2	School infrastructure followed standard technical designs by MoES	99%
2	Education development grant spent on eligible activities	99%
4	Teacher deployment list publicized	98%
4	Complete education project procurement Files	98%
6	Conducted ESCC screening	97%
6	Education projects approved by the Contracts Committee and cleared by the Solicitor General where above threshold	97%
8	Conducted ESIA's	96%
8	Accurate reports on Teacher deployment	96%
10	Compilation of EMIS return forms	95%

Table 18: The bottom 10 scoring indicators for Education MCs and PMs – 2023

Rank 2023	Indicator Name	Score 2023
44	Change in UCE pass rates	59%
45	Appraisal of primary school head teachers	57%
46	Recruited Primary School Teachers as per MoES staffing guidelines	57%
46	Education projects proof of Land ownership	56%
48	Appraisal of LG Education Staff	55%
49	School compliance with MoES budgeting and reporting guidelines	54%
50	Timely submission of warrants for school's capitation	39%
51	Change in PLE pass rate	31%
52	Timely invoicing & communication of capitation grants to schools	27%
53	Appraisal of Secondary School Head Teachers	27%

The worst performing indicators as highlighted above were: appraisal of secondary school headteachers (27%), timely invoicing and communication of capitation grants to schools (27%), the change in PLE pass rate (31%), and Timely submission of warrants for school’s capitation (39%), among others.

Figure 61: Map showing geographical distribution of LG scores in the Education assessment



No. of LGs Assessed =176

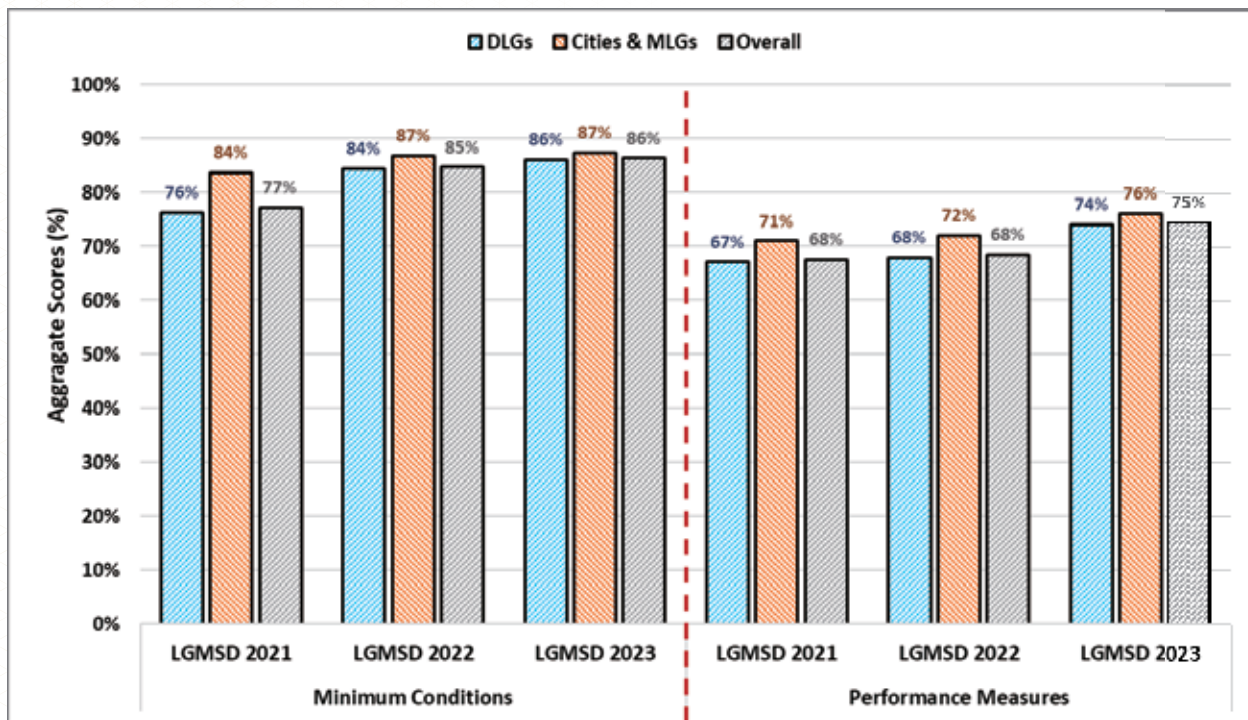
From the map above, the distribution of the overall best and the least performing districts in Uganda is highlighted by the colour themes as defined in the scale. Notably, the best district was Ibanda and the least performers were: Moroto DLG, Moroto MLG and Busia DLG

4.3 Performance trends in the Education Assessment 2023

4.3.1 Comparison of the Education Performance scores for the Minimum Conditions and Performance

The figure 62 below shows the assessment trends for the education minimum conditions and the performance measures over the last three years of 2021, 2022 and 2023.

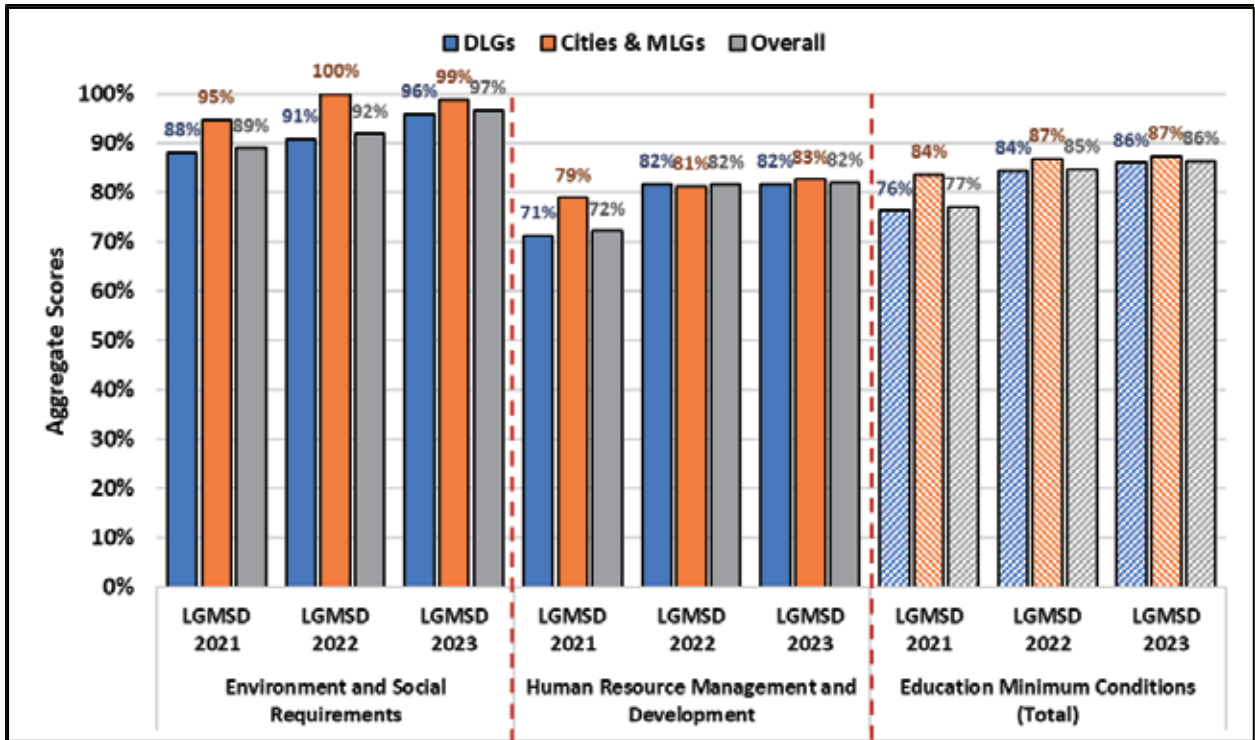
Figure 62: Comparing the Education Performance Scores for Minimum Conditions and Performance Measures between LGMSD 2021, 2022 and 2023 per Assessment Area



No. of LGs Assessed =176

The Education performance scores for the minimum conditions per assessment area indicate that there has been steady improvement for the last three (3) years, 2021,2022 and 2023, from 77% to 85% and 86% respectively. On the other hand, the performance measures, have over the same period, as well, progressed from 68% to 75% respectively. Overall, the Cities/MLGs have continued to outperform the DLGs in both assessment areas.

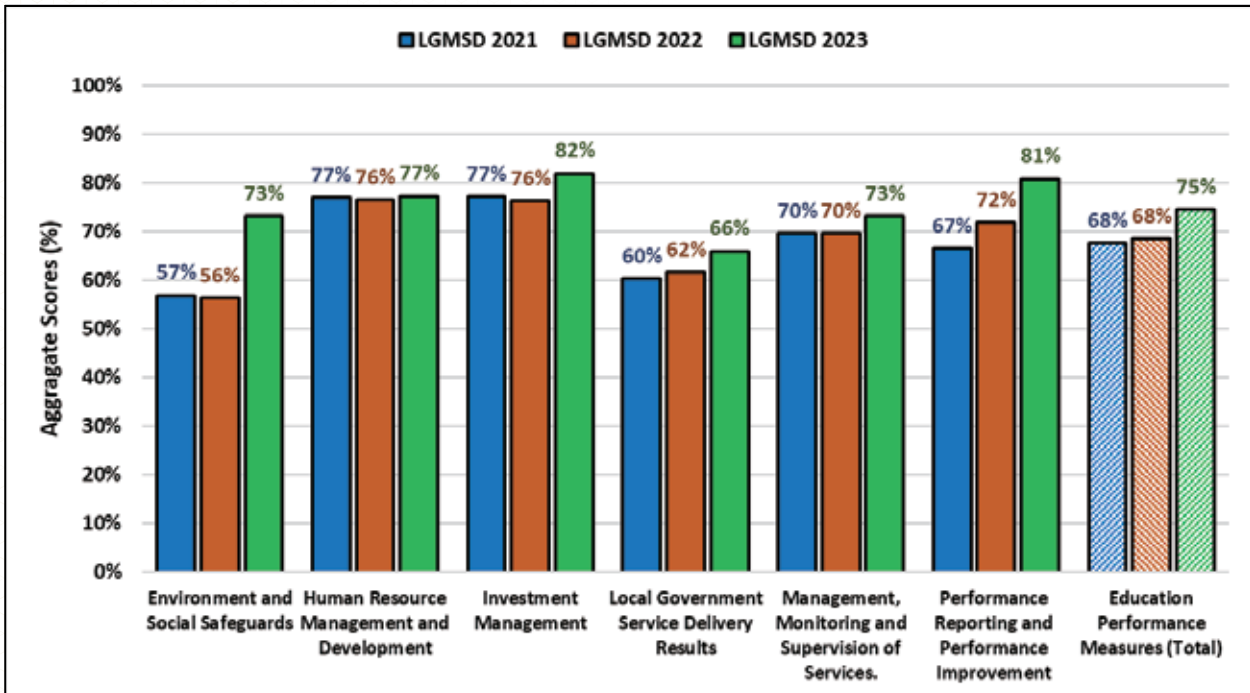
Figure 63: Overall performance for education minimum conditions thematic areas - LGMSD 2021, 2022 and 2023



No. of LGs Assessed = 176

The Education Minimum Conditions thematic areas have continued to perform well over the last three years, 2021, 2022 and 2023. The Environment and Social Requirements performed at 97% up from 92% in 2022. On the other hand, there was no change in the Human Resource Management and Development that remained at the same mark of 82%. Overall, the minimum conditions thematic areas decimally improved from 85% in 2022 to 86% in 2023.

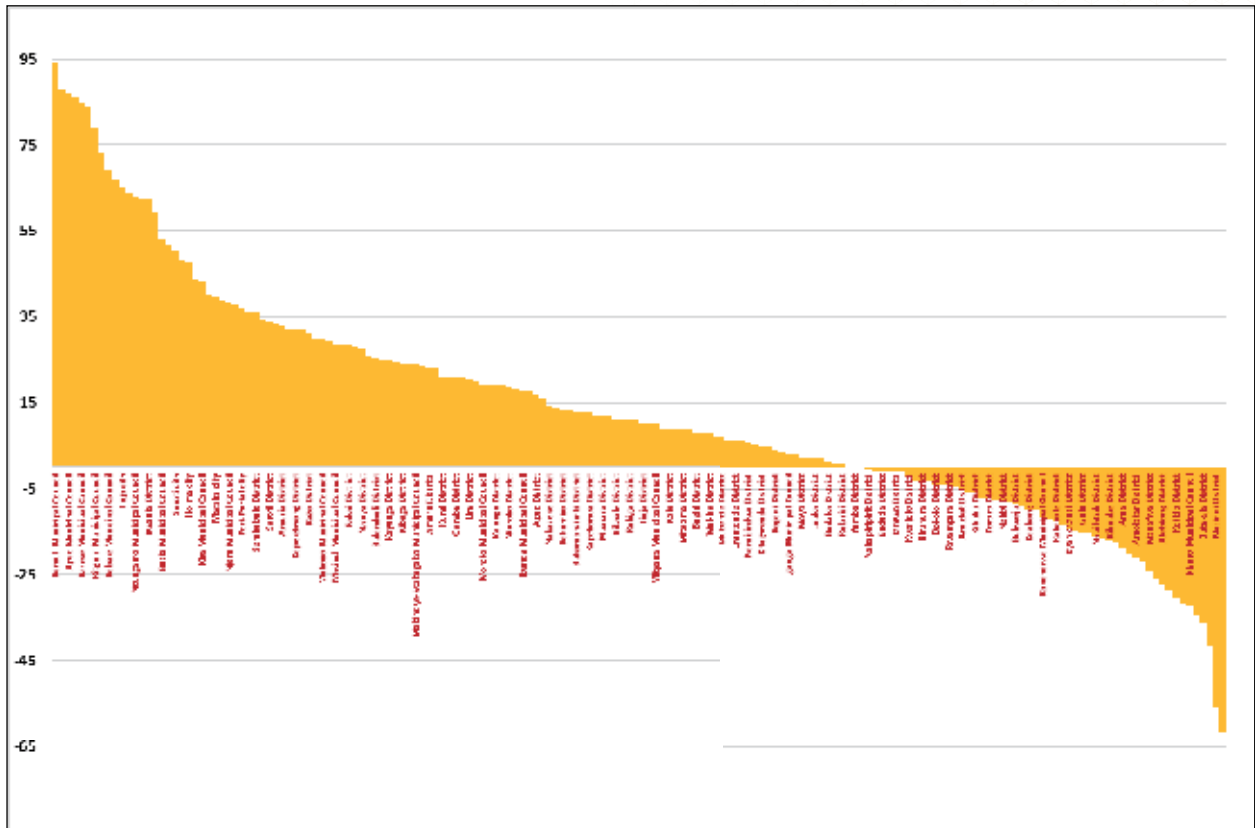
Figure 64: Overall performance for education performance measures thematic areas – LGMSD 2021, 2022 and 2023



No. of LGs Assessed = 176

The assessment of the Education Performance measures thematic areas shows steady improvement in all thematic areas from 68% in 2022 to 75% in 2023. Notable increment was registered in the environmental and social safeguards from 56% in 2022 to 73% in 2023. Other increments were registered in Investment Management from 76% in 2022 to 82% in 2023, Performance Reporting and Improvement from 72% in 2022 to 81% in 2023, among others.

Figure 65: LGs that improved and those that declined



No. of LGs Assessed = 176

The graph above shows that some LGs improved their Education average performance compared to the previous assessment period. There are more LGs that improved than those that declined. These, among others, included: Kumi Municipality that improved from 19% in 2022 to 92% in 2023; Ibanda MLG from 74% to 92%; Kiira MLG from 45% to 88%; and Buyende DLG from 67% to 92%.

On the other hand, LGs that declined with big variances included: Moroto DLG from 81% to 19%; Masindi DLG from 76% to 20%; Butaleja from 57% to 20%; Kanungu from 63% to 34% and Kabarole from 34% to 20%, among others.

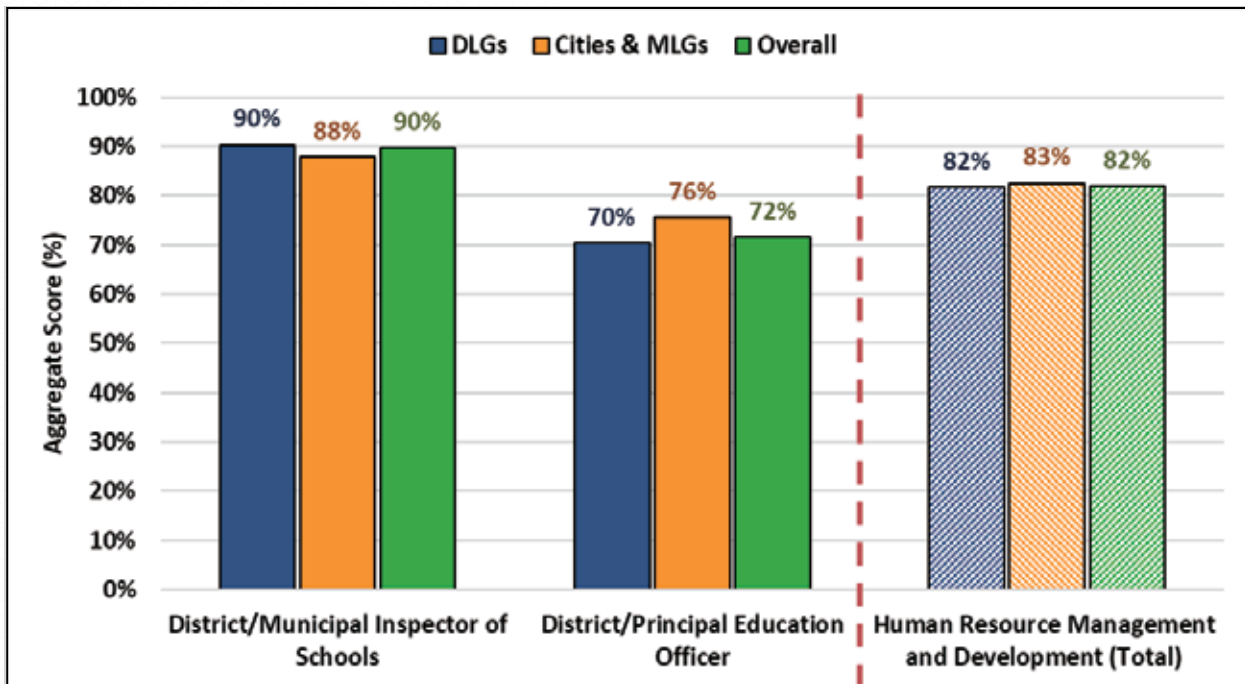
4.4 Education Minimum Conditions Results

This section, deals with the assessments results from the Education Minimum Conditions of 2023

4.4.1 Human Resource Management and Management

The figure 66 below show the average scores in the Human Resource management and Development assessed during the 2023 LGMSD assessment period.

Figure 66: Scores for Human Resource Management and Development under Education Minimum Conditions

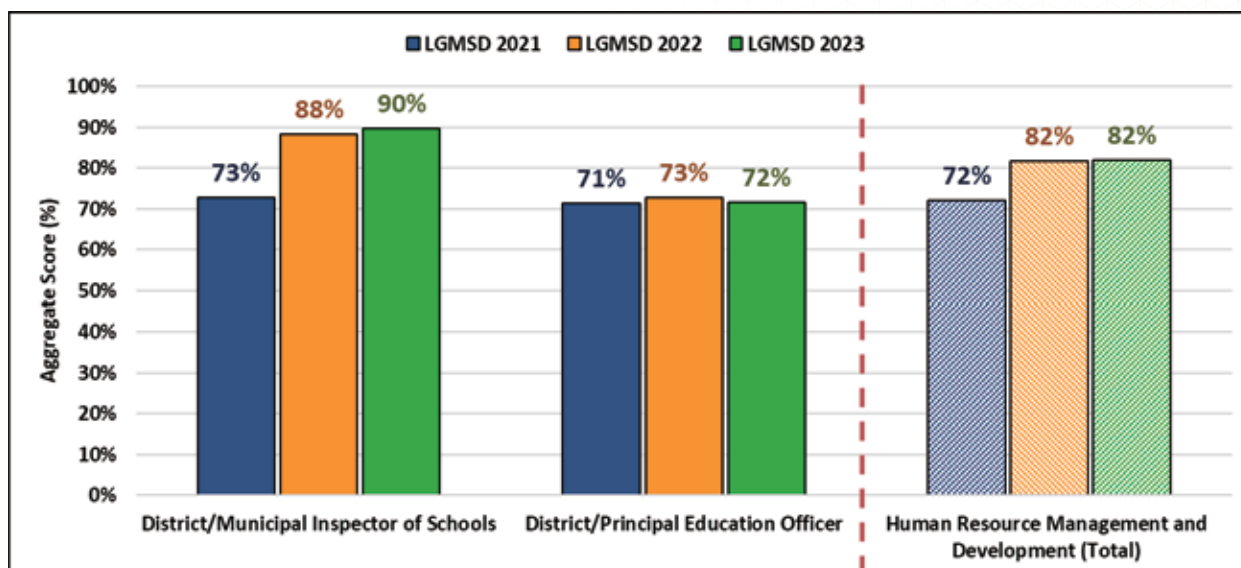


No. of LGs Assessed = 176

The overall scores for the Human Resource Management and Development (recruitment of district/municipal education officers and school inspectors) performed at 82% overall i.e. 82% for DLGs and 83% for cities and MLGs. The overall score for District /Principal Education Officer performed at 72% below the average total as compared to the average score of the District/Municipal Inspector of Schools at an average of 90%. On the other hand, about 28% of the total positions for District/Principal Education Officers are still vacant and are yet to be filled.

The figure 67 below shows the trend over the last three years in the human resource management and development, and specifically, the recruitment of inspectors of schools and District /Principal Education Officers.

Figure 67: Comparison performance of LGs in Minimum Conditions for the area of Human Resource Management and Development



No. of LGs Assessed = 176

The assessment over three (3) years, indicate that overall, the Human Resource Management and Development was static at 82% in 2023 and 2022. This may be attributed to a decline in the District/Principal Education Officer positions filled from 73% in 2022 to 72% in 2023. On the other hand, the District /Municipal Inspector of Schools positions performed at 90% in 2023 up from 88% in 2022

LGs without a Substantive DEO/PEO (52 LGs)

Jinja City, Kakumiro DLG, Namayingo DLG, Kamwenge DLG, Kwania DLG, Kalaki DLG, Kween DLG, Kaberamaido DLG, Kapchorwa MLG, Serere DLG, Lyantonde DLG, Bugweri DLG, Kyegegwa DLG, Hoima DLG, Pader DLG, Busia MLG, Masaka DLG, Butebo DLG, Kyankwanzi DLG, Kapelebyong DLG, Tororo DLG, Sironko DLG, Amudat DLG, Soroti City, Sheema DLG, Hoima City, Kyenjojo DLG, Bundibugyo DLG, Alebtong DLG, Kasese DLG, Otuke DLG, Kisoro MLG, Kabong DLG, Abim DLG, Karenga DLG, Ntungamo DLG, Arua DLG, Mbale City, FortPortal City, Namisindwa DLG, Kotido MLG, Kabarole DLG, Butableja DLG, Nakasongola DLG, Masindi DLG, Kotido DLG, Nakapiripirit DLG, Moroto MLG, Moroto DLG and Busia DLG

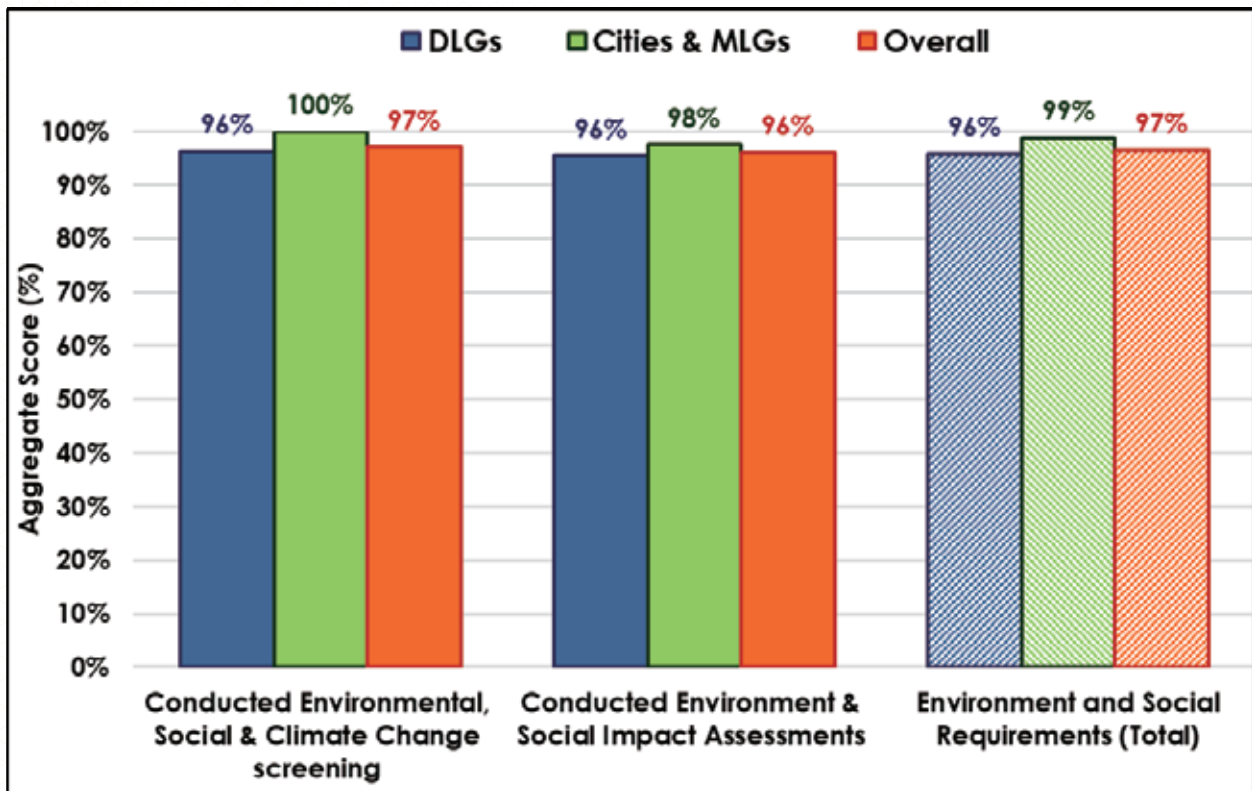
LGs without a Substantive Inspector of Schools (18 LGs)

Buikwe DLG, Butambala DLG, Budaka DLG, Mbarara City, Mukono DLG, Rukungiri MLG, Masaka City, Kanungu DLG, Amolatar DLG, Kotido MLG, Kabarole DLG, Nakasongola DLG, Masindi DLG, Kotido DLG, Nakapiripirit DLG, Moroto MLG, Moroto DLG and Busia DLG

4.4.2 Environment and Social Requirements in Education

The figure 68 below shows the average scores in the Environment and Social requirement thematic areas for the Education minimum conditions

Figure 68: Scores for Education Minimum Conditions for Environment and Social Requirements - LGMSD 2023

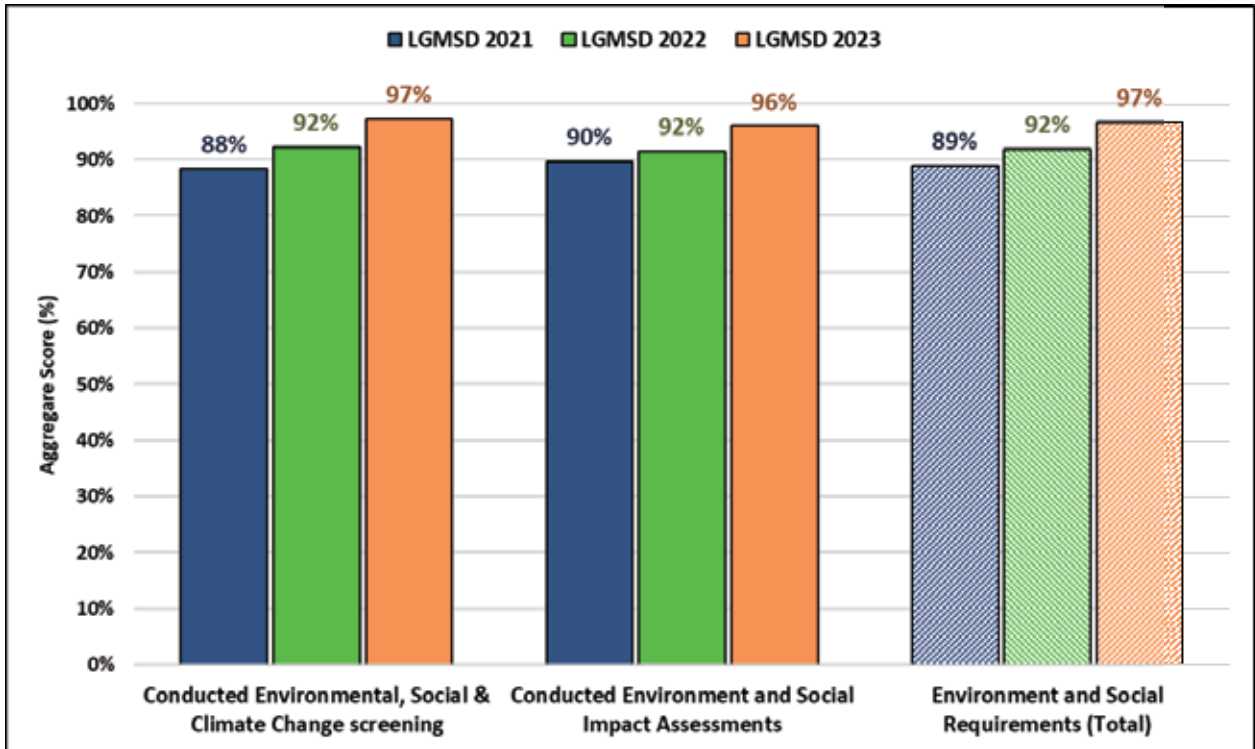


No. of LGs Assessed = 176

Overall, the assessment of the Environment and social requirements (total) performed at 97%. The DLGs Performance in conducting the Environment, Social and Climate Change Screening (ESCCS) and Environment and Social Impact Assessments (ESIAs) performed at 96% during the 2023 assessment period. On the other hand, Cities/MLGs performed at 100% and 98% in the ESCCS and ESIA respectively.

Comparatively, the trend over the last three years were analyzed and the results presented in the figure 69 below.

Figure 69: Comparison of aggregate scores in Minimum Conditions for the area of Environment and Social Requirements for LGMSD 2021, 2022 & 2023



No. of LGs Assessed =176

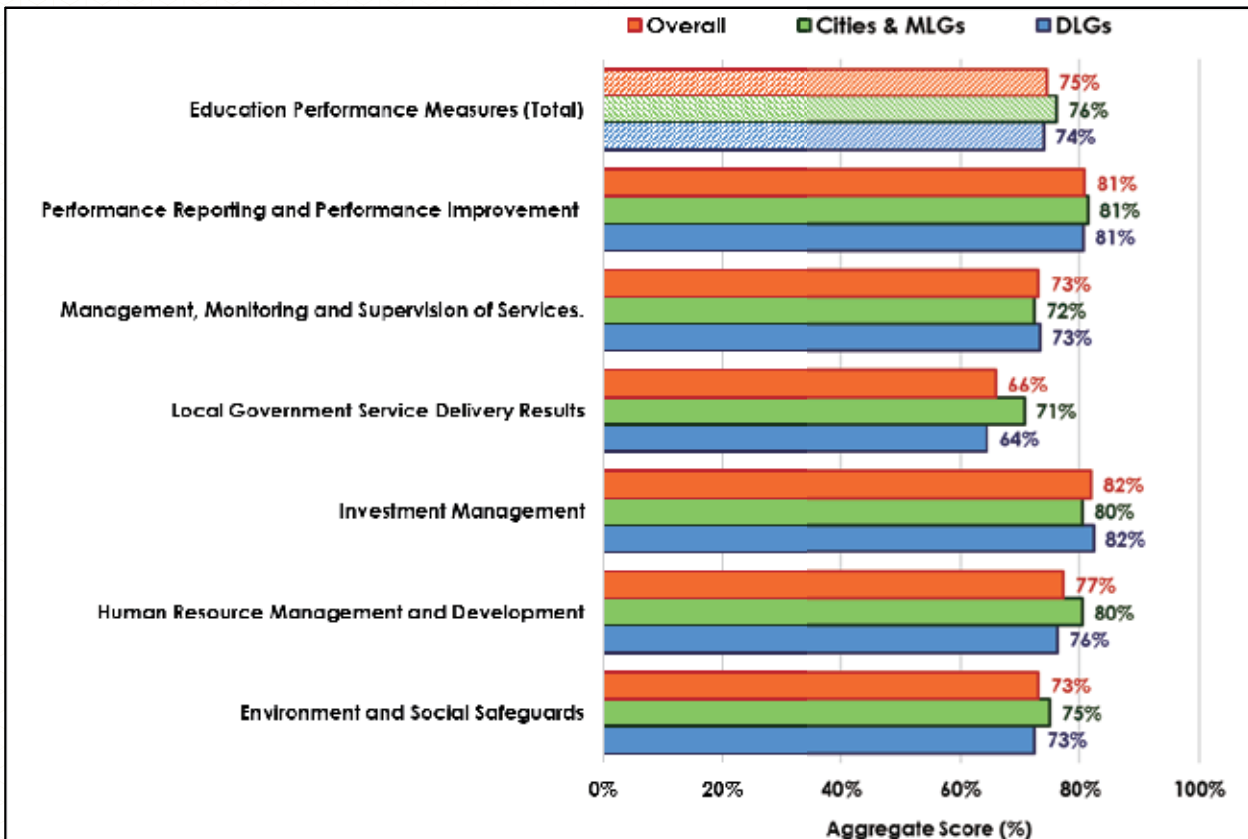
The aggregate score for 2023 of the Environment and Social Requirements (total) performed at 97%, up from 92% in 2022. The Minimum condition for conducting the ESCCS performed at 97% in 2023, up from 92% in 2022. Similarly, the aggregate for conducting the ESIA performed at 96%, in 2023, up from 92% in 2022. This implies, therefore that the Environment and Social Requirements performed progressively satisfactorily over the 3-year period.

4.5 Education Performance Measures

4.5.1 Assessment areas under the Education Performance Measures

This section presents Education performance scores and results of the six assessment areas namely: Performance Reporting and Improvement, Management Monitoring and Supervision, Local Government Service Delivery Results, Investment Management, Human Resource Management and Development and Environmental Social Safeguards. The figure 70 below shows the summary of the results of performance areas.

Figure 70: Aggregate scores per assessment area under the Education Performance Measures

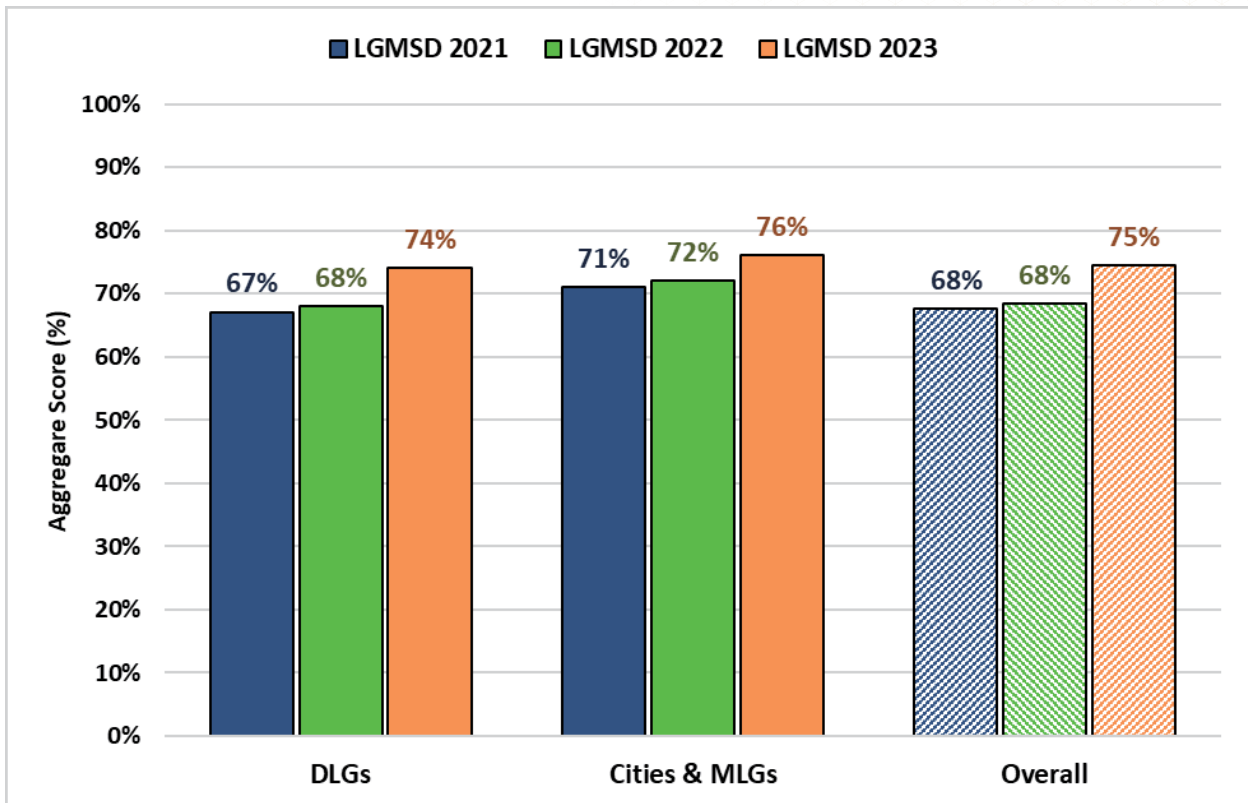


No. of LGs Assessed =176

The overall aggregate total score on the education performance measures was 75% over the assessment period. The Cities and Municipalities performed slightly better at 76% than the DLGs at 74%. Outstanding scores for all the LGs was recorded in the performance reporting and improvement (81%), investment management (82%), Human resource management and development (77%), as well as Environment and social safeguards (73%). Low performance was however, recorded in the area of Local Government service delivery results at an average score of 66%.

The assessment results were further analyzed across the three years (2021,2022, & 2023) for the trend comparison as shown in the figure 71 below.

Figure 71: Comparison of performance of LGs in Education Performance Measures



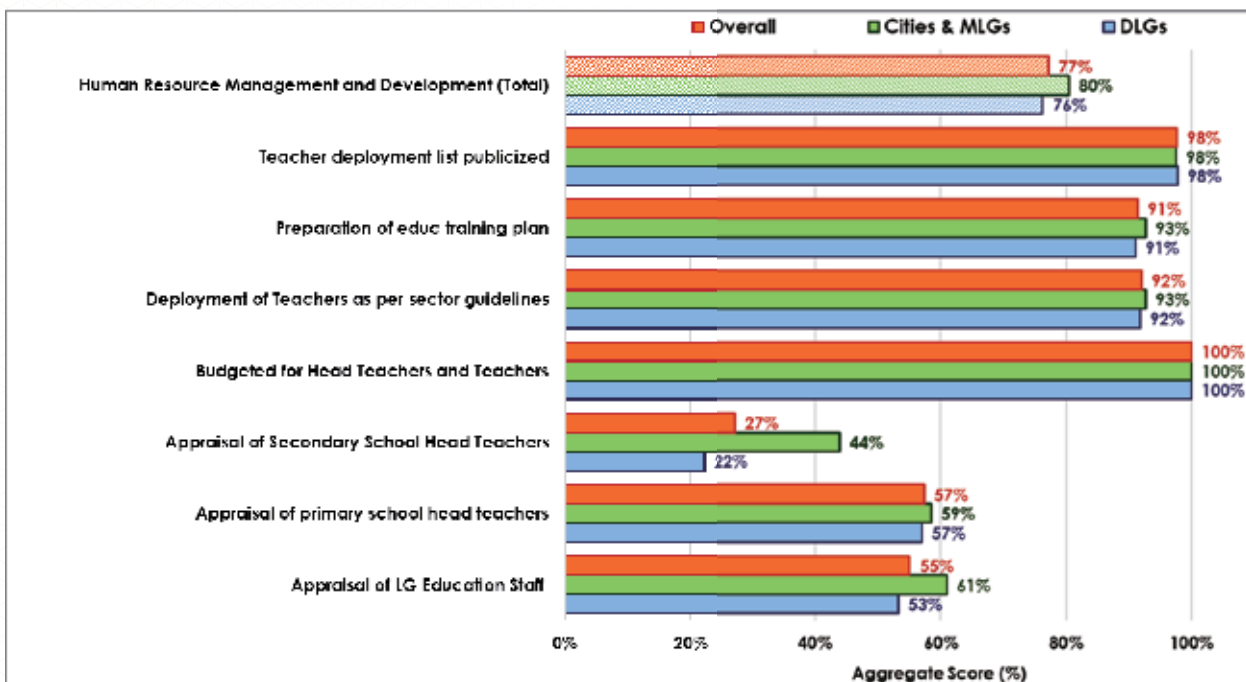
No. of LGs Assessed = 176

From the graph above, the overall LG education performance measures recorded modest growth from 68% in 2022 to 75% in 2023. There was an increment in scores in the DLGs from 68% in 2022 to 74% in 2023. Similarly, the Cities and Municipalities, improved from 72% in 2022 to 76% in 2023. The assessment therefore, noted progressive improvement in 2023, albeit stagnation between 2021 and 2022.

4.5.2 Human Resource Planning and Development

This section assesses the areas of human resource recruitment and deployment, budgeting for salaries and wages, training plans, appraisal of primary and school teachers and the education department staff. The figure 72 below, presents the aggregate scores and results of assessment in the areas highlighted above.

Figure 72: Aggregate scores in Human Resource Management and Development under Education Performance Measures



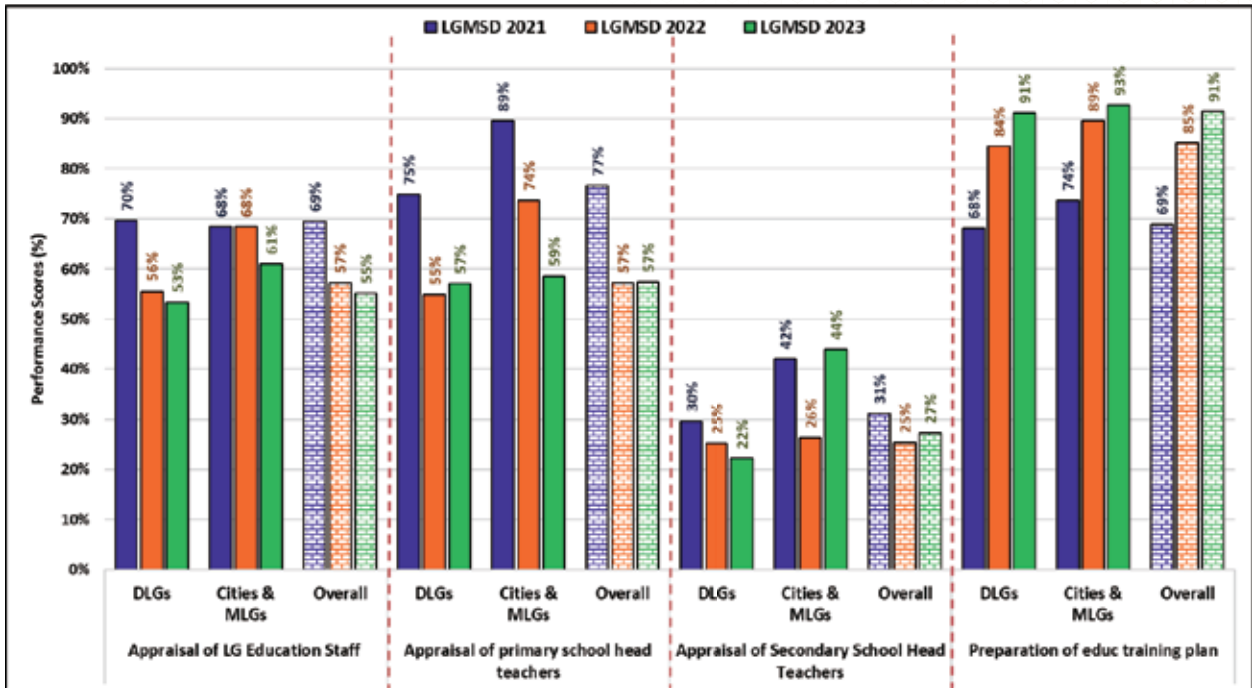
No. of LGs Assessed =176

Overall, the aggregate scores in the Human Resource management and development were at an average of 77% with the cities and municipalities performing at 80% and the DLGs performing at 76%. Four (04) thematic areas of teacher deployment, publication of teacher lists, education training plan preparation, and budgeting for Teachers and Head teachers were all performed well, between 91%-100%.

Conversely, appraisal of the primary school head teachers at an average of 57% and appraisal of education department staff performed at an average of 55%. The worst performing thematic area was the appraisal of secondary school Head Teachers at an average of 27%. This area requires serious attention by the responsible stakeholders since it has consistently performed poorly for the last 3 years.

The figure 73 below presents the trend analysis of the human resource planning and development performance measures.

Figure 73: Trend for selected Indicators under Human Resource Planning and Development -LGMSD 2023



No. of LGs Assessed =176

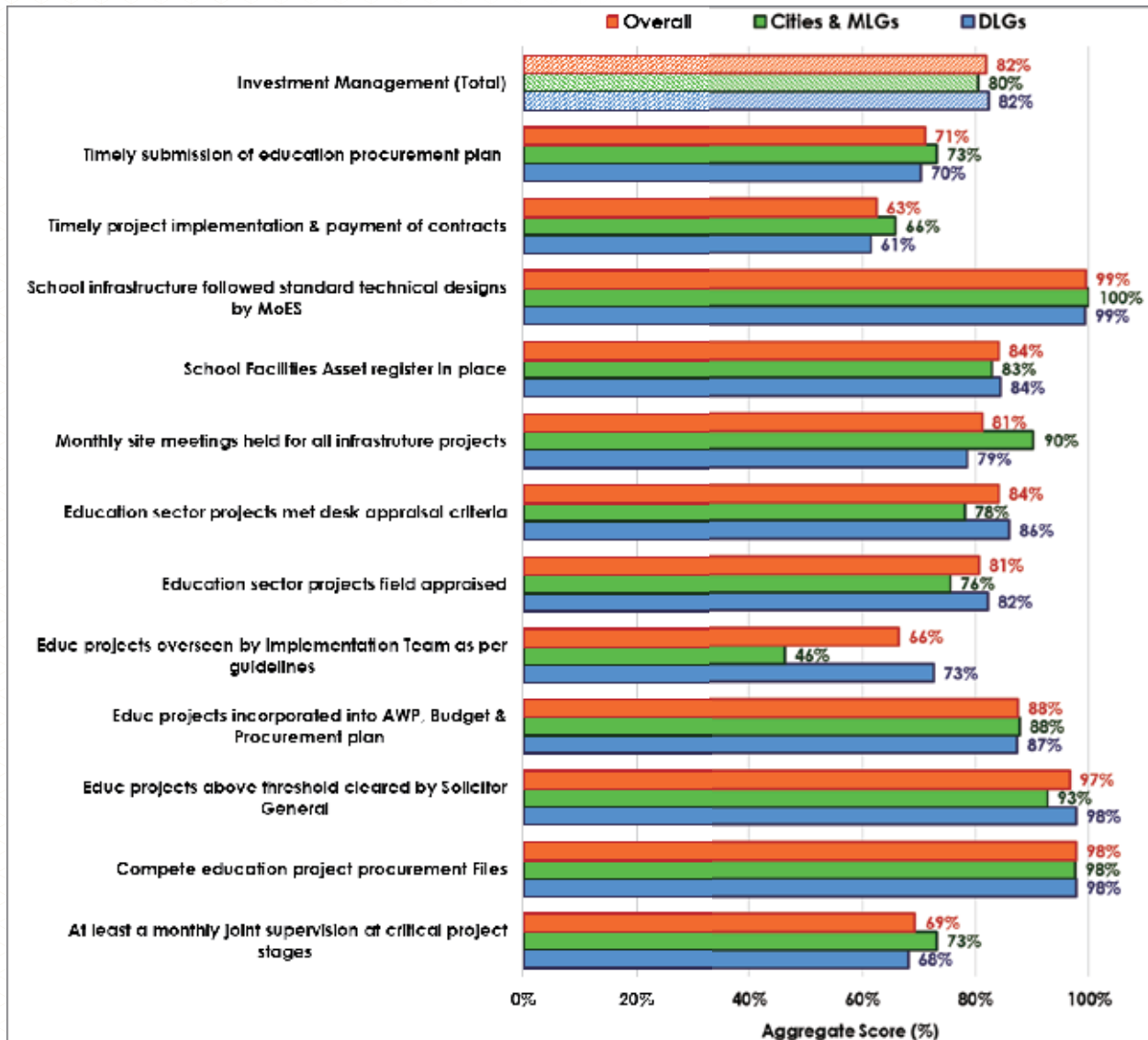
The thematic area on preparation of education training plans has continued to perform well over the last three years in all LGs with 91% in 2023, up from 85% in 2022 and up from 69% in 2021. Overall, the appraisal of primary school head teachers has been staggering over the last three years from 77% in 2021, to 57% in 2022 and remained at 57% in 2023.

Similarly, the appraisal of secondary school head teachers has been fluctuating between 31%, 25% and 27% over the last three years. Appraisal of education staff has, as well been declining across all the LGs in the last three (03) years from 69%, 57% to 55%. This trend requires the urgent attention from the MoES to work with MoPS to issue out proper guidelines on appraisal of Education staff and head teachers with corrective measures put in place.

4.5.3 Investment Management

This section deals with all aspects of investment planning and implementation. It focuses on the preparation of school project profiles, designs and estimates allowable by the engineers, procurement plans and processes involved, contracts management, approvals and supervision. The figure 74 below presents assessment results on Investment Management.

Figure 74: Education Performance Measure scores in Investment Management



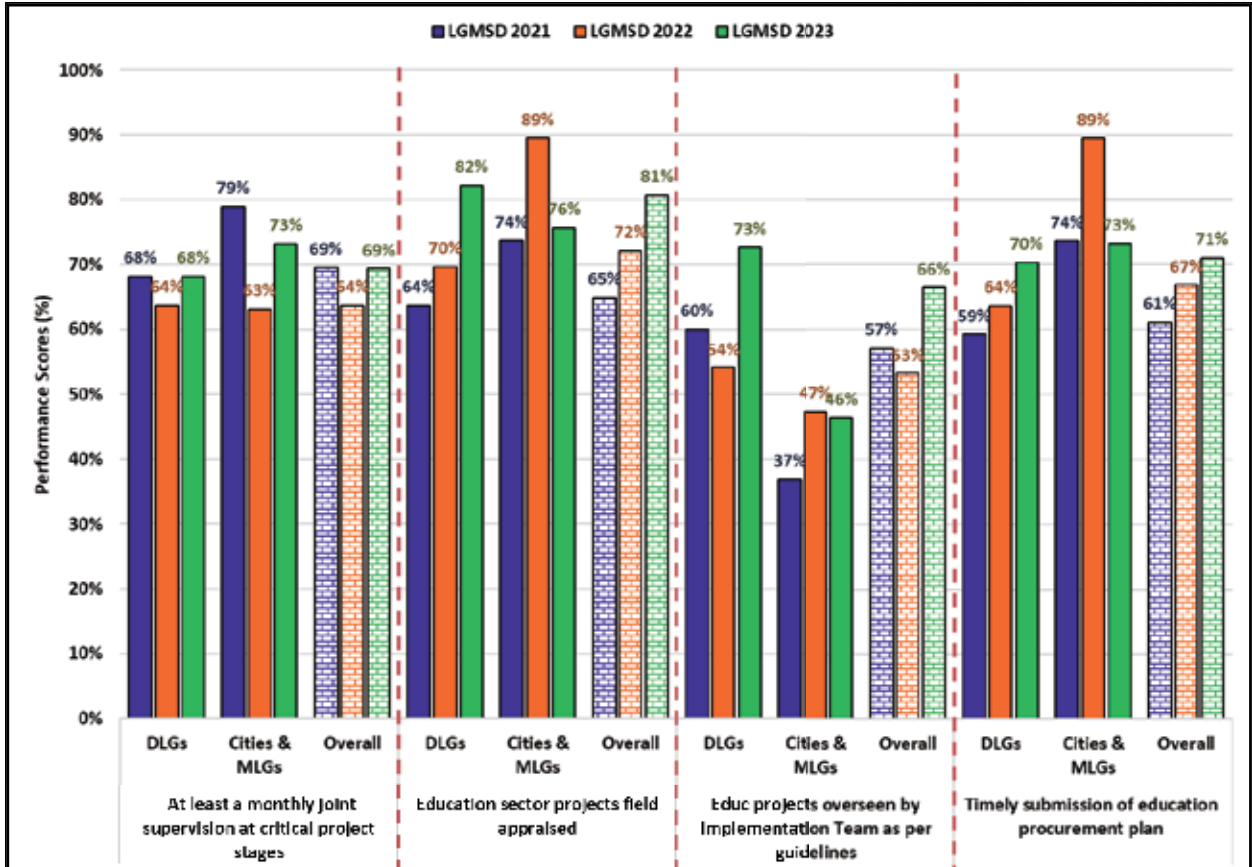
No. of LGs Assessed = 176

The aggregate score in education investment management was at 82% across all the LGs on average. Outstanding performance was recorded in completion of project procurement files, clearance of files by the Solicitor General, incorporation of projects in procurement plans, monthly meetings on infrastructural projects, school facilities assets registers, following of standard designs by MoES and timely submission of the education procurement plan.

Areas that modestly performed that require improvement include monthly joint supervision of projects at critical stages at 69%, overseeing projects by the

Implementation team at 66% and timely project implementation and contract payment at 63%.

Figure 75: Trend for selected Indicators under Investment Management -LGMSD 2023



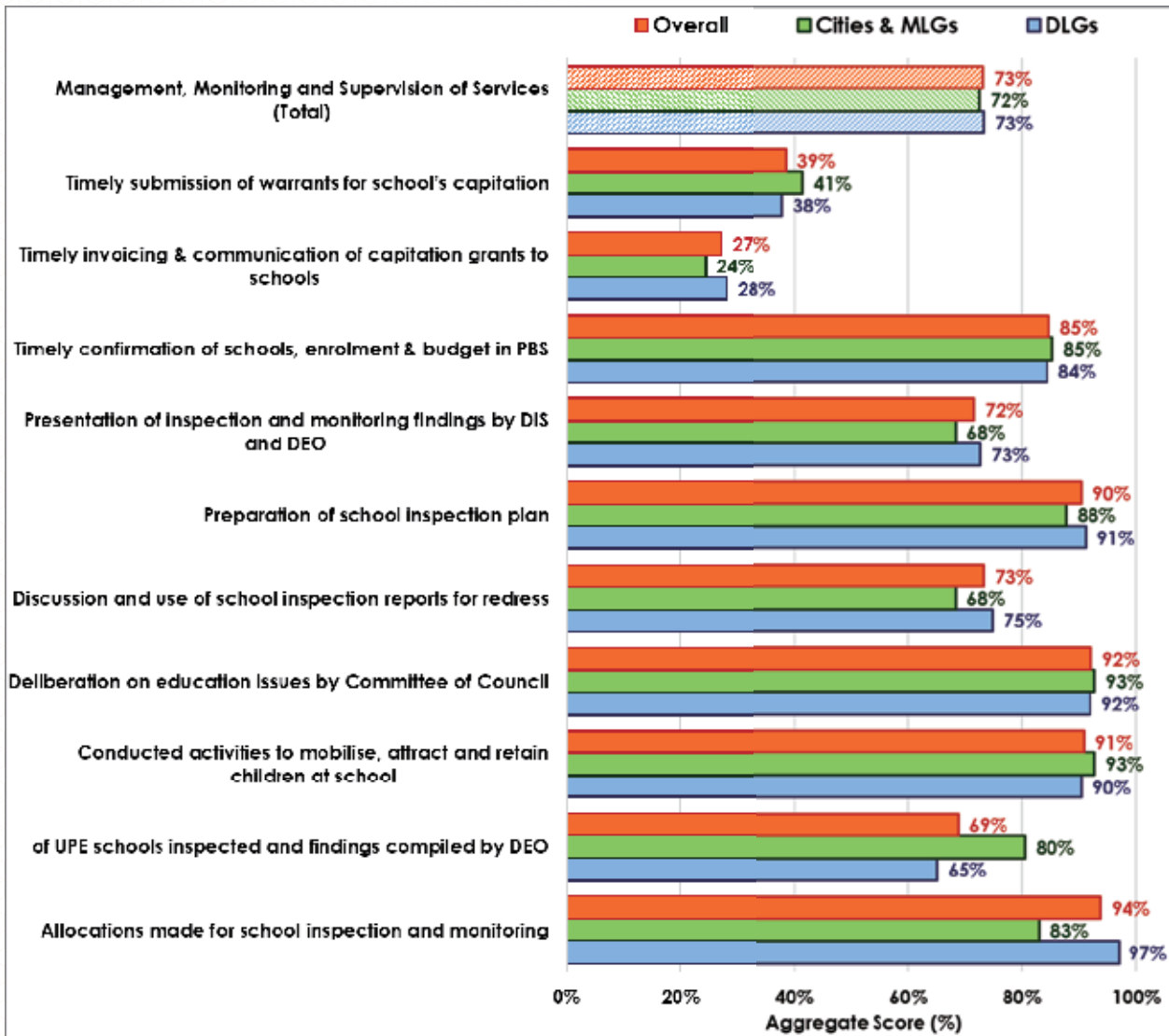
No. of LGs Assessed =176

The trend for selected indicators under investment management show that the timely submission of education procurement plan has been progressing positively from 67% in 2022 to 71% in 2023. Similarly, that field appraisal of educational projects scored well over the three years from 65% in 2021, to 72% in 2022 and 81% in 2023. Two (02) indicators of monthly joint supervision at critical stages and overseeing projects by the implementation teams as per guidelines, have, overall been fluctuating in the last three years.

4.5.4 Management, Monitoring and Supervision of Services

This thematic area deals with assessment results in timely submissions of warrants for capitation grants, timely invoicing and communication of warrants, UPE/USE school inspection, children mobilization to attend schools, preparation of plans, among others as presented below. The figure 76 below shows the results for the thematic area assessment for 2023.

Figure 76: Education Performance Measures in Management, Monitoring and Supervision of Services for 2023 assessment

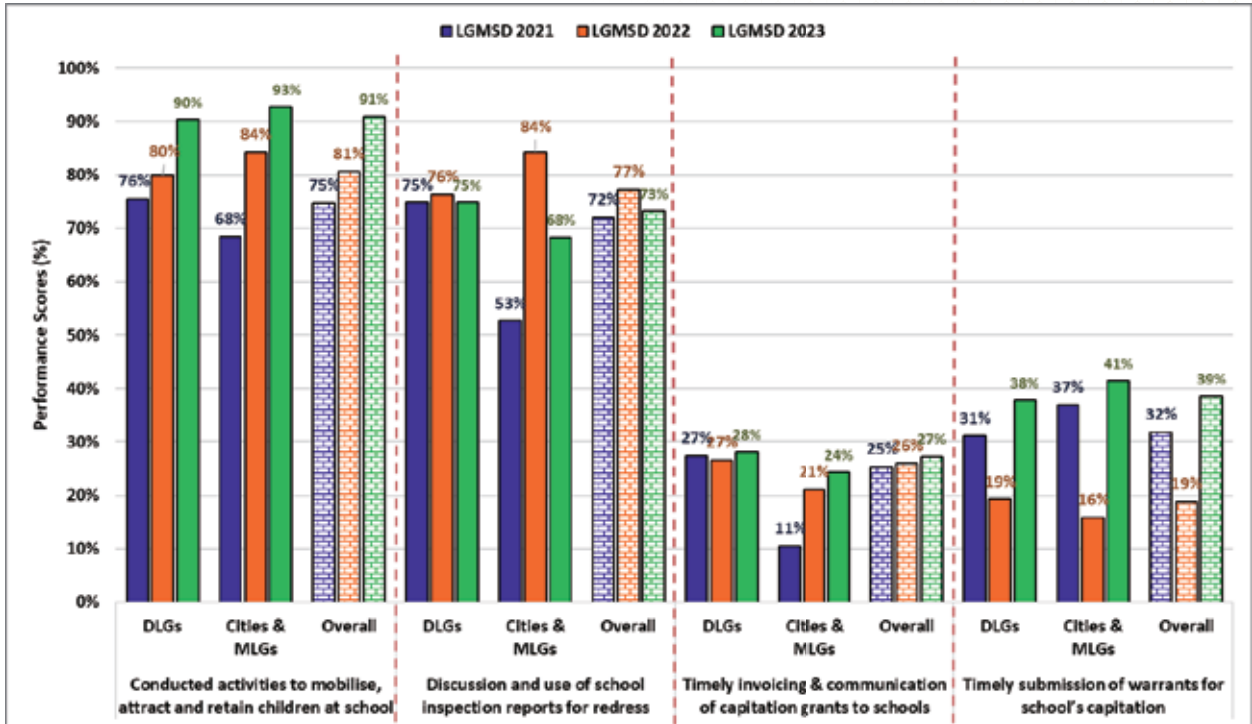


No. of LGs Assessed =176

The assessment shows that the performance measures in management, monitoring and supervision of services in the education performed at 73% across all the Local Governments. Notable areas of good performance were: allocation of resources to school inspection and monitoring, mobilization activities to attract and retain children in school, deliberation of education activities by council, preparation of school inspection plans, and timely confirmation of schools' enrolment and the budgets, among others. These indicators performed at scores ranging from 69% to 97% across the board

However, two indicators on: timely submission of warrants for school capitation and timely invoicing and communication of capitation grants performed poorly at 39% and 27% respectively.

Figure 77: Trend for selected Indicators under Management, Monitoring and Supervision Services -LGMSD 2023



No. of LGs Assessed = 176

The trend over the last three (03) years shows a positive trajectory over the selected indicators as shown above. The indicator on mobilization and attraction of children in school performed at 91% in 2023 up from 81% in 2022. Similarly, the timely submission of warrants for school capitation improved from 19% in 2022 to 39% in 2023.

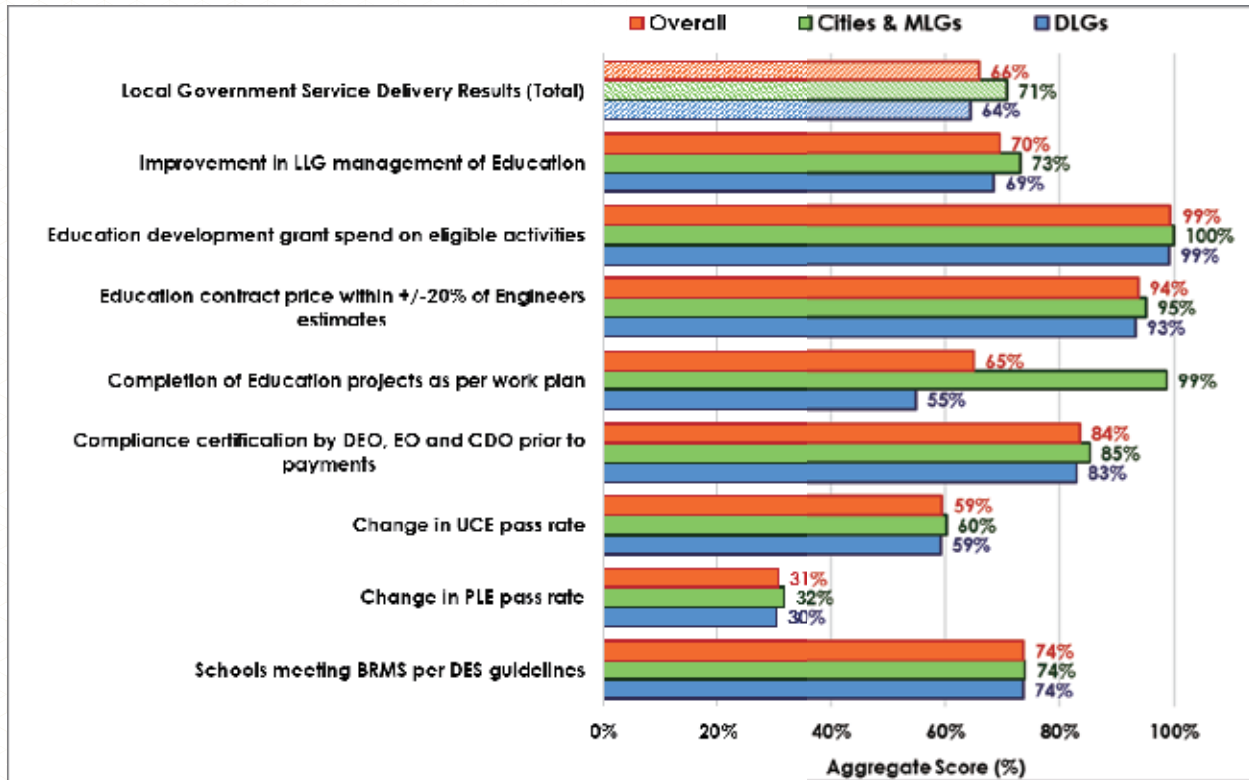
Improvement was also reflected in the indicator of timely invoicing; communication of capitation grants to schools from 26% in 2022 to 27% in 2023. There was a slight decline from 77% in 2022 to 73% in 2023 registered in the indicator on discussion and use of inspection reports in the redress of issues identified.

4.5.5 Local Government Service Delivery Results

The thematic area measures the assessment results of the indicators related to LG service delivery results. These among others include, change in UPE/USE pass rates, Schools meeting the Basic Requirements Minimum Standards (BRMS), Cost of projects

falling within engineers estimates of +/-20%, completion certification by the DEO, EO, and CDO, among others. The figure 78 below presents the assessment results for 2023.

Figure 78: Education Performance Measures in Local Government Service Delivery Results

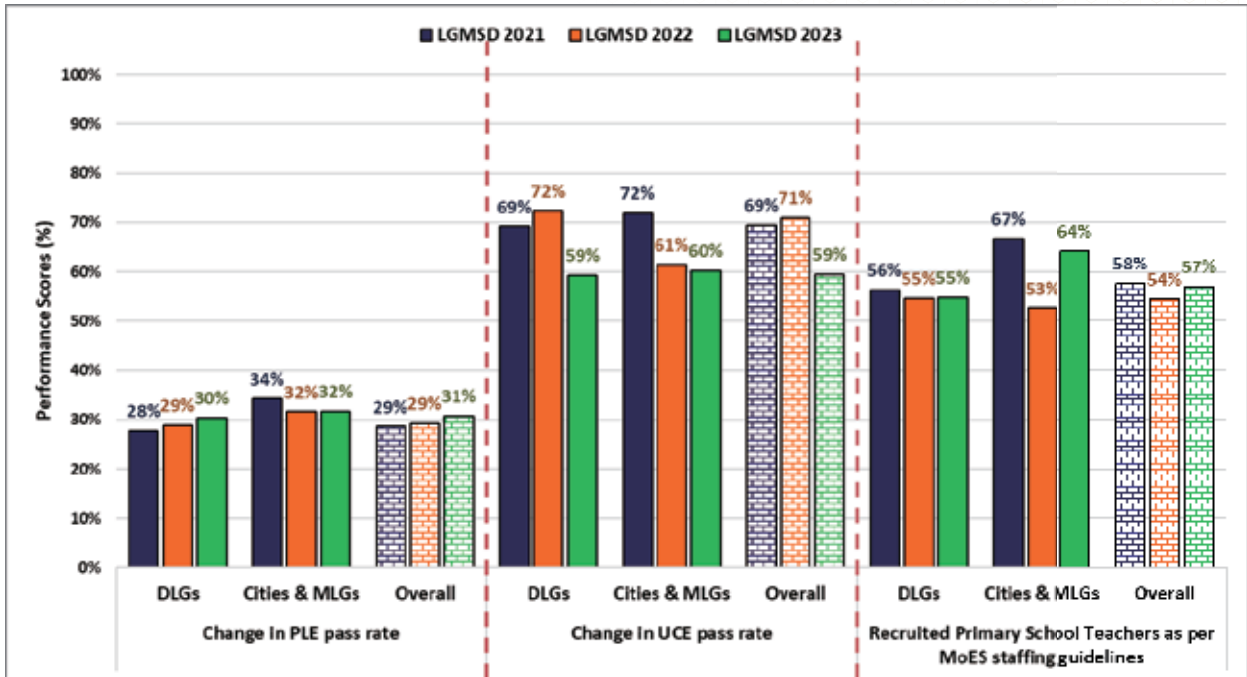


No. of LGs Assessed =176

The LGs performance in Service delivery results scored at 66% in the period under assessment. Overall, the Cities and Municipalities performed at 71% and the DLGs performed at 64% over the assessment period. Most of the indicators for the service delivery of results thematic area scored above 59%. Among these, include, schools meeting of the Basic Requirements and Minimum Standards per DES guidelines, changes in UCE grades, compliance certification by the DEO, completion of projects contract price within engineer’s estimates, grant spending on eligible activities and improvement in LLG management of education.

However, the change in PLE pass rate still lagged behind with an average of 31% in the period of assessment and this requires urgent attention across all the Local Governments i.e. only 31% of the LGs registered improvement in PLE pass rates by more than 5%. Equally so, only 59% of the LGs achieved the same under UCE pass rates.

Figure 79: Trend (2021 – 2023) for selected Indicators under Local Government Service Delivery Results



No. of LGs Assessed = 176

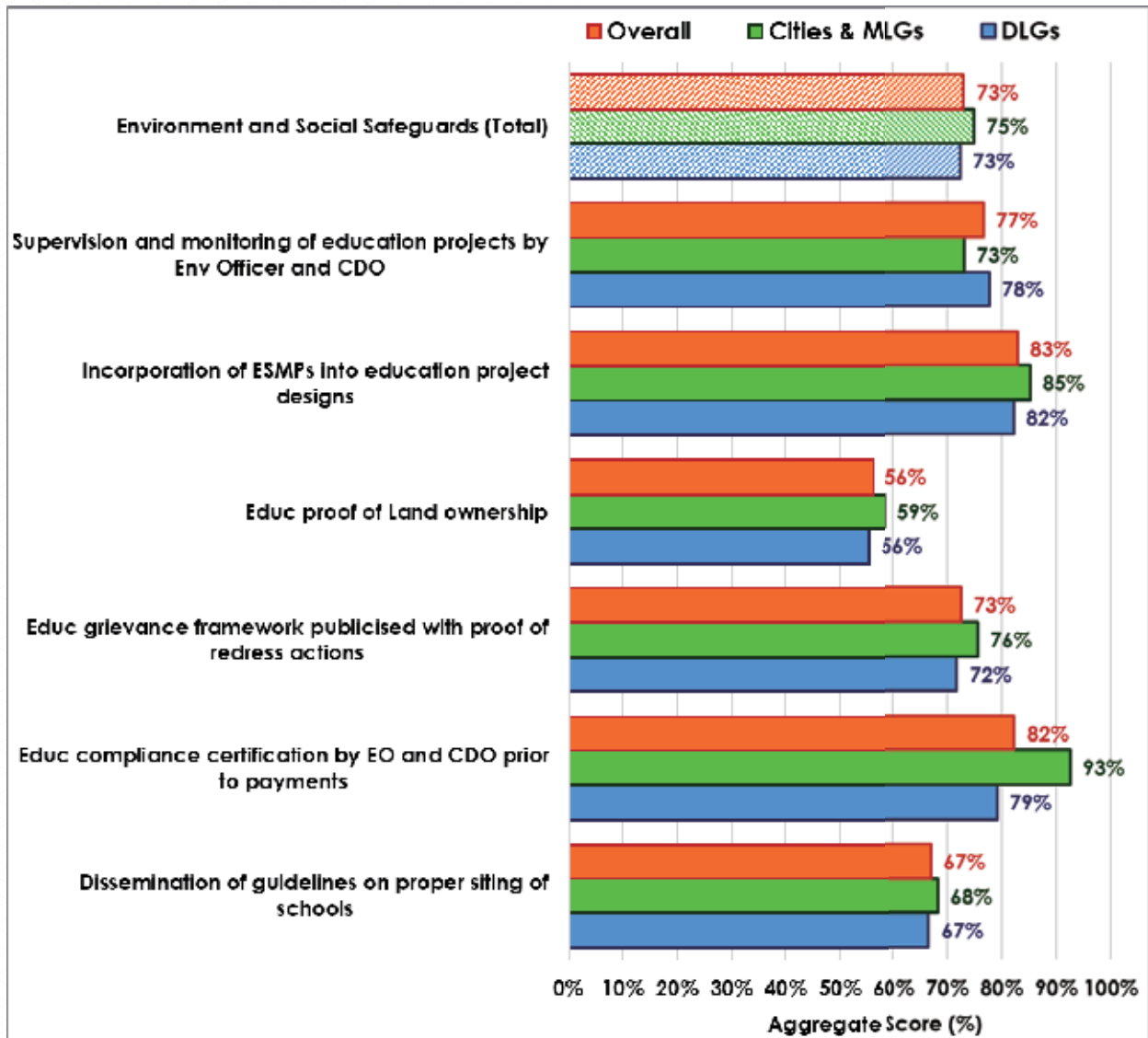
The trend data shown above indicates that there was a slight improvement in the change of PLE pass rates from 29% in 2022 to 30% in 2023 across the DLGs and stagnation in the MLGs. Despite the improvement in PLE performance, a lot more is still required in improving the pass rates across all the LGs.

Conversely, the change in the UCE pass rate declined from 71% in 2022 to 59% in 2023 assessment period. On the other hand, recruitment of primary school teachers performed well with a slight increase from 54% in 2022 to 57% in 2023, with the biggest increment being in the MLGs from 53% in 2022 to 64% in 2023.

4.5.6 Environment and Social Safeguards

In this thematic area, the assessment focused on, among others, incorporation of ESMPs into project preparation, proof of school project landownership, grievance handling, and proper siting of school projects. The figure 80 below shows the assessment results of the environment and social safeguards.

Figure 80: Education Performance Measures in Environment and Social Safeguards

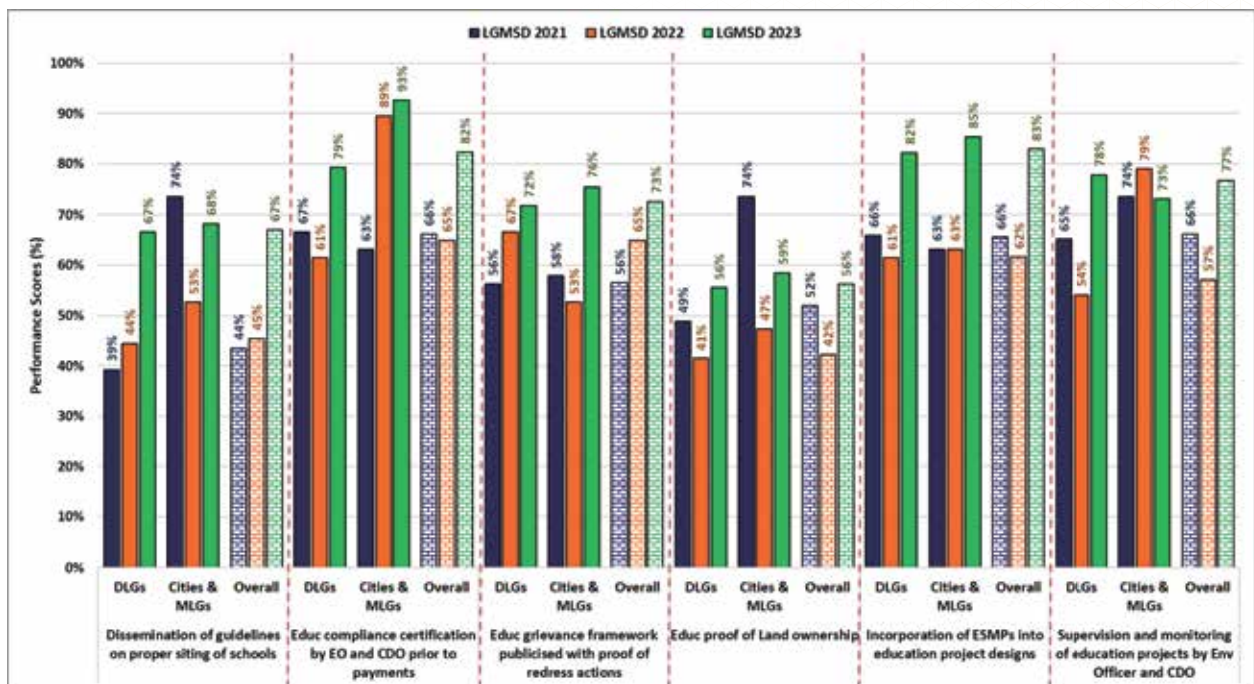


No. of LGs Assessed =176

Performance under the environment social safeguards thematic area recorded an average of 73% across all the LGs assessed. Notable good performance was recorded in the areas of education compliance certification by the EO and CDO prior to payments at 82%, incorporation of ESMPs in the education projects at 83%, supervision and monitoring by the EO and the CDO at 77%, among others.

On the other hand, proof of education land ownership performed relatively low at 56% compared to other indicators across the LGs. The Cities and MLGs performed better in proof of land ownership at 59% compared to 56% of the other DLGs.

Figure 81: Trend for selected Indicators under Environment and Social Safeguards - LGMSD 2023



No. of LGs Assessed = 176

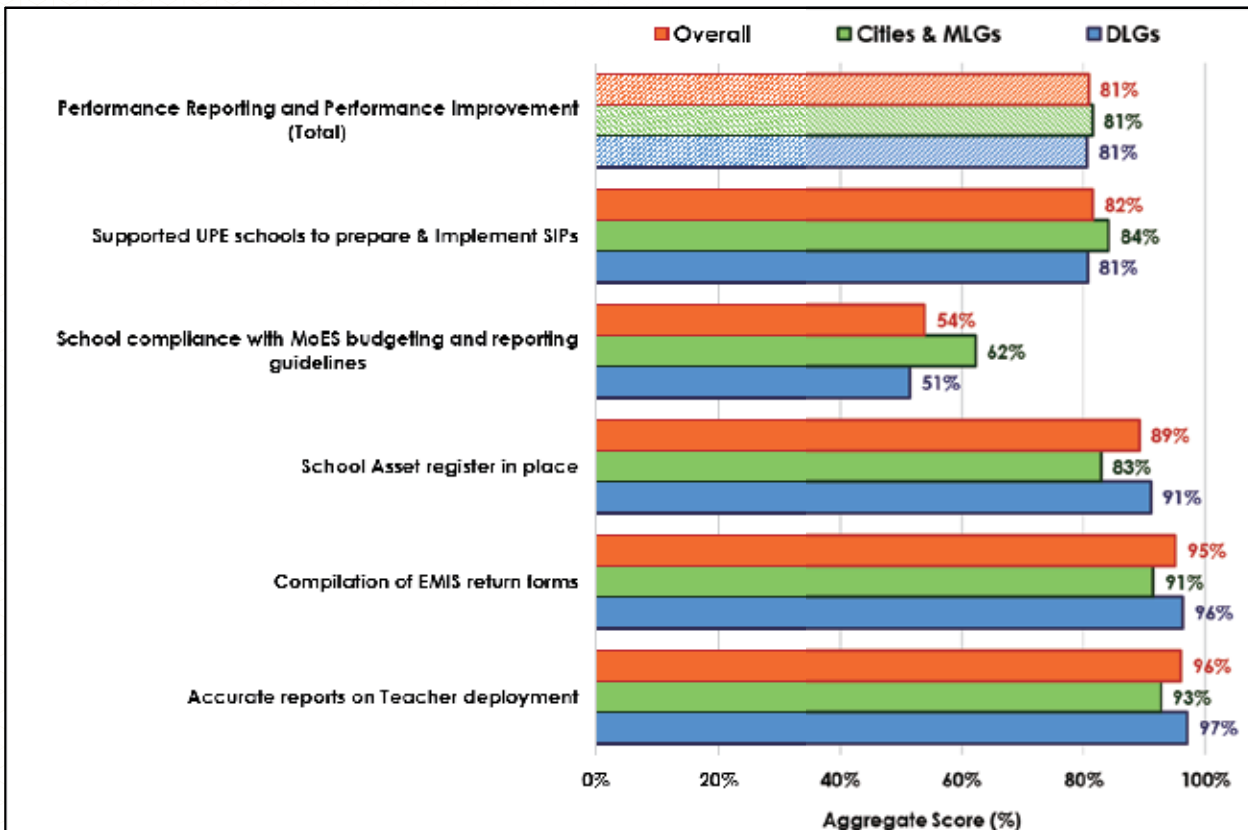
The trend analysis shows positive improvement in most of the indicators under the Environment and social safeguards such as the dissemination of guidelines on proper siting of schools from 45% in 2022 to 67% in 2023. The same trend was noted in the education compliance certification by the Environmental officer and the CDO from 65% in 2022 to 82% in 2023.

Other notable increments were recorded in the grievance framework from 65% in 2022 to 73% in 2023. Proof of land ownership improved from 42% to 56% over the assessment period. In addition, other increments were recorded in the incorporation of ESMPs in the education project designs as well as improvement in supervision and monitoring by the EO and CDO as provided in the figure above.

4.5.7 Performance Reporting and Performance Improvement

The figure 82 below presents assessment results of Performance Reporting and Performance Improvement, with emphasis on compliance with budgeting and reporting guidelines, compilation of the EMIS returns, availability and accuracy of asset registers, accuracy of teacher deployment, number of UPE schools supported in the preparation and implementation of School Improvement Plans.

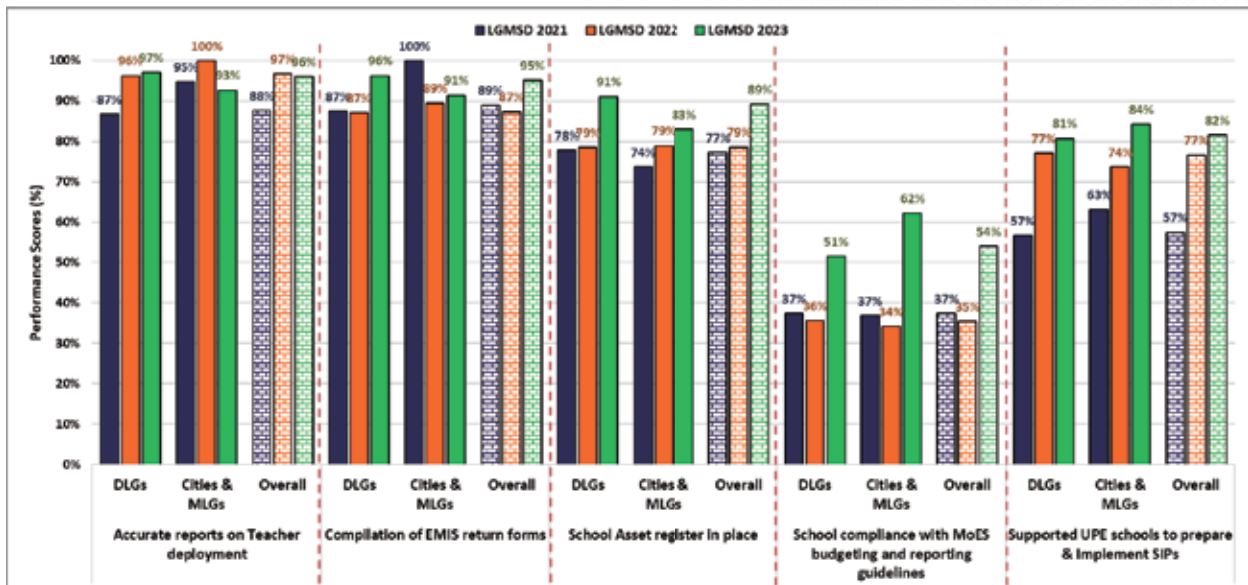
Figure 82: Education Performance Measures in Performance Reporting and Performance Improvement



No. of LGs Assessed =176

The overall score in performance reporting and performance improvement registered an average of 81% over the assessment period. It's noted that UPE schools supported to prepare and implement SIPs performed at 82%. Other indicators that performed satisfactorily were keeping school asset registers at 89%, compilation of EMIS return forms at 95% and accurate reports on teacher deployment at 96%. On the other hand, school compliance with the MoES budgeting and reporting guidelines was fairly rated at 54%.

Figure 83: Trend for selected Indicators under Performance reporting and performance improvement - LGMSD 2023



No. of LGs Assessed = 176

The trend analysis above shows a positive trajectory across all the indicators under the performance reporting and performance improvement. For example, accuracy on teacher deployment registered excellent scores at 97% and 96% in 2022 and 2023 respectively. There was improvement in compilation of EMIS return forms from 87% in 2022 to 95% in 2023.

Similarly, good improvement was recorded in the maintenance of the school Asset register that has seen improvement from 79% in 2022 to 89% in 2023. The trend shows that the UPE schools supported to prepare and implement SIPs increased from 77% in 2022 to 82% in 2023.

Though previously a low performing indicator, the score on school compliance with MoES budgeting and reporting guidelines recorded improvement to 54% in 2023 up from 35% in 2022.

4.6 Conclusion

Overall, the average for the 2023 Education Assessment was 65% for all the Local Governments. The Education assessment results show that the DLGs performed between 19%-99%, with Ibanda District scoring 99% and the least three (3) performing LGs of Busia DLG, Moroto DLG and Moroto Municipal Council scoring 19% each. The combined LG average score was 65%, with the score for the DLGs was 64% and that of the Cities/MLGs stood at 67% for the period under assessment.

In summary, the education performance has been progressively improving over the assessment years and requires to focus on, among others, the areas highlighted in the table 19 below for better service delivery.

4.7 Emerging issues and Recommendations for Education Performance Assessment – LGMSD 2023

Table 19: Emerging Issues and Recommendations - Education

No.	Emerging issues/outstanding challenges	Recommendation(s)	Responsibility Centre
1	Majority (73%) of the Secondary School Head Teachers were not appraised within allowable timeframe. This was in part attributed to lack of clarity of appraising officer (either DCAO and/or the Chairperson BOG)	<ul style="list-style-type: none"> ▪ Streamline/clarify appraising officer for Secondary School Head Teachers. ▪ Expedite rollout of the Human Capital Management Information 	MoES, MoPS, LGs
2	Only 27% of LGs invoiced and communicated capitation releases to schools on time. This was partly attributed to delayed submission of warrants.	Ensure timely warranting and invoicing of capitation grants to schools	MoFPED, MoES, LGs
3	Only 31% of LGs registered an improvement in their respective UPE pass rates for the period under review.	<ul style="list-style-type: none"> ▪ Targeted refresher trainings for all Primary School Teachers. ▪ Intensify school inspections ▪ Fast-track rollout of a new curriculum. 	MoES, NCDC, LGs
4	Land ownership for school projects improved from 42% in 2022 to 56% in 2023. However, this remains too low.	Fast-track documentation of all school land.	MoLHUD, MoES, LGs

5.0 HEALTH PERFORMANCE ASSESSMENT

5.1 Introduction to Health Performance Assessment

Just like in other areas, the assessment for Health covered two elements namely; Minimum Conditions (MCs) and Performance Measures (PMs). MCs underscore core performance indicators that focus on addressing key bottlenecks for service delivery and safeguard management while PMs focus on evaluating service delivery in the Local Governments as a whole. In addition, PMs aggregate performance information from service delivery facilities like health centers and Lower Local Governments as well as assessing compliance with performance reporting and improvement support for better service delivery.

The MCs under LG Health Departments covered 2 thematic areas of Human Resource Management and Development (HRM&D) especially recruitment and filling of critical positions and Environmental and Social Safeguards with maximum score of 100 percentage points. The performance areas, their respective performance indicators and scores are presented in Table 20 below.

Table 20: Scoring guide for Health Performance Minimum Conditions for the LGMSD 2023

Number	LG Type	Thematic Area	Assessment Area	% 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
			Environment Social Impact Assessments (ESIAs)	15 Percentage points
				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

The performance of the LG Health Departments Performance Measures was assessed against six (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 2023

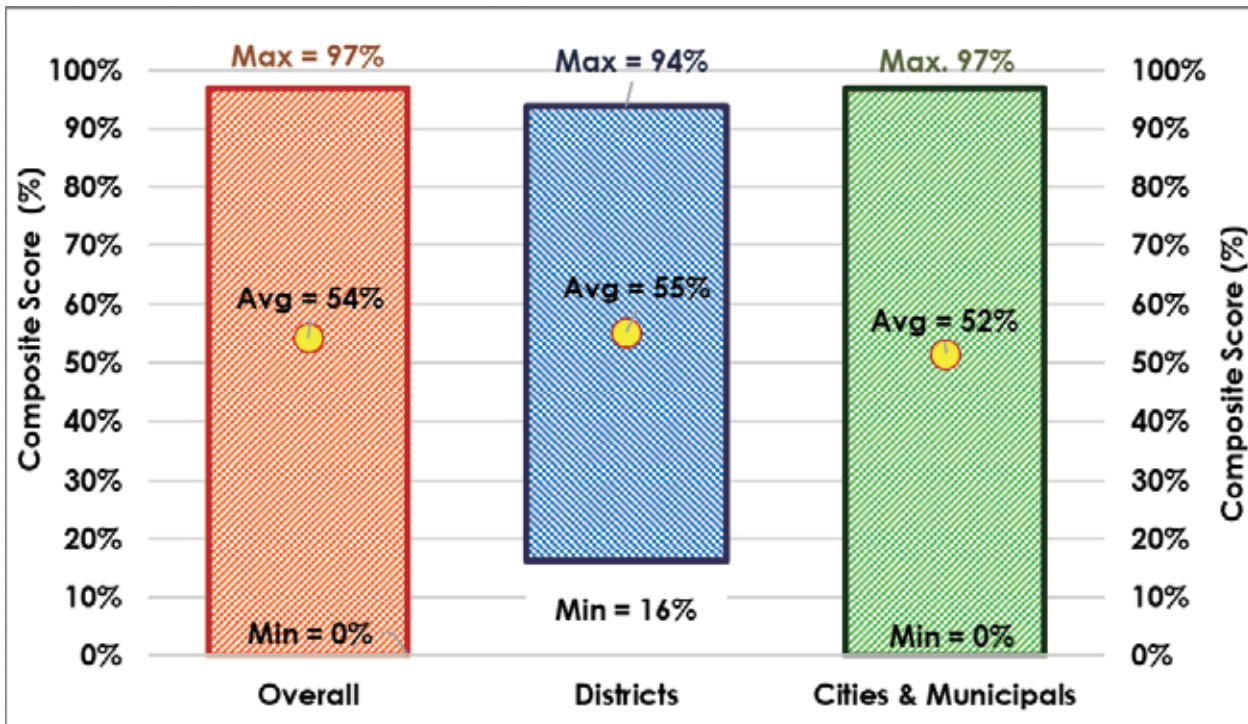
Number	Thematic Area	% Score of PMs
A	Local Government Service Delivery Results	18 Percentage points
B	Performance Reporting and Performance Improvement	18 Percentage points
C	Human Resource Management and Development	16 Percentage points
D	Management, Monitoring and Supervision	20 Percentage points
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 2023

5.2.1 Polarity of Scores for Health Performance

The polarity of scores for health as presented in figure 84 shows the relative orientation of maximum, average and minimum composite scores for all LGs across the country for the Health Department. It equally gives the difference between the highest and lowest scores for overall and also disaggregated for Districts and Cities/Municipal Local Governments.

Figure 84: Polarity of Scores for Health Performance for LGMSD 2023



No. of LGs Assessed=176

From the figure above, the overall average score for Health improved by 6 percentage points from 48% registered in 2022 to 54% in 2023. For the third year running, districts scored slightly better than cities and municipal LGs with an average score of 55% against 52% respectively. On the contrary, the highest score for districts was 94% while it was 97% for cities and municipals. Apac Municipal Council was therefore the best performing, scoring 97% while Isingiro and Ibanda Districts both scored 94%. Nebbi Municipal Council (0%), Fortportal City (15%), Butaleja District and Hoima City both scoring 16% were the worst performers partly due to their dismal performance under Minimum Conditions.

5.2.2 Overall Performance in Health Minimum Conditions and Performance Measures – LGMSD 2023

The assessment of MCs covered two thematic areas of Human Resource Management and Development (HRM&D) and Environmental and Social Requirements (ESR). HRM&D targeted substantial recruitment of critical positions including; District Health Officer, Assistant District Health Officer Maternal, Child Health and Nursing, Assistant District Health Officer, Environmental Health, Principal Health Inspector, Senior Health Educator, Biostatistician and District Cold Chain Technician for DLGs. For Cities and

MLGs, the positions considered included; Principal Medical Officer, Principal Health Inspector and the Health Educator.

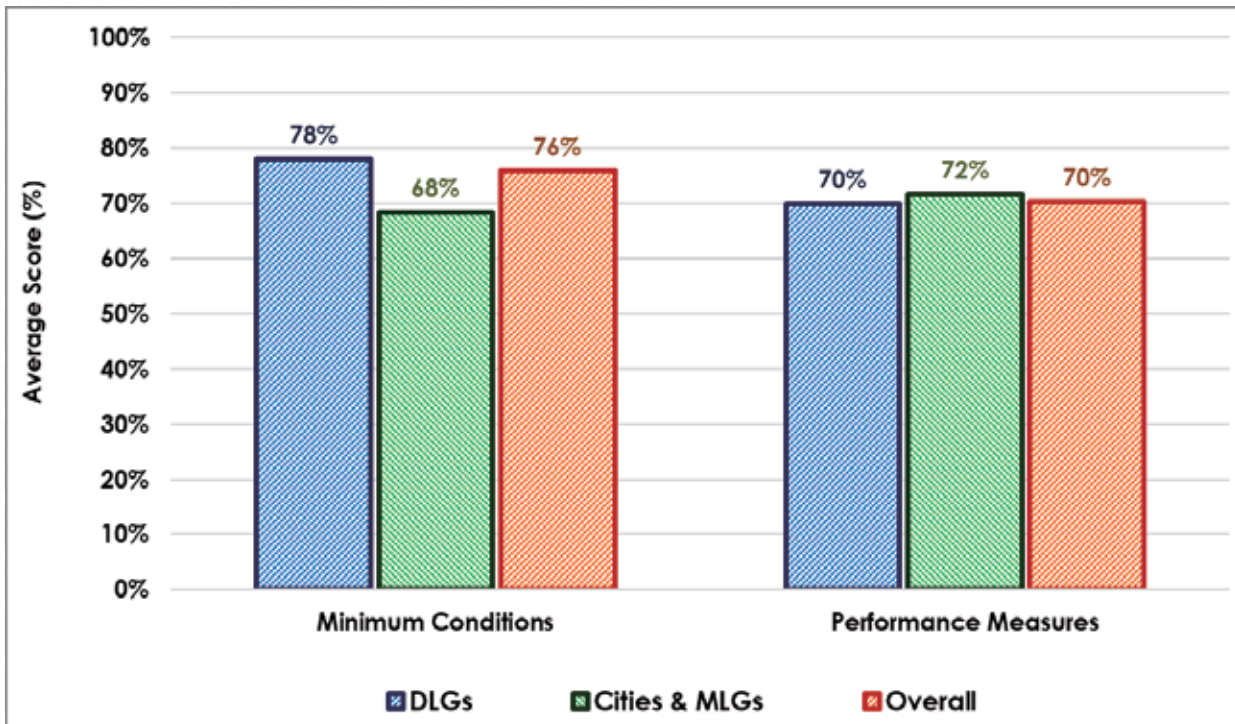
Both DLGs and MLGs were assessed on Environment and Social requirements focusing on whether the LGs conducted Environmental, Social and Climate Change Screening and Environment Social Impact Assessments prior to commencement of all civil works for health projects.

Under Performance Measures, LGs were assessed on Local Government Service Delivery Results like increased utilization of health care services, completion and functionality of projects, meeting health staffing and infrastructure facility standards among others, Performance Reporting and Performance Improvement on accuracy of reported information, timely submission of workplans and reports, development of PIPs for lowest performing facilities and others, Human Resource Management and Development specifically on recruitment, deployment, appraisal and training of other health workers, Management, Monitoring and Supervision of Services targeting LG allocations towards monitoring service delivery, timely warranting and communication of grant transfers to health facilities.

Other areas include; supervision of hospitals and health facilities, health promotion and disease prevention, Investment Management including having an updated assets register for health facilities, eligibility of health expenditure, timely submission of procurement requests, establishment of project implementation teams among others and finally Environment and Social Safeguards mainly targeting grievance handling and redress, medical waste management, and proof of land ownership for all health projects.

Figure 85 shows the average scores under Health MCs and PMs; disaggregated for DLGs, and Cities & MLGs.

Figure 85: Average scores under Health MCs and PMs; disaggregated for MLGs and DLGs

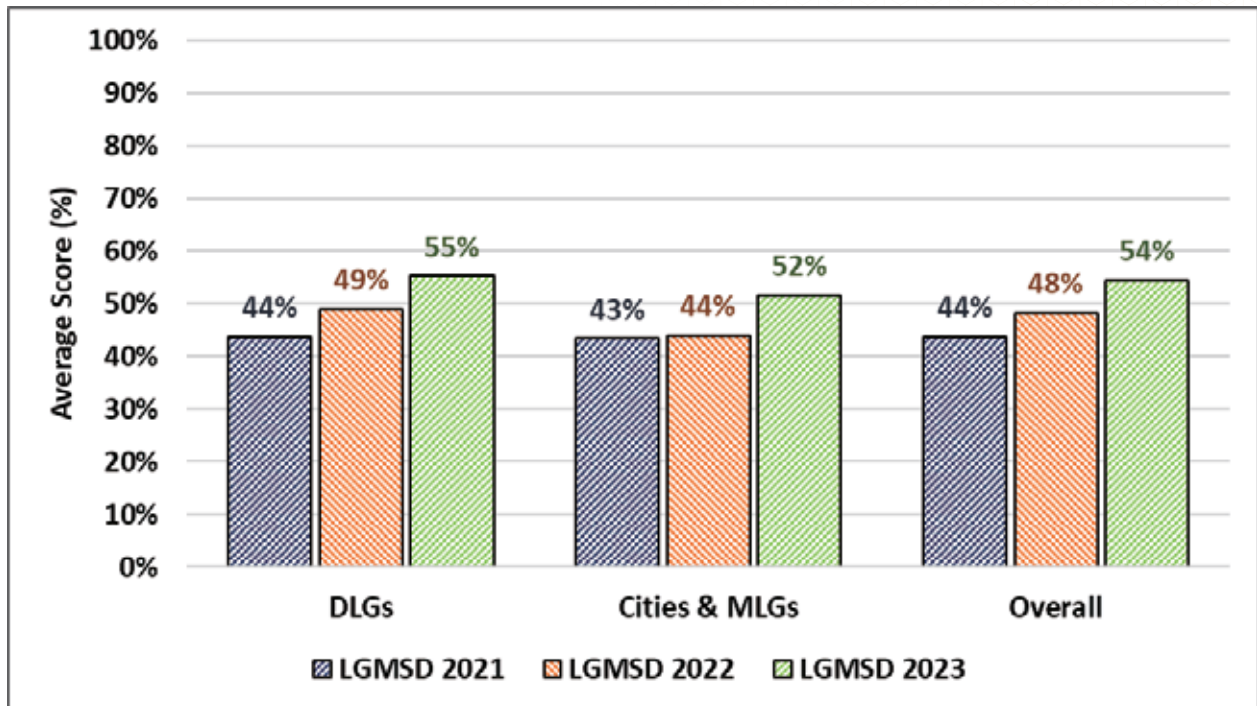


No. of LGs Assessed = 176

The overall average score for LGs’ compliance to MCs was 76% with DLGs scoring slightly better than Cities and MLGs. This was the reverse under PMs with Cities and MLGs scoring slightly better than DLGs with overall score standing at 70%. Both categories of LGs registered improvement under both MCs and PMs in comparison to 2022 with the overall scores improving from 73% to 76% for MCs and from 66% to 70% for PMs in 2023 assessment.

Figure 86 illustrates the trend of performance for the last 3 years presented as combined average scores for both MCs and PMs, but also disaggregated by Cities/MLGs and DLGs.

Figure 86: Combined average scores under Health MCs and PMs; disaggregated for MLGs and DLGs

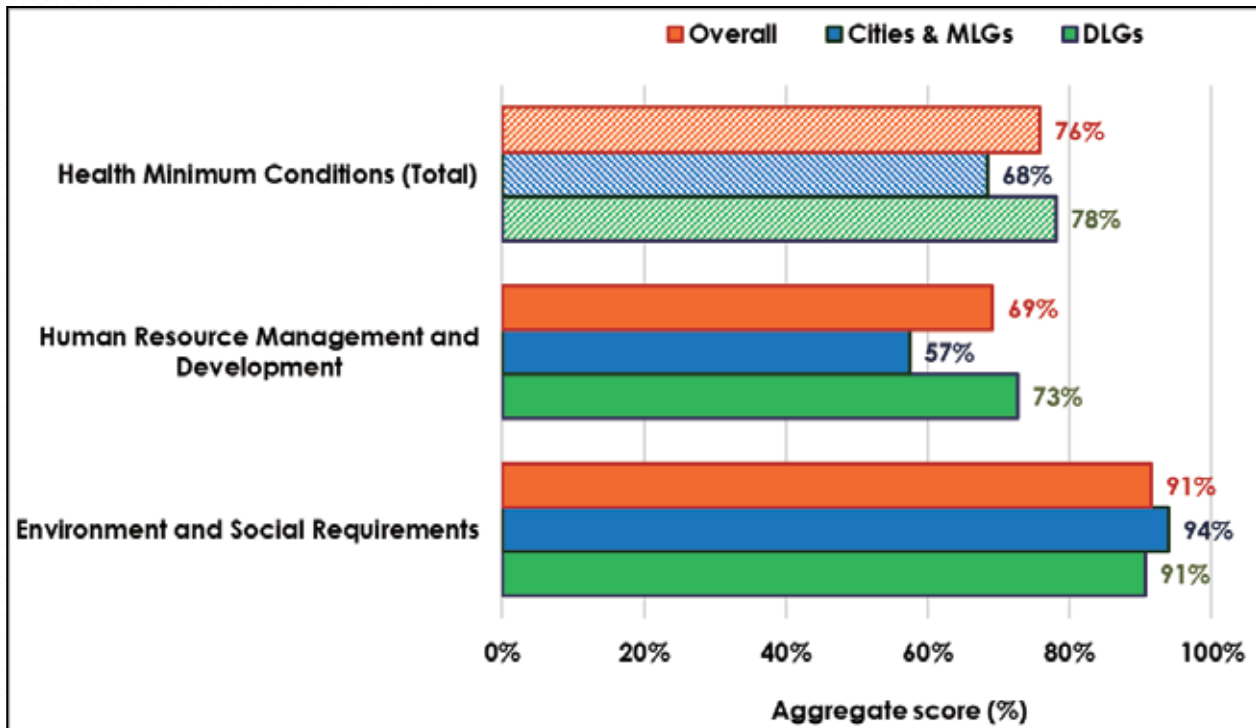


No. of LGs Assessed = 176

Health assessment registered an improvement in overall combined scores from 48% to 54% with DLGs improving by 6 percentage points and Cities and MLGs by 4 percentage points between LGMSD 2022 and 2023. The slow pace of improvement is attributed to low achievement of the MCs by most LGs.

Figure 87 illustrates the performance scores of LGs across two thematic areas of Health MCs; disaggregated for MLGs and DLGs

Figure 87: Performance scores under Health MCs; disaggregated for MLGs and DLGs – LGMSD 2023

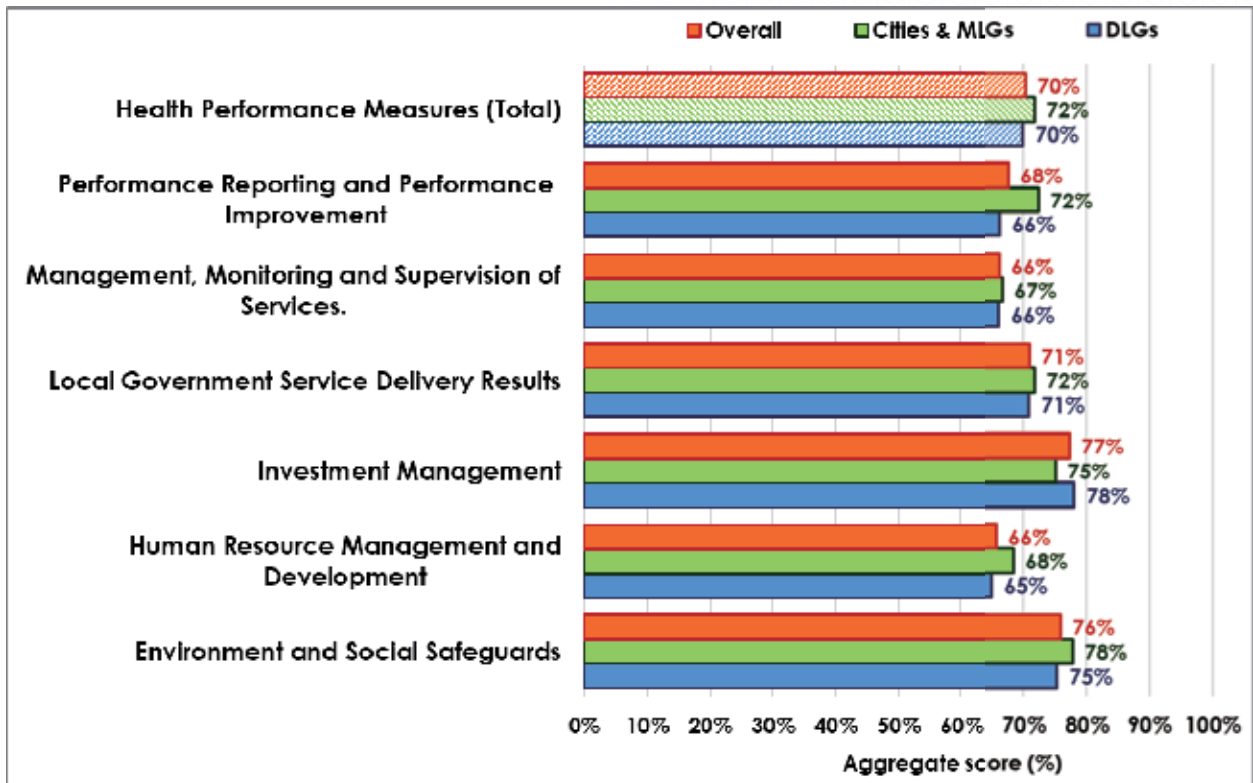


No. of LGs Assessed = 176

The overall average scores for LG’s compliance to MCs slightly improved 73% in 2022 to 76% in 2023 with DLGs scoring 78% better than cities and MLGs that scored 68%. The lowest performed thematic area was Human Resources Management and Development scoring 69% overall, a slight improvement from 67% in 2022. LGs continued to perform well in regard to compliance to Environment and Social Requirements registering an overall score of 91%. Details of indicator performance under each area will be presented later in the report.

Figure 88 illustrates the performance scores of LGs across six thematic areas of Health Performance Measures; disaggregated for MLGs and DLGs.

Figure 88: Performance scores under Health PMs; disaggregated for MLGs and DLGs – LGMSD 2023



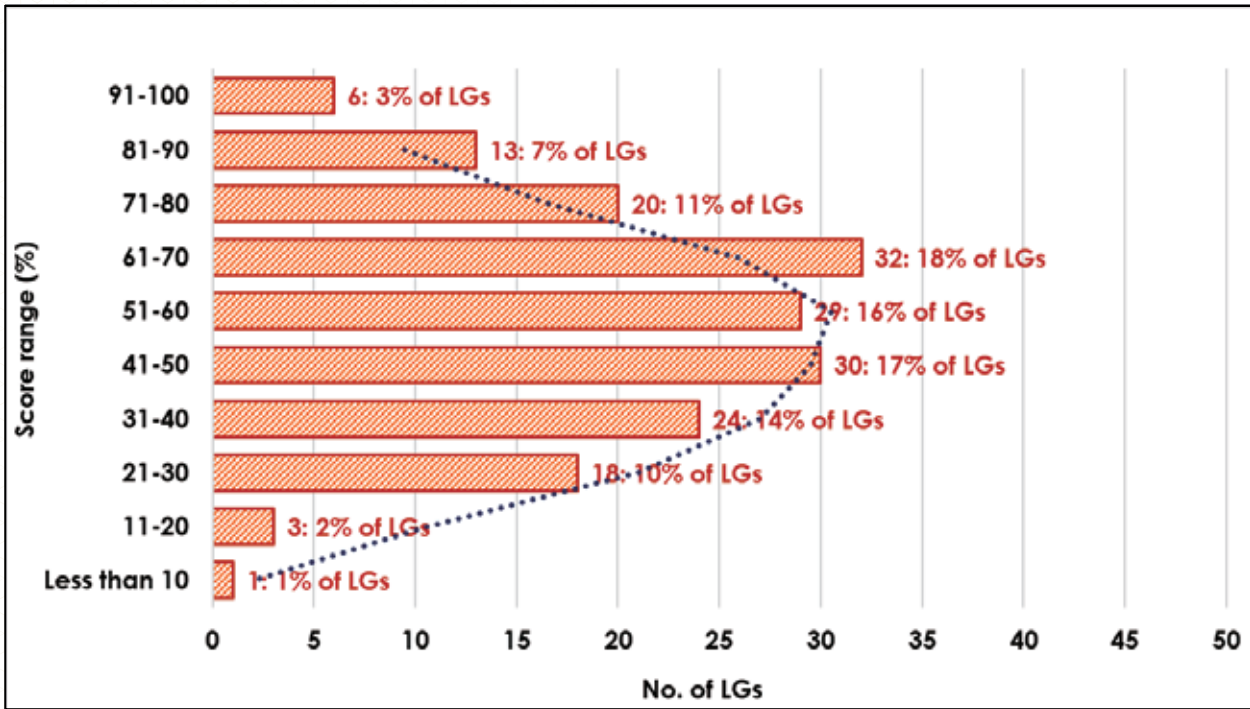
No. of LGs Assessed = 176

Under Performance Measures, six areas were assessed with the overall score standing at 70% having improved from 66% in 2022 assessment. LGs performed slightly well under Investment Management scoring 77% overall, Environment and Social Safeguards at 76% and Local Government Service Delivery indicators scoring 71%. Human Resource Management and Development and Management, Monitoring and Supervision of Services scored 66% respectively. Both Cities/MLGs and DLGs were in the same score ranges across all the areas.

5.2.3 Distribution of all LGs in Health across score categories – LGMSD 2023

Figure 89 presents the distribution of LGs (by number and proportion) across the different composite score ranges in 2023 assessment.

Figure 89: Distribution of LGs (by number and proportion) across the different composite score ranges in 2023 assessment

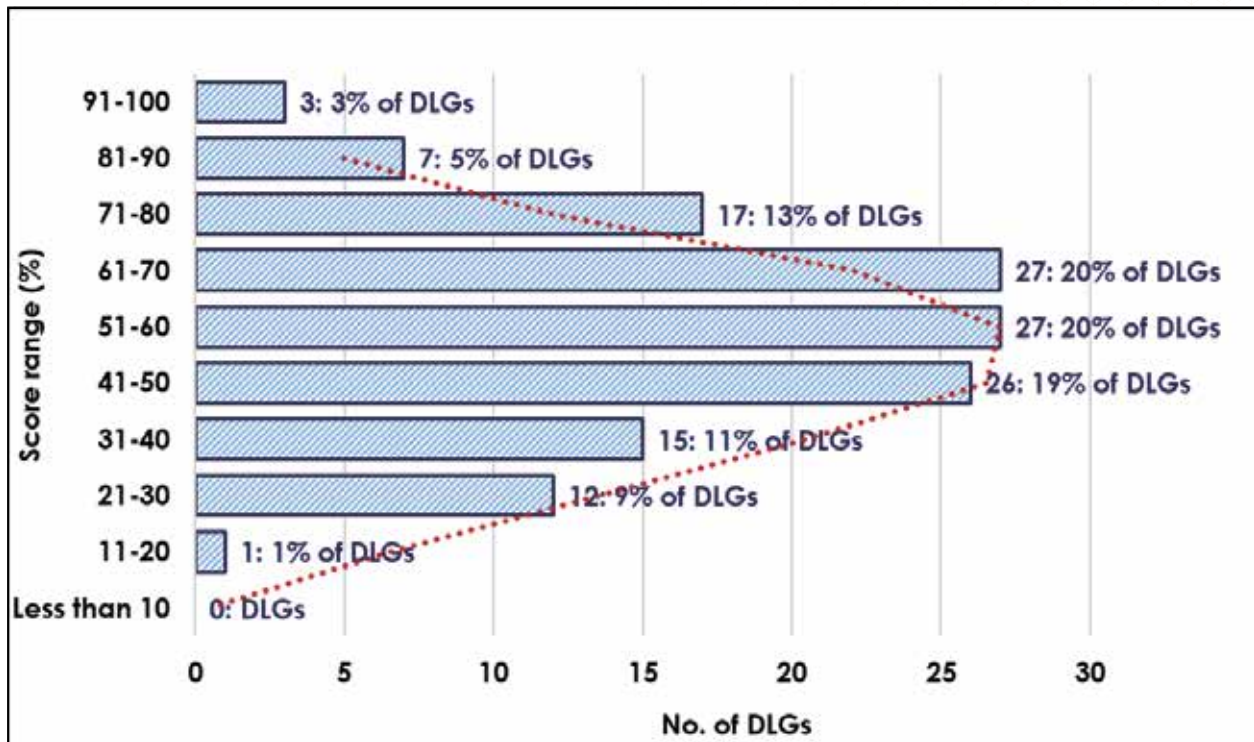


No. of LGs Assessed = 176

In the 2023 assessment, more LGs (100) scored above 50% as compared to 72 LGs in 2022 assessment. The highest number of LGs scored in the ranges near the average were 32 LGs (18%) in the range of 61%-70% and 30 LGs (17%) in the range of 41%-50%. 22 LGs scored 30% and below while 39 LGs scored above 70%. Details of individual LG scores are presented in annex 4 of this report.

Figure 90 highlights the distribution for district LGs across the different score ranges in the 2023 assessment.

Figure 90: Distribution of DLGs in Health across score categories

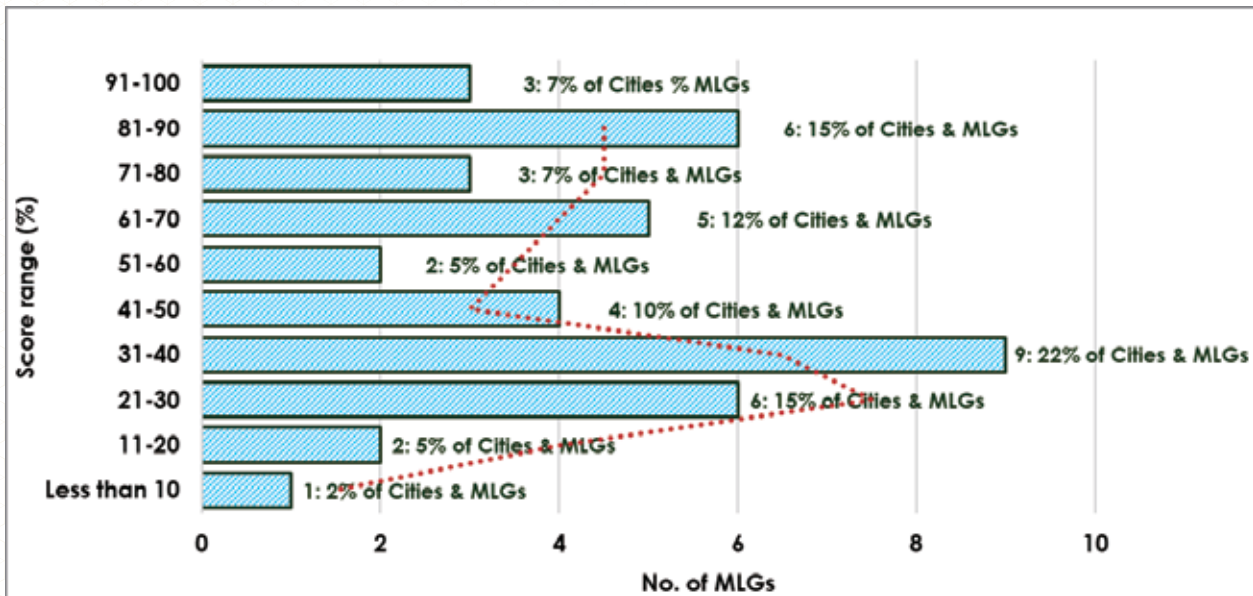


No. of DLGs Assessed: 135

Overall, 20% (27) of the assessed DLGs scored in the ranges 51%-60% and 61%-70% respectively. 23 LGs DLGs scored above 70% while 13 of them scored 30% and below. It can be observed that majority of the DLGs (80) scored between 40% and 70% and 3 did exceptionally well scoring above 90%.

Figure 91 below highlights the distribution of Cities and MLGs across the different score ranges in the 2023 assessment.

Figure 91: Distribution of MLGs in Health across score categories



No. of Cities & MLGs Assessed: 41

In the 2023 assessment, 10 Cities and 31 MLGs were assessed with majority of them (9) scoring in the range of 31%-40% and 6 in the range of 21%-30%. While they registered 3 LGs scoring above 90%, their poorest performing counterpart scored below 10%. 22 Cities and MLGs (54%) of the assessed scored below 50%. The main reason for the low performance here is because 22 Cities and MLGs formerly under USMID Programme were being assessed for the second time under the LGMSD framework and most of them could not meet the MCs.

5.2.4 Ranking of LGs Performance in Health – LGMSD 2023 as Compared to 2022 and 2021 assessment.

Tables 22 and 23 present average scores and rankings for the top and bottom ten (10) performing LGs in the 2023 assessment.

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

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021
1	97	Apac Municipal Council	N/A	N/A	N/A	N/A
2	94	Isingiro District	1	95	3	79
2	94	Ibanda District	3	91	2	80
4	93	Namayingo District	9	76	32	55
4	93	Kumi Municipal Council	126	33	38	53
4	93	Bugiri Municipal Council	88	45	83	43
7	89	Nansana Municipal Council	18	66	78	44
8	87	Kiruhura District	2	92	78	44
8	87	Kayunga District	74	49	11	69
10	86	Rubanda District	7	78	7	72

The LG with the highest score and therefore ranked No.1 was Apac Municipal Council scoring 97%, followed by Isingiro and Ibanda districts each scoring 94%, then Namayingo district, Kumi and Bugiri Municipal Councils shared the fourth place with each scoring 93%. Nansana Municipal Council (89%), Kiruhura and Kayunga Districts (87%) and Rubanda District (86%) complete the list of the top ten best performing LGs under Health.

Kumi Municipal Council, Bugiri Municipal Council and Kayunga District improved greatly from their previous year's rankings of 126, 88 and 74 respectively to join the top 10 LGs in 2023 assessment. This is partly explained by the Performance Improvement Plans developed and implemented by the Ministry of Health together with the affected LGs. Apac Municipal Council emerged the best in its first year of joining the LGMSD framework.

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

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021
166	24	Madi-Okollo District	108	40	135	23
166	24	Buhweju District	139	26	145	19
166	24	Masaka city	N/A	N/A	N/A	N/A
170	22	Lamwo District	151	13	93	39
170	22	Rukungiri Municipal Council	144	21	44	52
172	21	Arua city	N/A	N/A	N/A	N/A
173	16	Hoima city	N/A	N/A	N/A	N/A
173	16	Butaleja District	99	42	128	26
175	15	Fort-Portal city	N/A	N/A	N/A	N/A
176	0	Nebbi Municipal Council	153	11	68	46

On the list of the bottom 10 performing LGs, Nebbi Municipal Council was ranked 176 scoring 0% followed by Fortportal City scoring 15%, Butaleja District and Hoima City ranked 173 and scoring 16%. Arua City (21%), Rukungiri Municipal Council and Lamwo District (22%), Masaka City, Buhweju and Madi-Okollo Districts all with 24% complete the bottom 10 LGs. The low performance was largely due to failure to meet the MCs as required.

5.2.5 Best and Worst Scoring Indicators for Health

Tables 24 and 25 provide a summary of the top and bottom 10 performing indicators for both MCs and PMs in the 2023 assessment.

Table 24: Overview of the top 10 scoring indicators for Health MCs and PMs – 2023

Rank 2023	Indicator Name	Score 2023
1	Health infrastructure projects meeting the approved MoH designs	99%
2	Health infrastructure projects following standard technical designs by MoH	98%
3	Health projects being approved by the Contracts Committee or cleared by Solicitor General	97%
3	District Health Team holding health promotion activities	97%
5	Health Workers' deployment list publicized to the public	95%
5	Recruitment of the Biostatistician	95%
7	Having complete Health project procurement files	94%
8	Health development grant being spent on eligible activities	92%
8	Conducting Environment, Social and Climate Change screening (ESCC)	92%
10	Conducting Environment and Social Impact Assessments (ESIAs)	91%

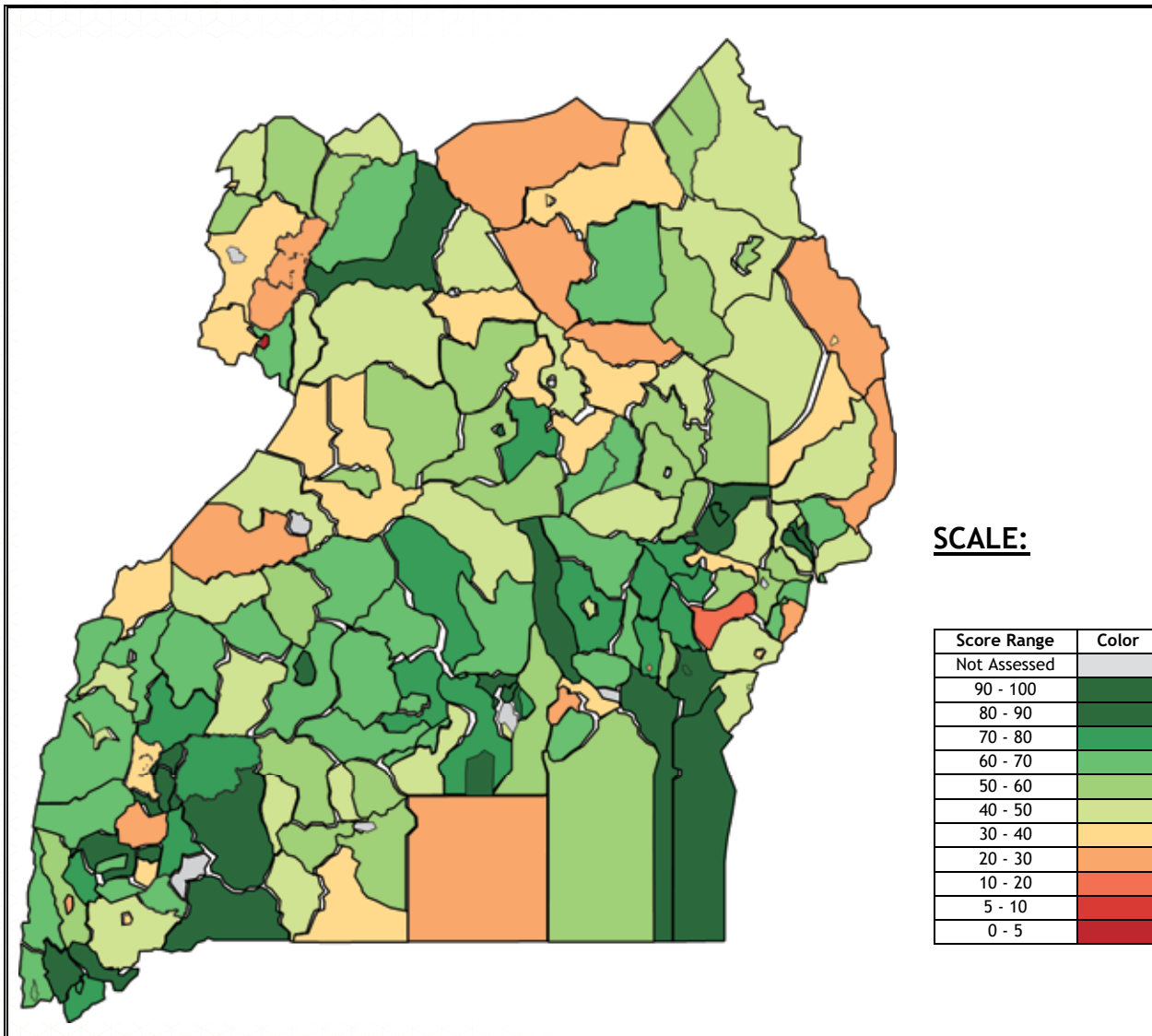
Table 25: Overview of the bottom 10 scoring indicators for Health MCs and PMs – 2023

Rank 2023	Indicator Name	Score 2023
65	Recruitment of the Health Educator	51%
66	Annual performance appraisals for H/C facility workers being submitted to the DHO	49%
66	Annual performance appraisals for H/C facility in-charges being submitted to HRO	49%
68	Corrective actions being taken based on health facility worker appraisal reports	45%
69	Health facility transfers being publicized timely	40%
70	Recruitment of staff for all HCIII and HCIVs as per staffing structure	37%
71	Timely submission of warrants for health facility transfers	36%
72	Deployment of health workers as per sector guidelines	31%
73	Timely invoicing & communication of health facility transfers	26%
74	Utilization of Health Care Services (HCS)	23%

5.2.6 Analysis and Distribution of Health Performance Scores across the Country

Figure 92 depicts the distribution of performance scores for all the LGs across the country in 2023 assessment.

Figure 92: Map of Health Performance Scores across LGs



No. of Assessed LGs = 176

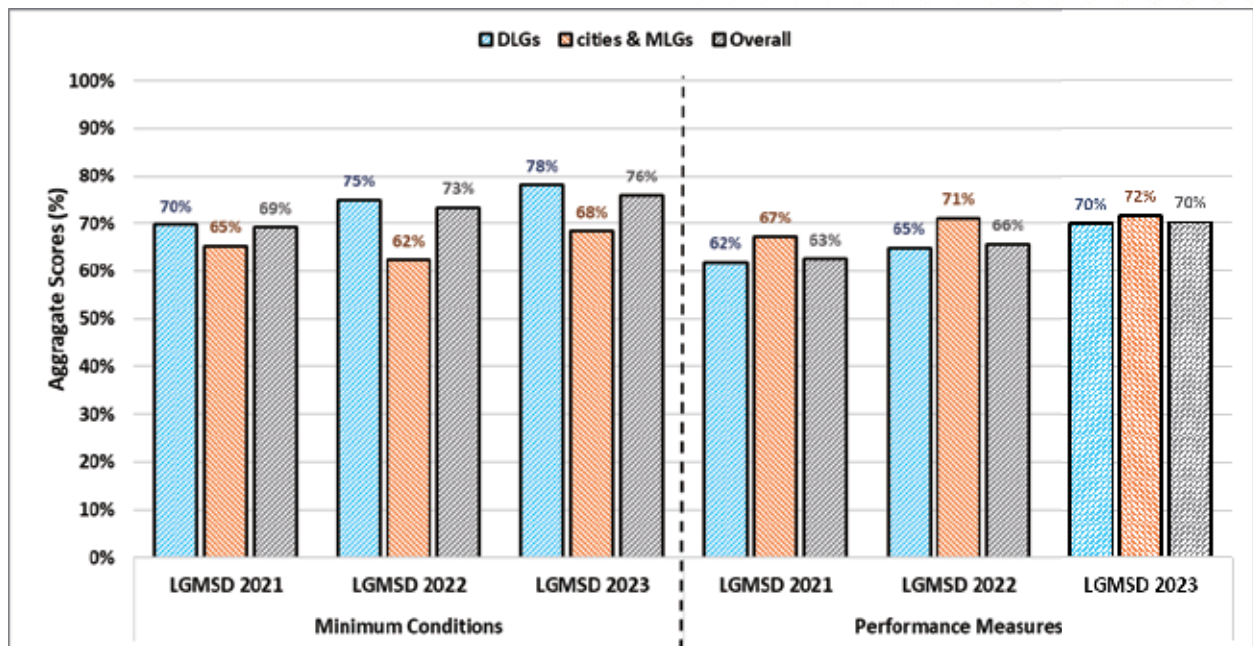
From the figure above, it can be observed that good scores were mainly posted in South Western and Central parts of the country while majority of lowest scores dominated the Northern, some parts of Eastern and Western especially in the Bunyoro sub region although with a few exceptions.

5.3 Performance Trends in Health Performance Area

5.3.1 Comparing the Health Performance Scores between LGMSD 2021, 2022 and 2023 Assessments

Figure 93 shows the trends in overall performance for Health Minimum Conditions and Performance Measures for the last 3 LGMSD assessments.

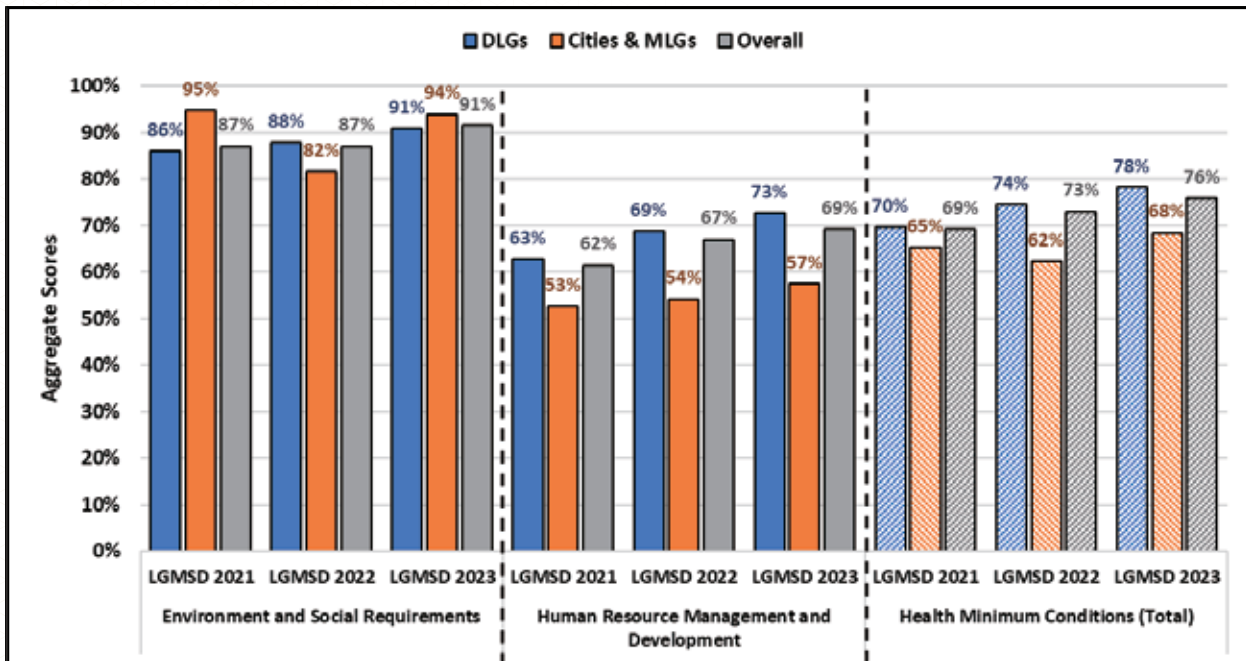
Figure 93: Comparing the Health Performance Scores between LGMSD 2021, 2022 and 2023



No. of LGs Assessed = 176

The Health Department registered improvement in performance in the 2023 assessment as compared to the previous two assessments for both Minimum Conditions and Performance Measures. Performance in MCs improved from 69% in 2021 to 73% in 2022 and to 76% for 2023 while PMs improved from 63% to 66% and further to 70% over the same period. DLGs performed slightly better than MLGs under MCs while the reverse was true for PMs across the 3 assessments.

Figure 94: Performance in thematic areas under Health minimum conditions - LGMSD 2021, 2022 and 2023

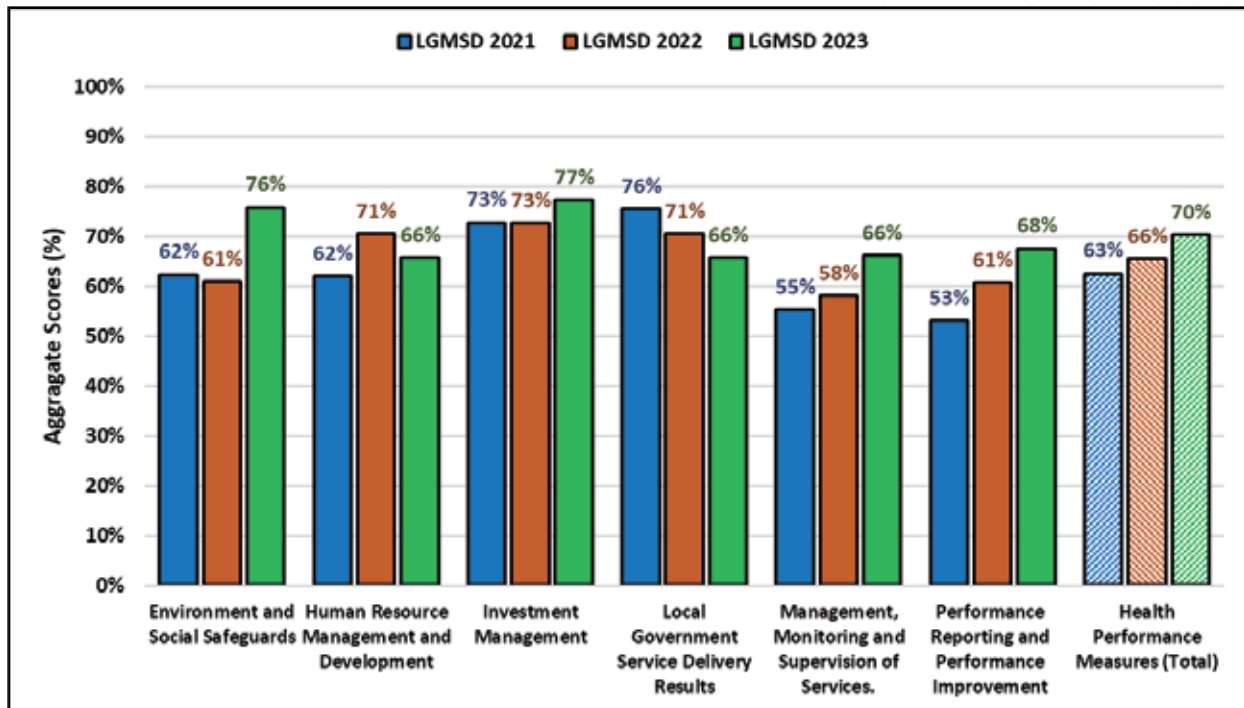


No. of LGs Assessed = 176

In the year under review, LGs scored 91% under Environment and Social Requirements as compared to 87% in 2022. Human Resource Management and Development also slightly improved from 62% in 2021 to 67% in 2022 and 69% in 2023 thus leading to improvement in overall performance for Minimum Conditions from 69% to 73% and then 76% respectively.

Figure 95 shows the trends in overall performance for health Performance Measures for six thematic areas for 2021, 2022 and 2023

Figure 95: Overall performance for health performance measures thematic areas - LGMSD 2021, 2022 and 2023

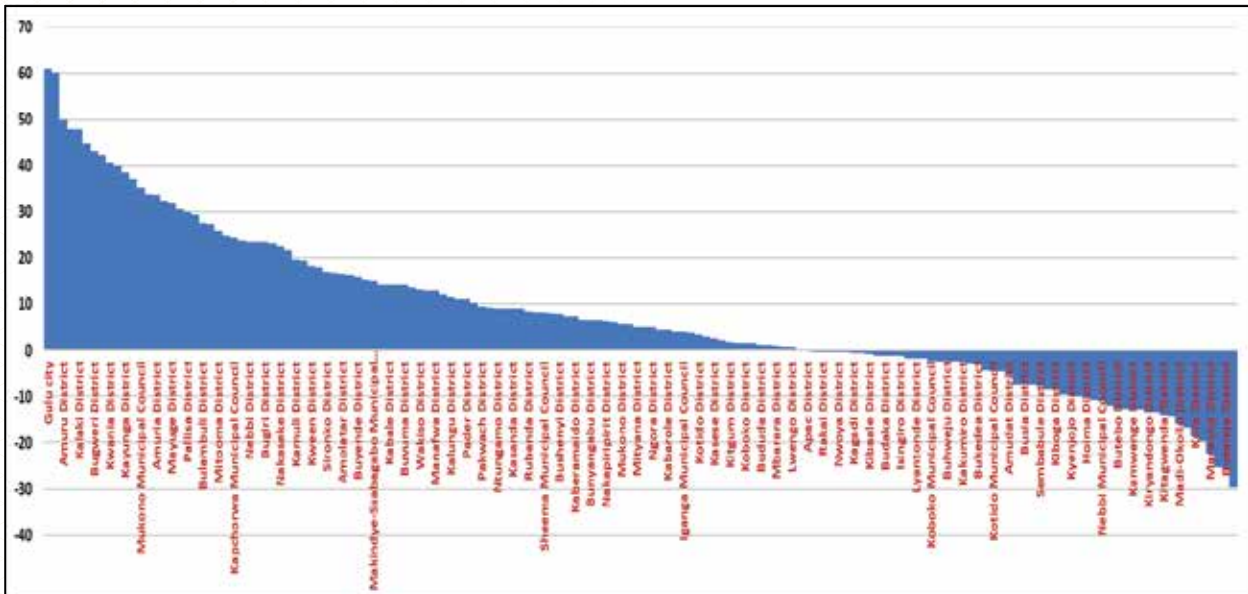


No. of LGs Assessed = 176

The overall performance under Health PMs slightly improved from 63% to 66% and then 70% for the 2021, 2022 and 2023 assessments. Investment Management still performed better than the rest of the areas scoring 77% followed by Environment and Social Safeguards scoring 76% and Performance Reporting and Improvement scoring 68%. Some decline was registered under Human Resource Management and Development from 71% in 2022 to 66% in 2023 and Local Government Service Delivery dropping from 76% in 2021 to 71% in 2022 and 66% in 2023 assessment.

Figure 96 shows LGs that improved and those that declined between 2022 and 2023 assessments.

Figure 96: LGs that improved and those that declined in 2023 Assessment



No. of LGs Assessed = 176

As observed from the figure above, there were more LGs that improved than those that declined over the two LGMSD assessments of 2022 and 2023. Gulu City, Amuru, Kalaki and Bugweri Districts are among those that improved most while Butaleja, Maracha, Kole, Madi-Okollo, Kitagwenda and Kiryandongo Districts were among those that declined most.

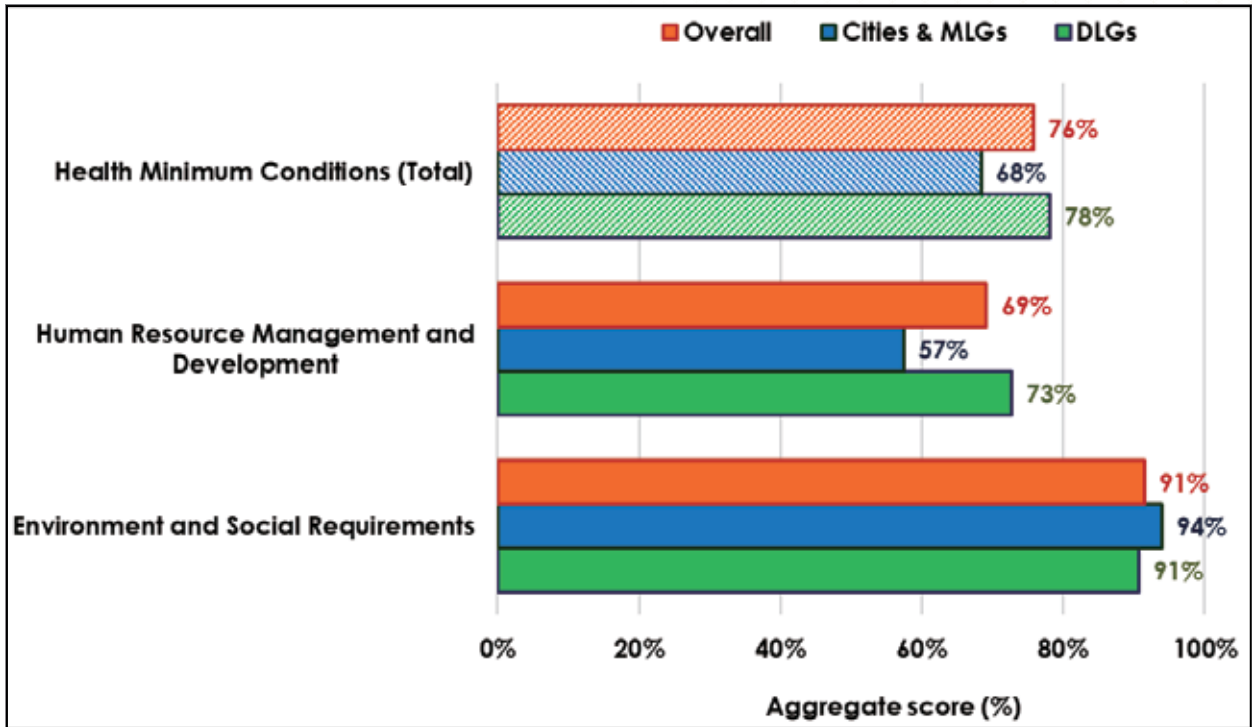
5.4 Results of Health Minimum Conditions

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

5.4.1: Performance of Health Minimum Conditions for LGMSD 2023

Figure 97 presents the performance of LGs in Minimum Conditions for the LGMSD 2023 assessment.

Figure 97: Scores for Health Minimum Conditions for LGMSD 2023



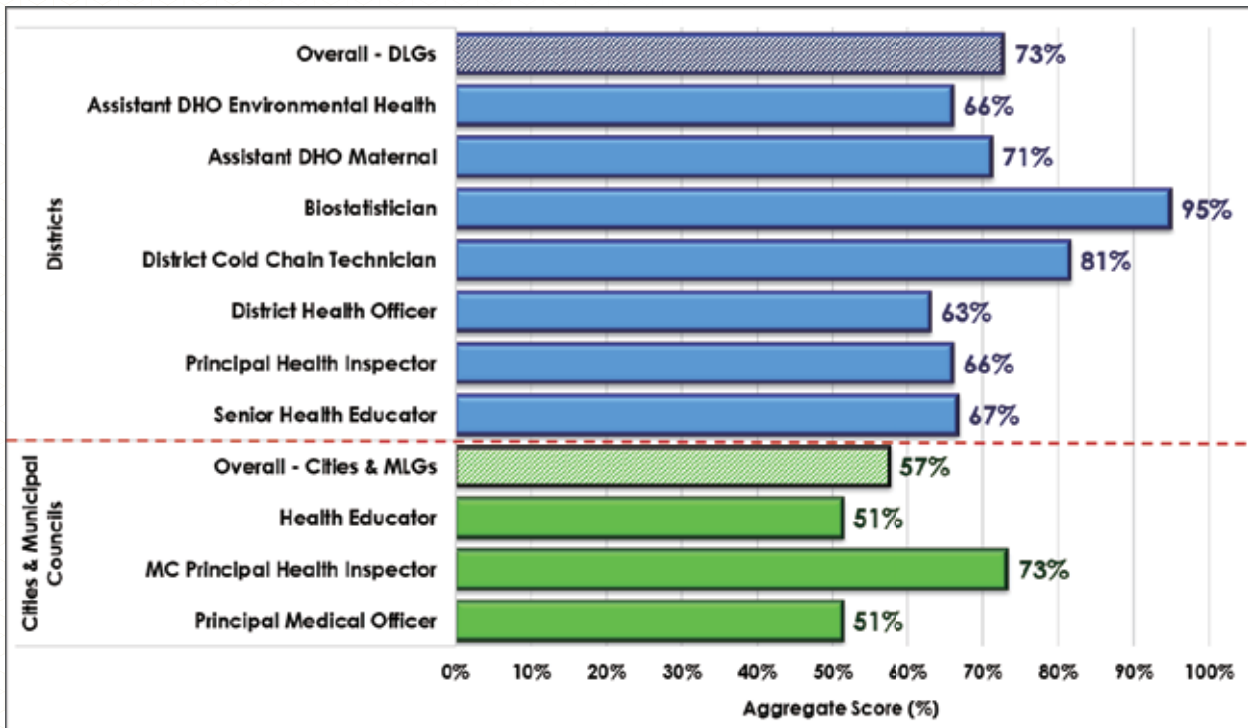
No. of LGs Assessed = 176

LGs performed better in Environment and Social Requirements (91% overall) as compared to Human Resource Management and Development scoring 69%. And overall, DLGs scoring 78% performed better than cities and MLGs that scored 68%. Details are presented below.

5.4.2 Human Resource Management and Development

Figure 98 highlights the performance of LGs in MCs for the area of HRM&D focusing on whether the LGs substantively recruited staff for all critical positions under Health as presented below.

Figure 98: Scores for Health Minimum Conditions for HRM&D in the LGMSD 2023 Assessment

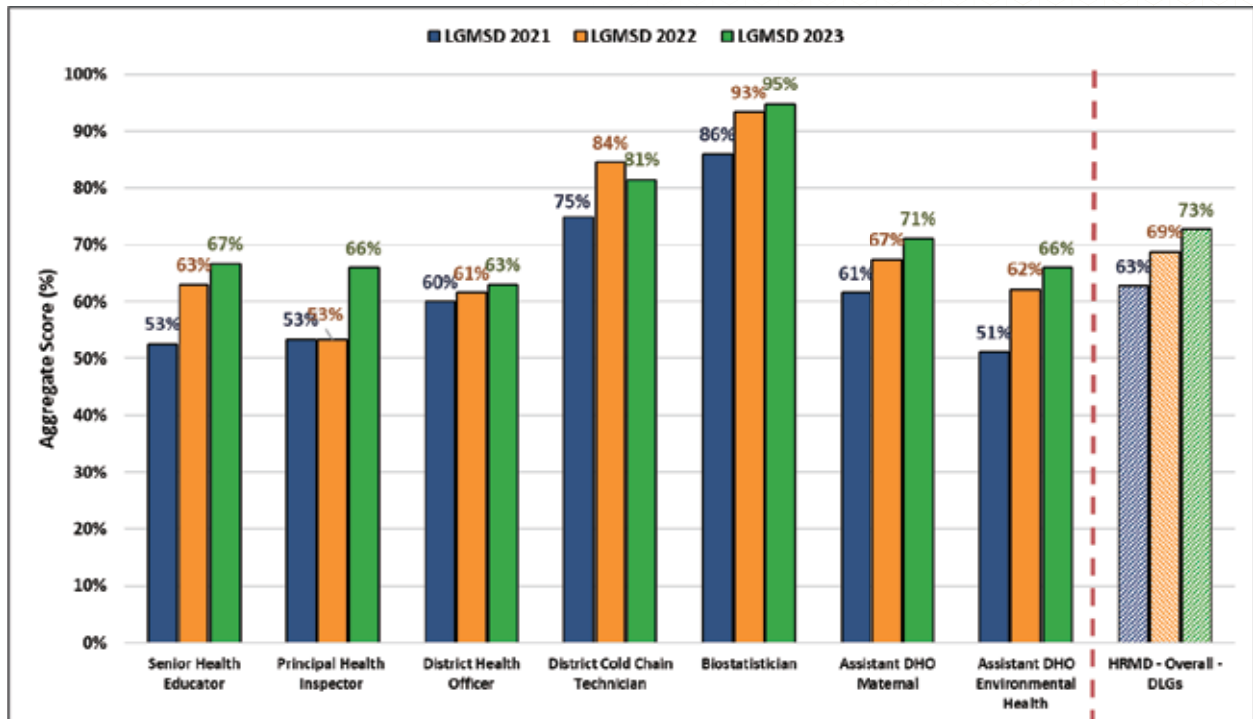


No. of LGs Assessed = 176

The district LGs performed better in HRM&D aspects scoring 73% overall having improved from 69% in 2022 against 57% for MLGs that improved from 54% over the same period. The best performed indicators for DLGs were recruitment of a Biostatistician performing at 95%, District Cold Chain Technician at 81% and Assistant DHO Maternal scoring 71%. Recruitment of the District Health Officer 63%, Principal Health Inspector and Assistant DHO Environment Health 66% as well as the Senior Health Educator 67% were the least performed indicators for DLGs. For Cities and MLGs, they performed better in recruitment of the Principal Health Inspector at 73% while the remaining two positions (Health Educator and Principal Medical Officer) scored 51%.

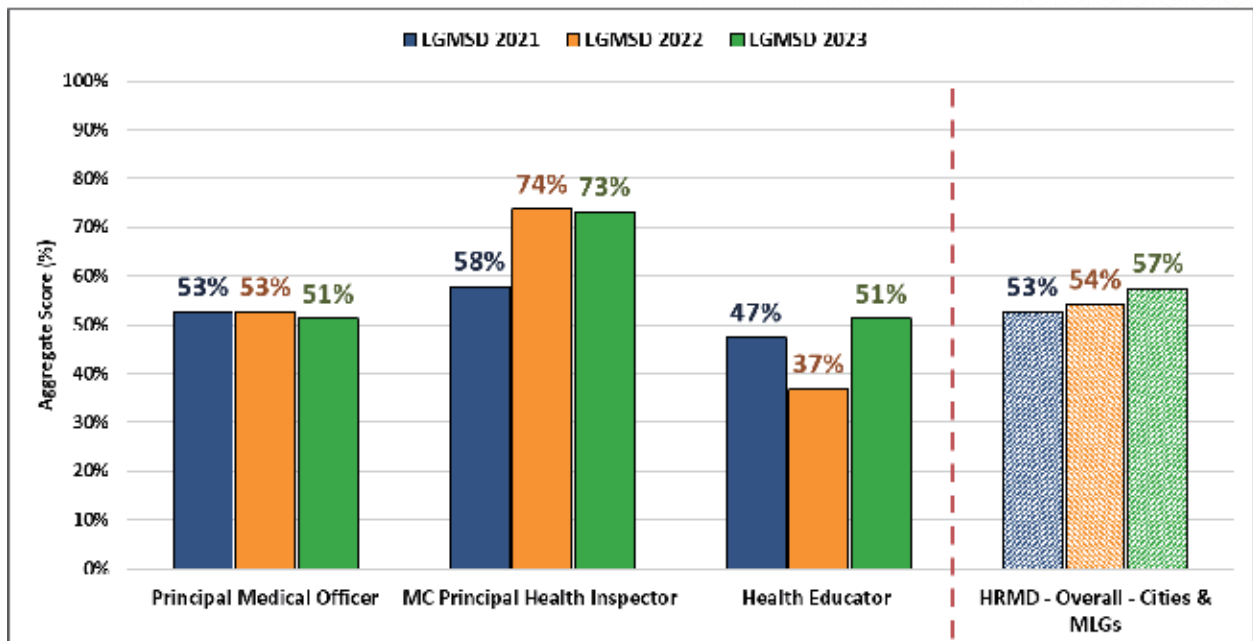
Figures 99 and 100 show the comparison performance of DLGs and MLGs in Minimum Conditions for the area of Human Resource Management and Development.

Figure 99: Comparison performance for Human Resource Management and Development for DLGs – LGMSD 2021, 2022 and 2023



No. of DLGs Assessed = 135

Figure 100: Comparison performance for Human Resource Management and Development for Cities and MLGs – LGMSD 2021, 2022 and 2023



No. of Cities & MLGs Assessed = 41

From figure 99, DLGs registered improvement in recruitment for all the positions except the Cold Chain Technician that declined from 84% to 81%. On the hand, from figure 100, Cities and MLGs had improvement in only recruitment of the Health Educator from 37% to 51% although it also remains inadequate. The remaining two positions registered a decline in scores.

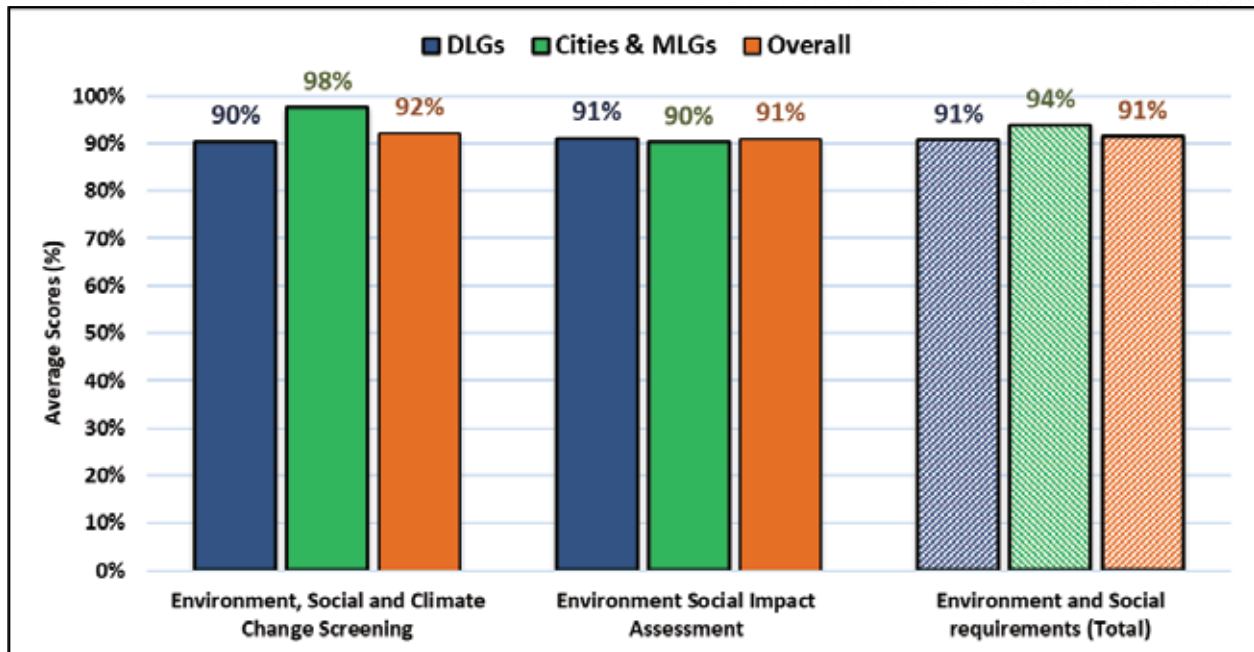
DLGs without Substantive DHOs are: Amolatar, Amuria, Apac, Arua, Bugweri, Buhweju, Bukomansimbi, Bukwo, Bulambuli, Buliisa District, Butaleja, Buvuma, Gulu, Hoima, Iganga, Kaberamaido, Kagadi, Kalaki, Kapelebyong, Kasese, Kazo, Kitagwenda, Kitgum, Koboko, Kole, Kwanja, Kyegegwa, Lamwo, Madi-Okollo, Manafwa, Masindi, Mayuge, Mubende, Mukono, Nabilatuk, Namisindwa, Napak, Ntoroko, Ntungamo, Nwoya, Obongi, Otuke, Pader, Rwampara, Serere, Sheema, Sironko, Terego, Yumbe, and Zombo.

Cities and MLGs without PMOs are: Arua city, Fort-Portal city, Hoima city, Iganga Municipal Council, Jinja city, Kamuli Municipal Council, Kitgum Municipal Council, Koboko Municipal Council, Kotido Municipal Council, Lugazi Municipal Council, Makindye-Ssabagabo Municipal Council, Masindi Municipal Council, Moroto Municipal Council, Nebbi Municipal Council, Njeru Municipal Council, Ntungamo Municipal Council, Rukungiri Municipal Council, Sheema Municipal Council, Soroti city, and Tororo Municipal Council.

5.4.2 Environment and Social Requirements

Figure 101 depicts the performance of LGs in Minimum Conditions for Environment and Social Requirements. The assessment focused on whether LGs carried out Environmental, Social and Climate Change Screening (ESCC) and Environmental Social Impact Assessments (ESIA) for all Health Sector projects prior to commencement of civil works.

Figure 101: Scores for Health Minimum Conditions for Environment and Social Requirements - LGMSD 2023



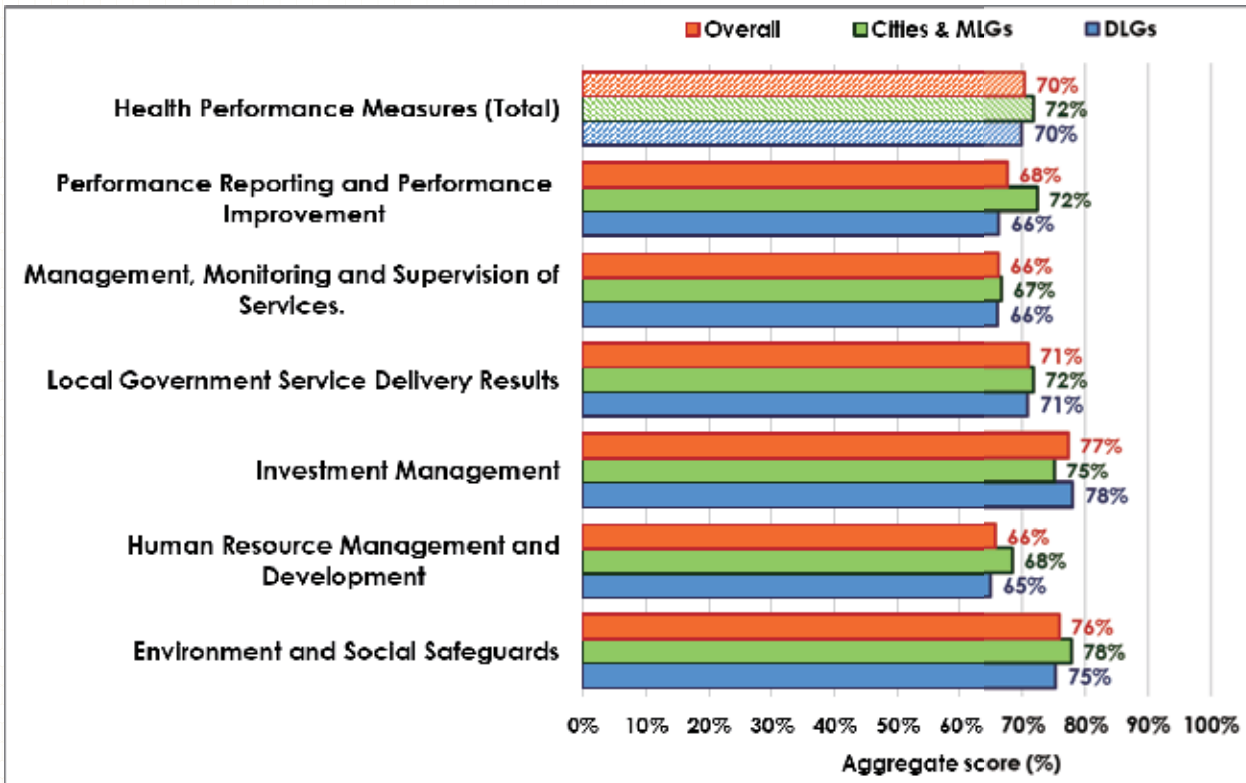
No. of LGs Assessed = 176

LGs performed well in both conducting ESCC and ESIA for Health projects scoring 91% overall and 92% for ESCC and 91% for ESIA respectively. Overall, Cities and MLGs outdid DLGs scoring 94% against 91%.

5.5 Results for Health Performance Measures

This section presents the details on 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 as presented in figure 102 below.

Figure 102: Scores for Health PMs - LGMSD 2023



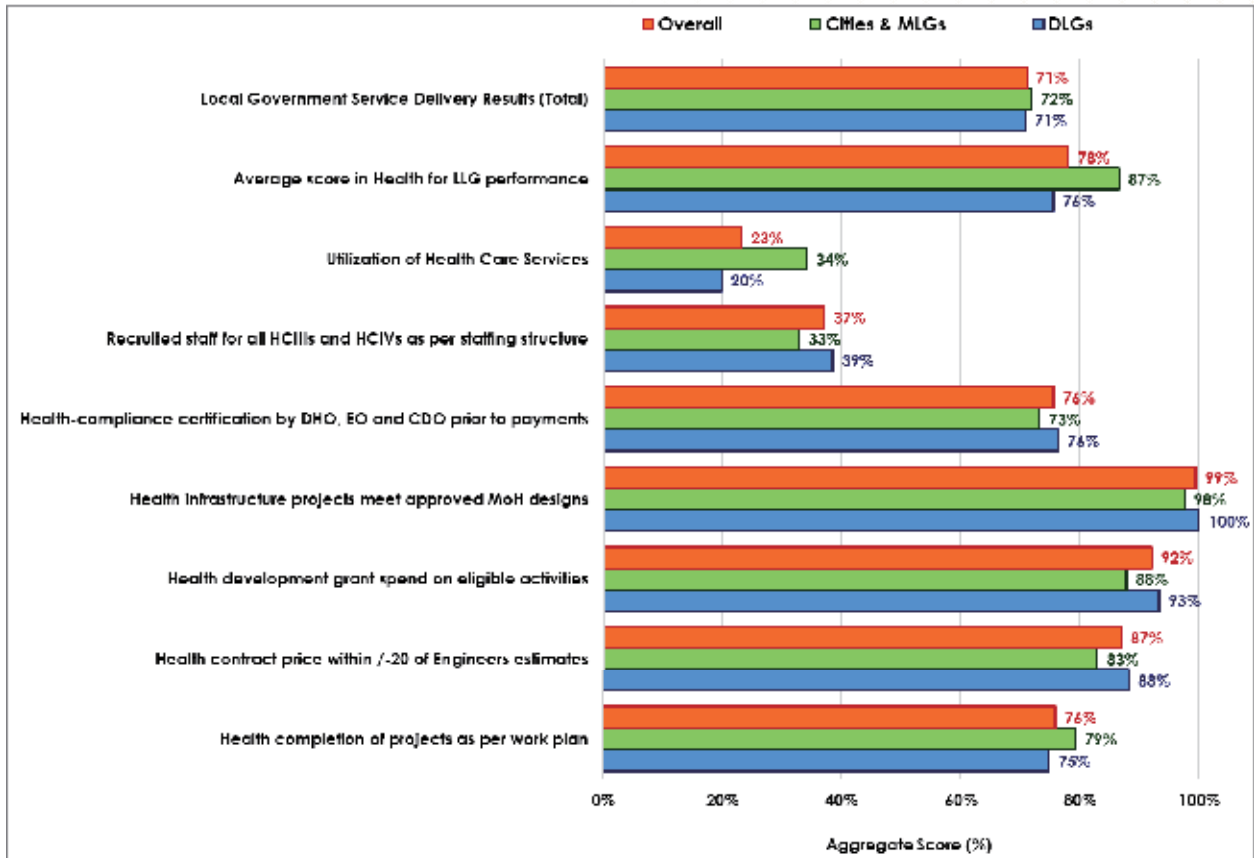
No. of LGs Assessed = 176

Overall, LGs scored 70% in Health PMs with Investment Management being the best performed at 77%; followed by Environment and Social Safeguards at 76%, Local Government Service Delivery at 71% and Performance Reporting and Performance Improvement scoring 68%. Management Monitoring and Supervision of Services and HRM&D each scored 66% overall. Details of the individual PM performance are highlighted below.

5.5.1 Local Government Service Delivery Results

Figure 103 presents the performance of LGs in PMs for the area of Local Government Service Delivery. This relates to service delivery indicators such as access to health care services (deliveries), staffing for health facilities especially HC IIIs and IVs, investment on eligible activities, timely completion and functionality of health projects, among others.

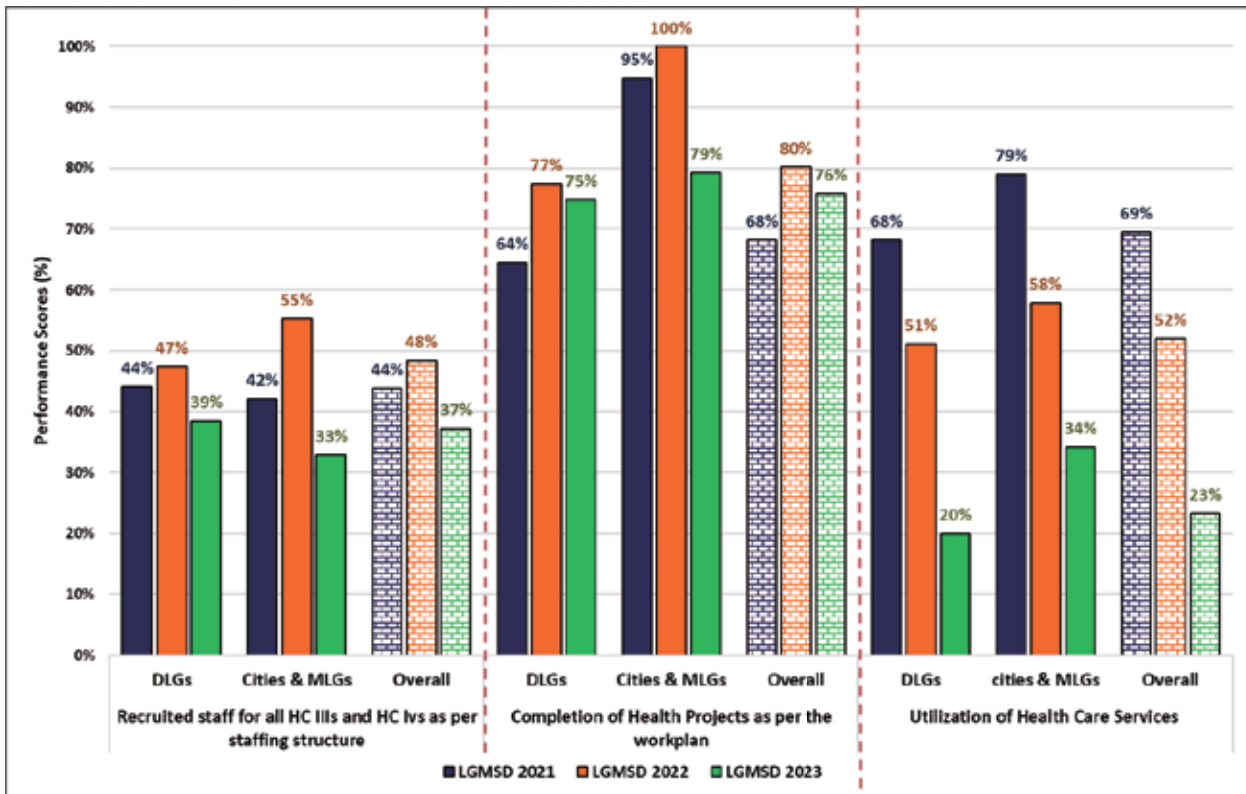
Figure 103: Scores for Health PMs for Local Government Service Delivery - LGMSD 2023



No. of LGs Assessed = 176

Figure 104 below shows the trend of some selected indicators under Local Government Service Delivery.

Figure 104: Trend for selected Indicators under Local Government Service Delivery Results-LGMSD 2023



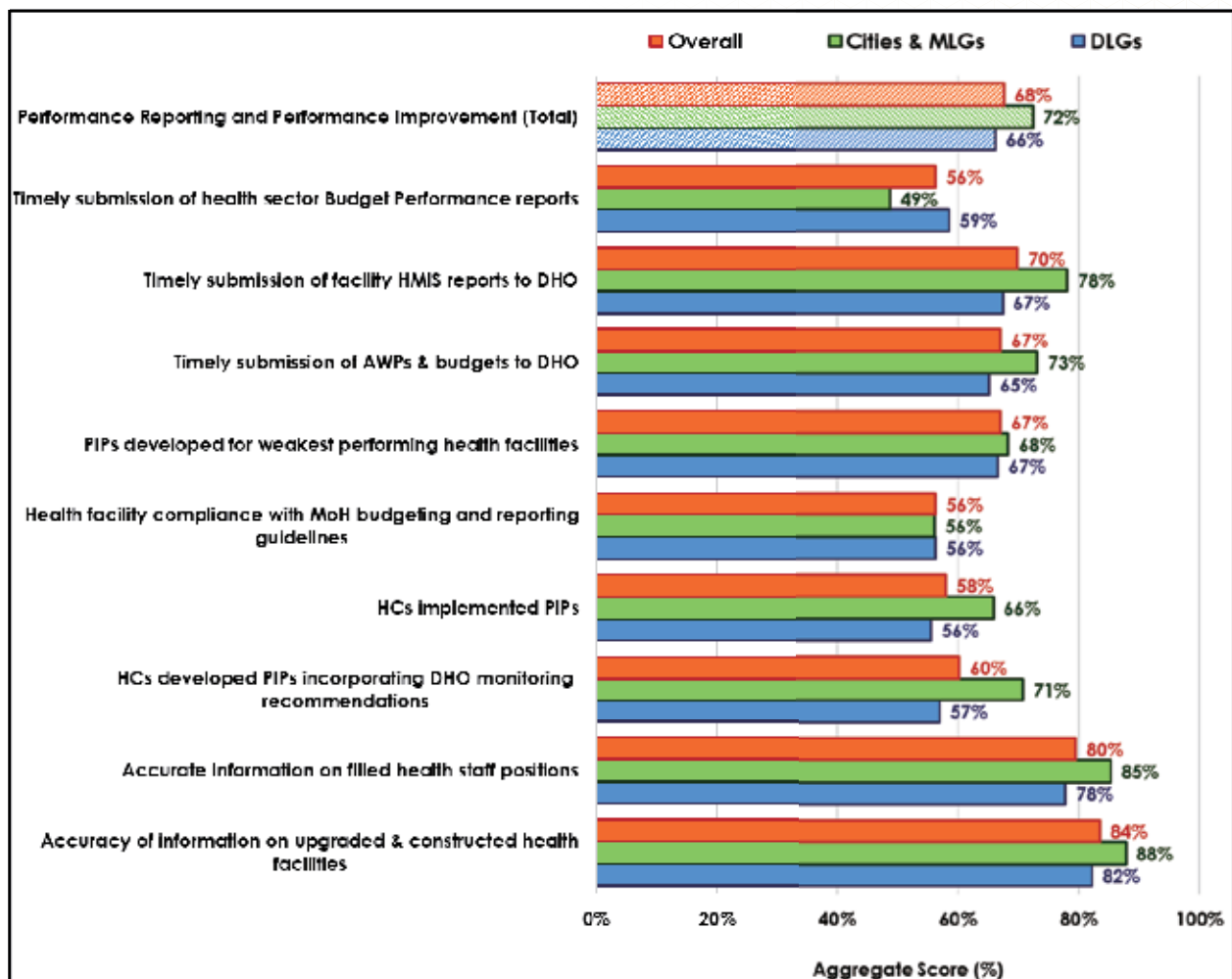
No. of LGs Assessed = 176

In comparison to the 2022 assessment, LGs have registered a decline in the indicators presented above. For example, only 37% of the assessed LGs have recruited staff for all HC IIIs and IVs as per staffing structure in 2023 assessment as compared to 48% for 2022 while completion of health projects as per the workplan also declined from 80% to 76%. The most decline was registered in utilization of health care services that considers deliveries where only 23% of the assessed LGs (41 of 176) met the target as compared to 52% in 2022 and 69% in 2021.

5.5.2 Performance Reporting and Performance Improvement.

Figure 105 shows the performance of LGs in PMs for the area of Performance Reporting and Performance Improvement. This area covered indicators related to timely submission of statutory documents to the District/Municipal Health Office and Ministry of Health (MoH), development and implementation of Performance Improvement Plans for weakest performing health centres, compliance to MoH budgeting and reporting guidelines and accuracy of information on filled health staff positions and constructed health facilities.

Figure 105: Scores for Health PMs for Performance Reporting and Performance Improvement - LGMSD 2023

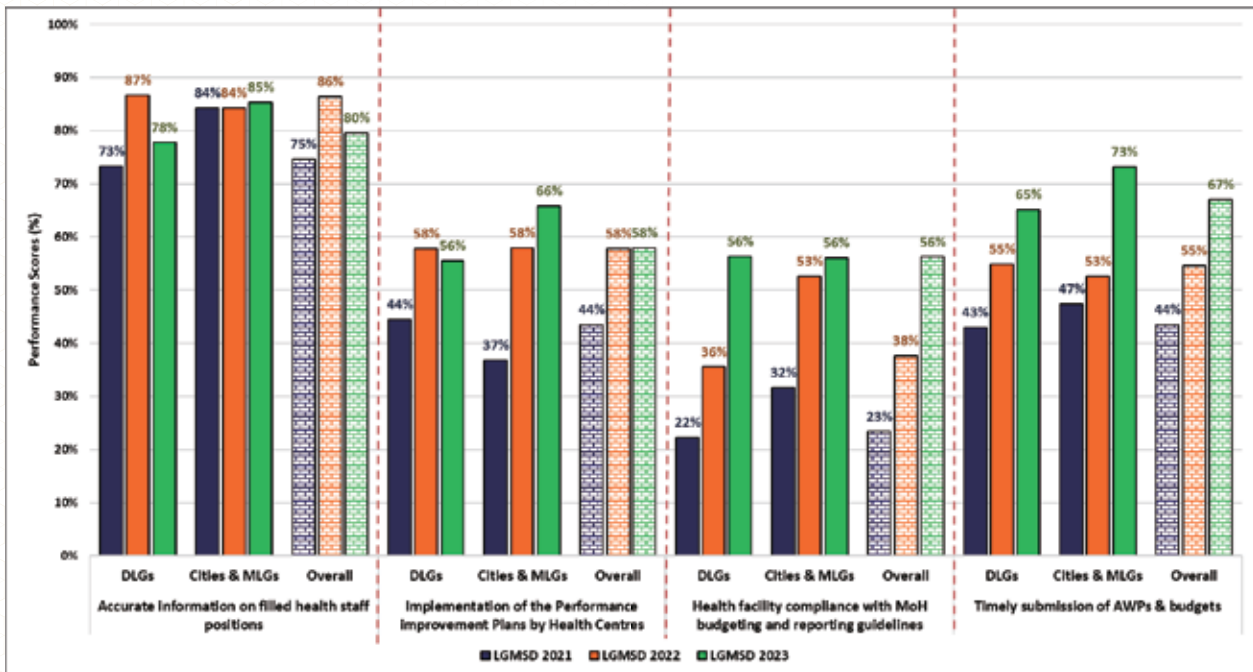


No. of LGs Assessed = 176

The overall performance for indicators under this area was 68% with Cities and MLGs edging DLGs with a score of 72% against 66%. LGs performed well in regard to accuracy of the reported information where they scored 84% for accuracy on upgrade of health facilities and 80% for information on filled staff positions. Other areas that registered moderate performance included; timely submission of HIMS reports to DHO (70%), timely submission of annual workplans and budgets by the health facilities to DHO and development of PIPs for the weakest performing health facilities each scoring 67%. Cities and MLGs performed slightly better than DLGs in most of the indicators except on submission of health sector budget performance reports where they scored 49% against 59% for DLGs.

Figure 106 highlights trend of selected indicators under Performance Reporting and Performance Improvement for LGMSDs 2021-2023.

Figure 106: Trend for selected Indicators under Performance Reporting and Improvement-LGMSDs 2021-2023



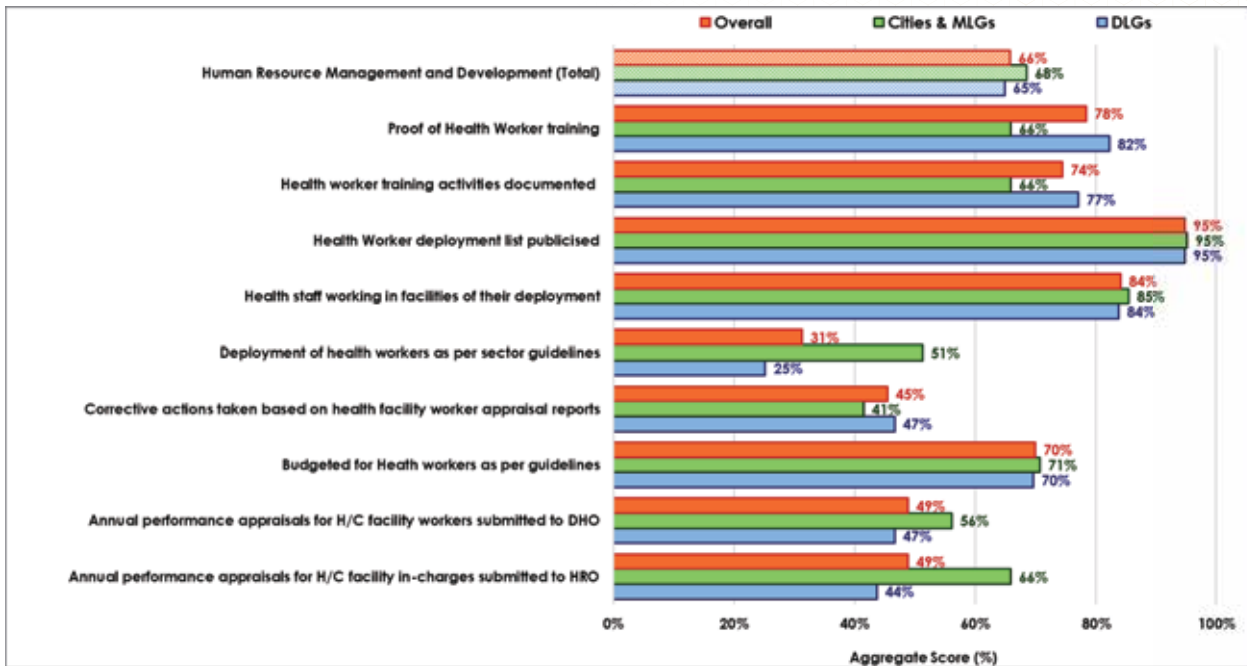
No. of LGs Assessed = 176

Whereas the LGs registered improvement in the rest of the indicators, accuracy of reported information on filled health staff positions declined from 86% to 80% between 2022 and 2023 assessments. The most improved indicator was compliance to MoH budgeting and reporting guidelines (timely preparation and submission of annual work plans, budgets and performance reports to DHO by Health facilities and to MoH) from 38% to 56%. LGs also registered an improvement in implementation of performance improvement plans by health centers from 44% in 2021 to 58% in 2023 and timely submission of the annual workplans and budgets from 55% to 67% over the same time period.

5.5.3 Human Resource Management and Development

Figure 107 depicts the performance of LGs in PMs for the area of Human Resource Management and Development.

Figure 107: Scores for Health PMs for Human Resource Management and Development - LGMSD 2023

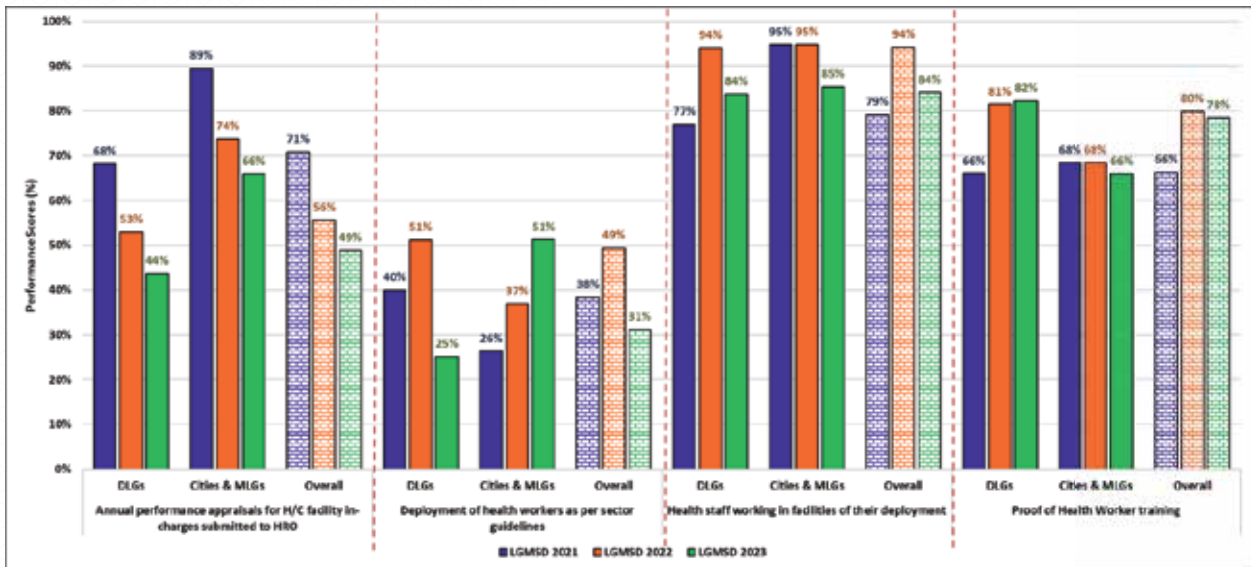


No. of LGs Assessed = 176

In the area of Human Resource Management and Development, the overall performance was 66% with Cities and MLGs scoring 68% and DLGs 65%. Good performance was in regard to publicizing the deployment lists for health workers scoring 95% and ensuring the presence of health workers in facilities of their deployment scoring 84%. However, deployment of health workers as per sector guidelines i.e. all health facilities to have at least 75% of staff required in accordance with the staffing norms was the worst performed indicator scoring only 31% followed by corrective actions being taken based on appraisal reports for health facility workers scoring 45%. Appraisal of health staff i.e. health facility in-charges and other facility workers had inadequate scoring of only 49% in the 2023 assessment.

Figure 108 highlights the performance of LGs in selected Indicators for Human Resource Management and Development.

Figure 108: Trend for selected Indicators under Human Resource Management and Development-LGMSD 2023



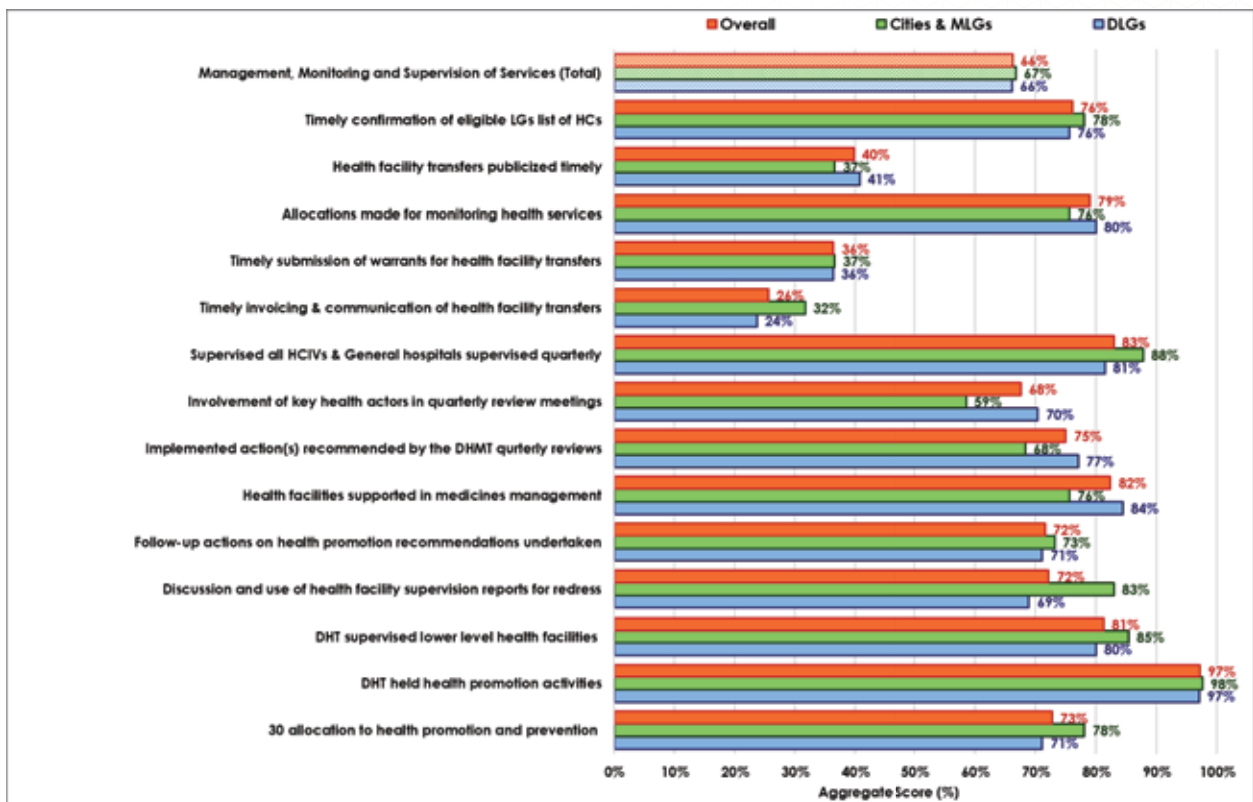
No. of LGs Assessed = 176

All the selected indicators under HRM&D registered a decline in performance for the 2023 assessment. For example, the annual appraisal of the health facility in-charges declined from 56% in 2022 to 49% in 2023, deployment of health workers as per sector guidelines declined from 49% to only 31% and also evidence of health staff working in facilities of their deployment declined from 94% to 84% between 2022-2023. The implication of the above is that patients may fail to get timely and quality medical care due to lack of enough qualified staff in facilities.

5.5.4 Management, Monitoring and Supervision of Services

Figure 109 highlights the performance of LGs in PMs for the area of Management, Monitoring and Supervision.

Figure 109: Scores for Health PMs for Management, Monitoring and Supervision of Services - LGMSD 2023

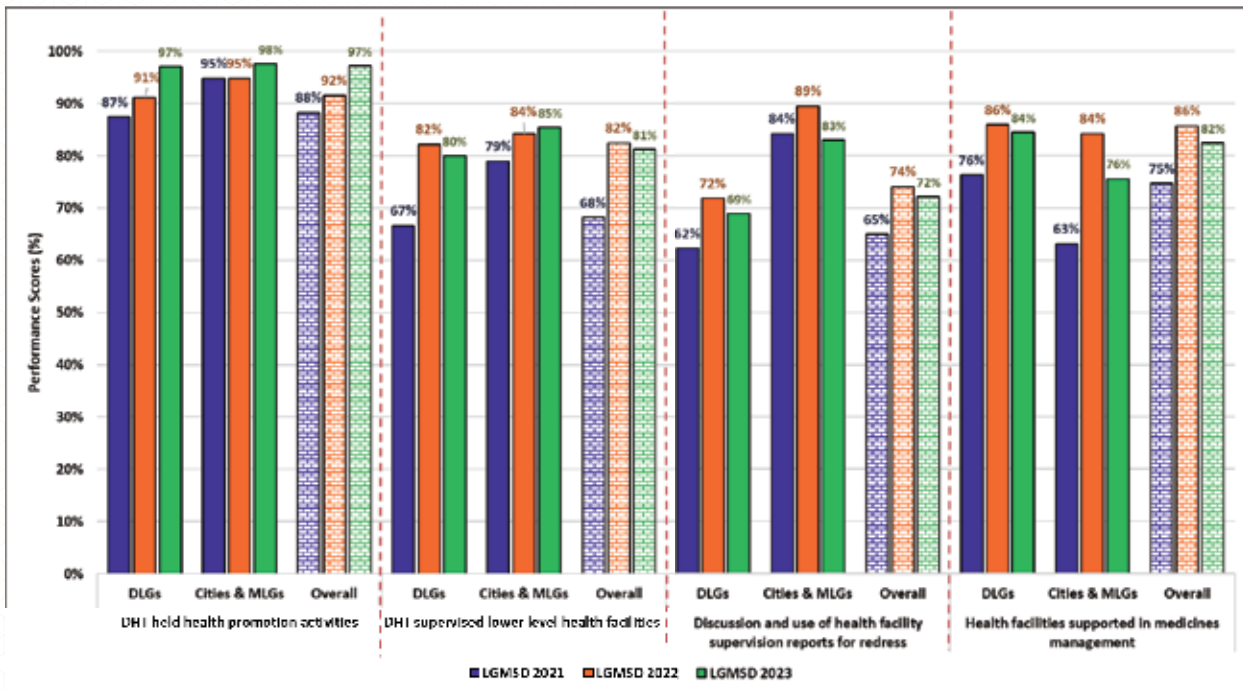


No. of LGs Assessed = 176

This performance area continued to improve for the last 3 years of assessment from 55% in 2021 to 58% in 2022 and further to 66% in 2023 assessment. Over this period, the indicators related to holding health promotion activities (97%), quarterly supervision of all HC IVs and General hospitals (83%), support of health facilities in medicines management (82%) and supervision of lower-level health facilities (81%) continued to perform above others. On the other hand, timely invoicing and communication of health facility transfers (26%), submission of warrants for health facility transfers (36%) and publicizing health facility transfers to stakeholders (40%) remained a challenge across most LGs.

Figure 110 presents the trend analysis of selected indicators under Management, Monitoring and Supervision.

Figure 110: Trend for selected Indicators under Management, Monitoring and Supervision of Services-LGMSD 2023



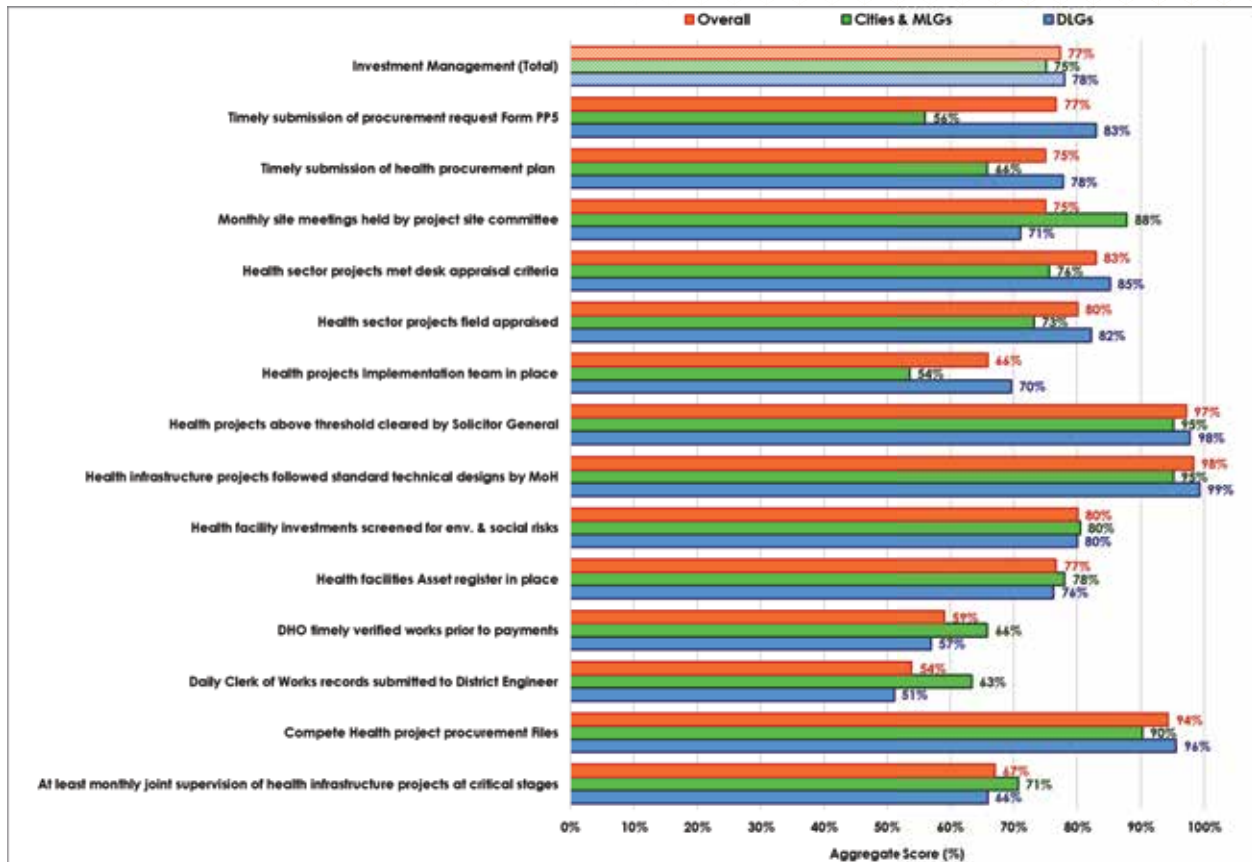
No. of LGs Assessed = 176

LGs registered improvement in organizing and holding health promotion activities from 92% to 97%; while there was a slight decline in the rest of the selected indicators like supervision of lower-level health facilities from 82% to 81%, discussion and use of health facility supervision reports from 74% to 72% and support of facilities to manage medicines from 86% to 82% between 2022 and 2023.

5.5.5 Investment Management

Figure 111 highlights the performance of LGs in PMs for the area of Investment Management; covering timely submission of procurement plans and requests, desk and field appraisal of health projects, establishment of project implementation teams for health, presence of health facilities’ assets register, complete project procurement files among others.

Figure 111: Scores for Health PMs for Investment Management- LGMSD 2023

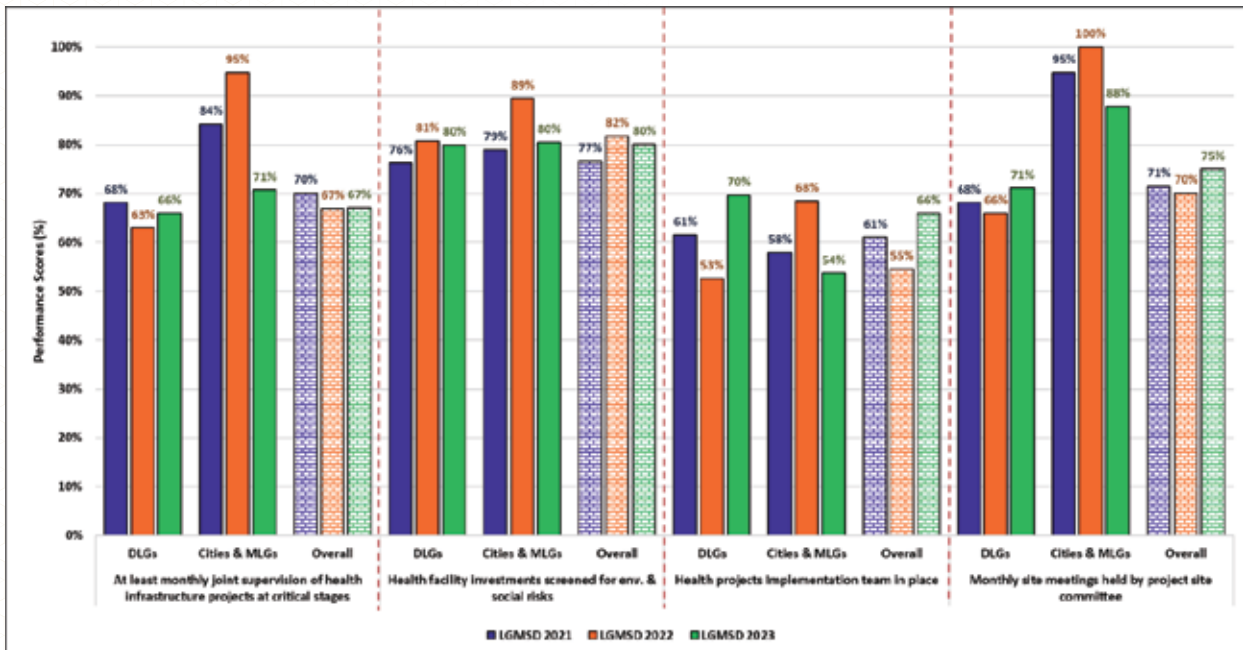


No. of LGs Assessed = 176

Local Governments scored 77% overall in Investment Management with DLGs scoring 78% and MLGs 75%. The best performed areas include; health infrastructure projects following MoH standard technical designs scoring 98%, health projects being approved by the Contracts Committee and cleared by the Solicitor General where above the threshold (97%) and LGs having complete project procurement files scoring 94%. Amidst the above good performance, LGs performed just above average in submission of daily clerk of works records to the District Engineer scoring 54% and timely verification of works prior to payments at 59%.

Figure 112 shows the trend analysis of selected indicators under Investment Management for LGMSDs 2021-2023

Figure 112: Trend for selected Indicators under Investment Management-LGMSD 2021-2023



No. of LGs Assessed = 176

Under Investment Management, two of the selected indicators registered improvement in performance between 2022 and 2023 assessments. These include conducting monthly project site meetings scoring 75% from 70% and establishment of projects implementation teams⁶ that scored 66% from 55%. Screening of health projects for environment and social risks declined by 2 percentage points from 82% to 80% over the same period.

LGs without PITs for 2023 assessment were: *Abim District, Adjumani District, Alebtong District, Amolatar District, Amudat District, Arua city, Bugiri Municipal Council, Bugweri District, Bulambuli District, Bundibugyo District, Bushenyi District, Bushenyi-Ishaka Municipal Council, Busia District, Butaleja District, Buyende District, Dokolo District, Fort-Portal city, Gulu city, Hoima city, Iganga District, Iganga Municipal Council, Kabale District, Kabale Municipal Council, Kabarole District, Kaberamaido District, Kaliro District, Kalungu District, Kanungu District, Kapchorwa District, Kapelebyong District, Karenga District, Kasese District, Kasese Municipal Council, Katakwi District, Kisoro District, Kisoro Municipal Council, Kitagwenda District, Kitgum District, Kitgum Municipal Council, Koboko District, Kotido District, Kotido Municipal Council, Kumi Municipal Council, Kween District, Kyenjojo District, Lira city, Madi-*

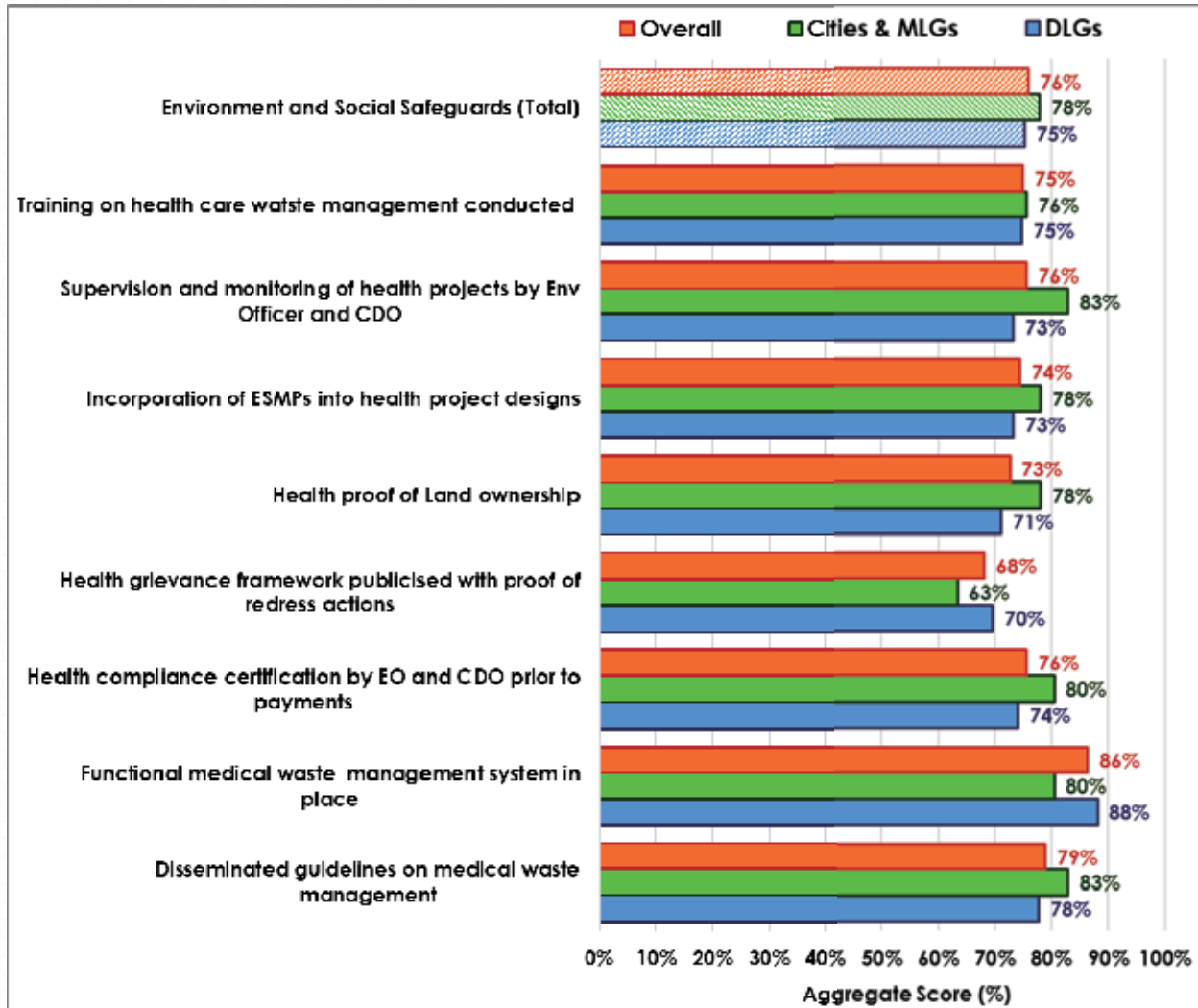
⁶ The Project Implementation Team comprises of; i) Contract Manager; ii) Project Manager; iii) Clerk of Works; iv) Environment Officer; v) Community Development Officer; and vi) Labour Officer

Okollo District, Maracha District, Masaka city, Mayuge District, Mbale city, Mbarara District, Mitooma District, Moroto District, Moroto Municipal Council, Moyo District, Nabilatuk District, Nakapiripirit District, Nansana Municipal Council, Napak District, Ntoroko District, Ntungamo Municipal Council, Obongi District, Otuke District, Rakai District, Rubanda District, Rukiga District, Rukungiri Municipal Council, Rwampara District, Sheema Municipal Council, Soroti city, Tororo Municipal Council, and Yumbe District.

5.5.6: Environment and Social Safeguards

Figure 113 presents the performance of LGs in PMs for the area of Environment and Social Safeguards. This measure 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 is no land issues/encumbrances.

Figure 113: Scores for Health PMs for Environment and Social Safeguards - LGMSD 2023

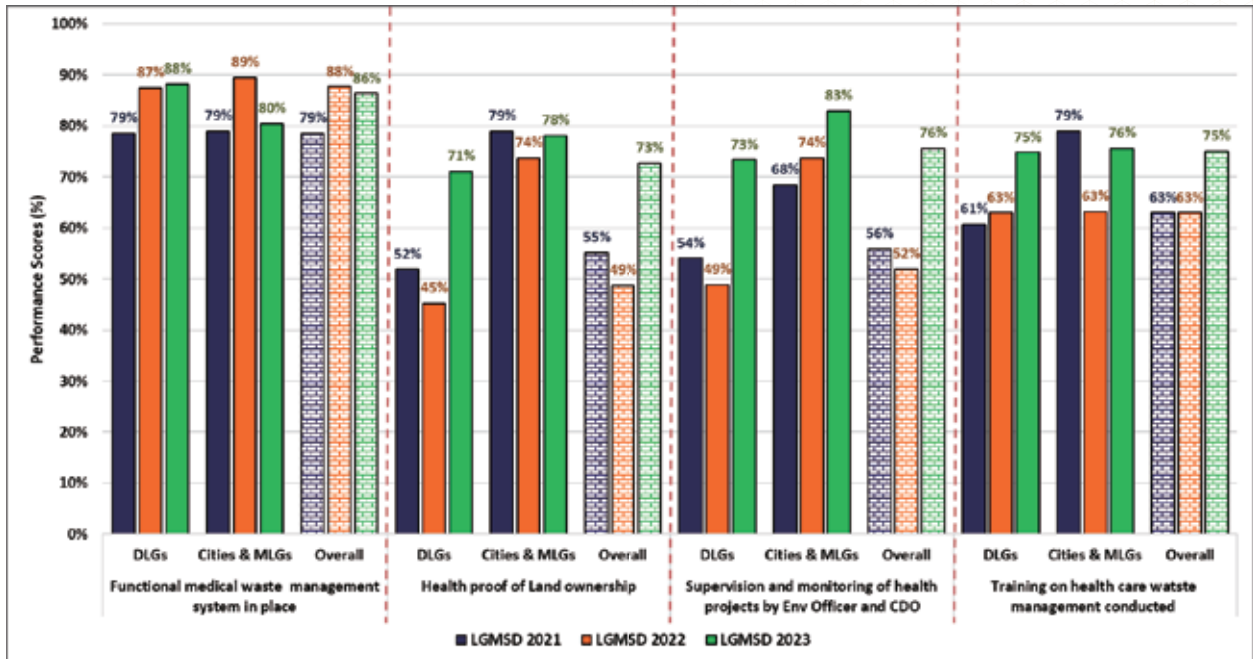


No. of LGs Assessed = 176

The overall performance for Environment and Social Safeguards under Health was 76% with Cities and MLGs edging DLGs in most of the indicators under this area except for having health grievance framework publicized with proof of redress actions and having a functional medical waste management system. Among the best performed areas included; having a functional medical waste management system scoring 86%, dissemination of guidelines on medical waste management to health facilities which scored 79%, joint supervision and monitoring of health projects by the Environment Officer (EO) and the Community Development Officer (CDO); as well as issuance of compliance certification by the EO and CDO each scoring 76% of the maximum available score.

Figure 114 presents the trend analysis of selected indicators under the area of Environment and Social Safeguards.

Figure 114: Trend for selected Indicators under Environment and Social Safeguards - LGMSD 2023



No. of LGs Assessed = 176

In the 2023 assessment, LGs registered improvement in most of the selected indicators under Environment and Social Safeguards except for functionality of the medical waste management system that scored 86% having dropped from 88% in 2022. Improvement was registered on training on health care waste management system from 63% to 75%, providing proof of land ownership for health. projects from 49% to 73% and then supervision and monitoring of projects by the Environment and Community Development Officers.

LGs without proof of land ownership were: *Abim District, Apac District, Arua city, Bugweri District, Bukedea District, Buliisa District, Bushenyi District, Busia District, Butambala District, Butebo District, Buyende District, Gulu city, Gulu District, Hoima city, Hoima District, Iganga District, Jinja city, Kaabong District, Kalangala District, Kalungu District, Kanungu District, Karenga District, Kitgum District, Kotido Municipal Council, Kyotera District, Lamwo District, Lira city, Lira District, Luuka District, Lwengo District, Masaka city, Masindi District, Moroto District, Nakapiripirit District, Namayingo District, Namutumba District, Nebbi Municipal Council, Omoro District, Otuke District, Oyam District, Pallisa District, Rakai District, Rukungiri District,*

Rukungiri Municipal Council, Serere District, Sheema District, Soroti District, and Tororo District.

5.6 Conclusion, Emerging Issues and Recommended Actions for Health Performance Assessment – LGMSD 2023

The 2023 LGMSD assessment was the fourth and final year of using the LGMSD Manual (2020) under the revised framework. Therefore, it was envisaged that there would be improvement in performance across board. However, minimal improvement and in some cases, decline was noted in some areas. Overall, there was an improvement in performance of Health Measures from 34% in 2020 to 44% in 2021 to 48% in 2022 and then finally to 54% in 2023 which is a 20-percentage increase for the last 4 years. Districts scoring 55% still performed better than Cities and MLGs that scored 52% overall in the 2023 assessment.

The 2023 performance was largely affected by the halt on recruitment of staff across Government which hindered achievement of the Minimum Condition concerning recruitment of critical staff for health in some LGs. Additionally, the 2023 assessment and analysis covered the twenty-two (22) USMID Cities and Municipal Councils that were not yet fully used to this framework and thus unable to present some of the evidence required for the assessment. To date, a new and improved framework is being designed for the 2024 assessment.

Some of the consistently poorly performed areas and proposed recommendations are presented in table 26.

Table 26: Emerging Issues and Recommended Actions for Health from the LMGSD 2023

No.	Emerging Issues/Outstanding Challenges	Recommended Action (s)	Responsible Centre
1.	Only 37% of LGs had staff structures for HCIII and HCIV that were filled as per the minimum staffing requirements, compared to 48% in 2022.	Prioritize recruitment and deployment for critical positions.	LGs MoPS MoFPED
2.	Majority (69%) of LGs DID NOT deploy health workers as per sector guidelines.	<ul style="list-style-type: none"> ▪ Regular on-site inspection ▪ Adherence to staff posting Sector Guidelines 	MoPS MoH LGs

No.	Emerging Issues/Outstanding Challenges	Recommended Action (s)	Responsible Centre
3.	<p>Appraisal of health workers and use of appraisal reports for corrective action still inadequate as highlighted below;</p> <ul style="list-style-type: none"> • Appraisal of facility in-charges by DHO was 49% dropping from 56% in 2022 assessment. • Appraisal of facility health workers by in-charges was 49% from 55% in 2022. • Corrective action being taken based on the appraisal reports was 45%. 	<ul style="list-style-type: none"> ▪ Expedite rollout of the Human Capital Management Information System (HCMIS) to enable online appraisal ▪ Rejuvenate the Rewards and Sanctions Committees in LGs. 	MoPS LGs
4.	Majority (74%) of LGs did not invoice & communicate on time, the PHC non-wage recurrent grant transfers.	Ensure timely initiation of invoices and communication of invoiced funds to the beneficiary PHCs	MoFPED LGs
5.	A total of 27% of the assessed LGs did not have proof of land ownership for all the Health Facilities where health projects were implemented.	Fast track proof of ownership for all Health facilities.	MoLHUD LGs

6.0 WATER AND ENVIRONMENT PERFORMANCE ASSESSMENT

6.1 Introduction to Water and Environment Performance Assessment

The Water and Environment sector assessment included two areas, namely: (i) minimum conditions, and (ii) performance measures, each with a total maximum potential score of 100 points.

The DLGs were evaluated based on two minimum conditions under Water and Environment, which included; Human Resource Management and Development and adherence to Environment and Social requirements. On the other hand, Performance Measures covered six thematic areas with weighted scores totaling to 100 percentage points as well. Details of the thematic areas and their respective indicators are presented in Tables 27 and 28 below.

Table 27: Scoring Guide for Water and Environment Minimum Conditions for LGMSD Assessment 2023

No.	Area Addressed	Thematic Area	Performance Area	% of Overall maximum score
1	Minimum Conditions	A. Human Resource Management	Assistant Water Officer for mobilization	10%
			Civil Engineer Water	15 %
			Borehole Maintenance Technician	10%
			Environment Officer	10%
			Forestry Officer	10%
			Natural Resources Officer	15%
		B. Environment and Social Requirements	Conducted ESCC screening	10%
			Conducted ESIA's	10%
			Obtained water abstraction permit	10%
	Total			100%

Table 28: Scoring Guide for Water and Environment Performance Measures for LGMSD Assessment 2023

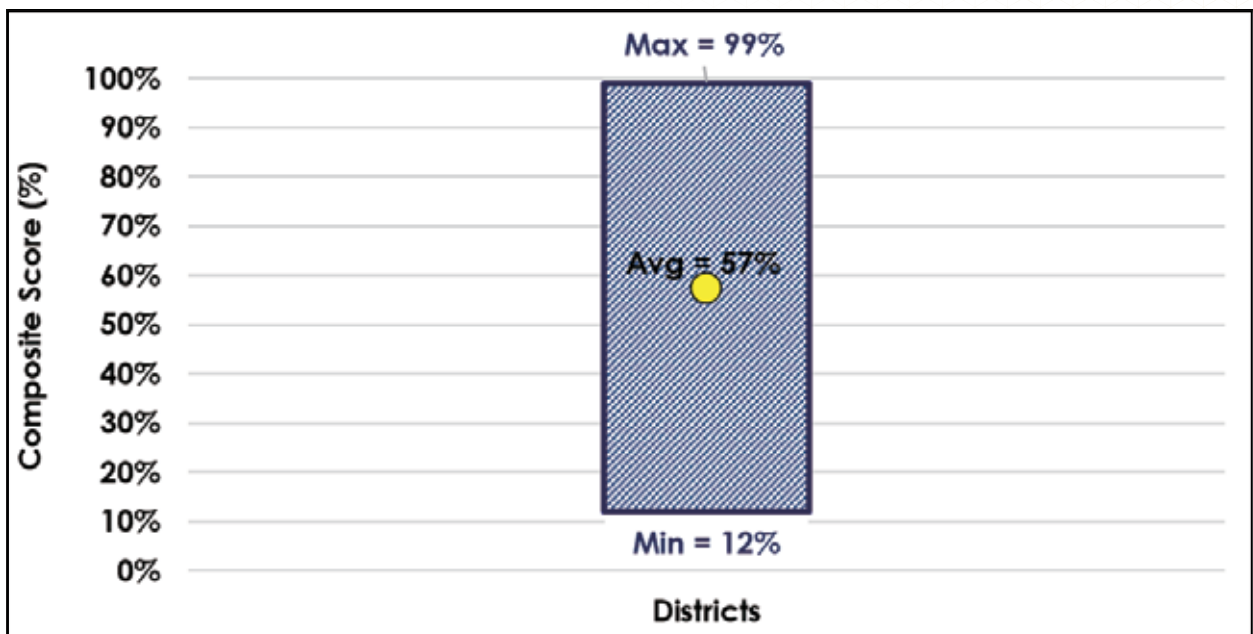
No.	Area Addressed	Thematic Area	% of Overall Maximum Score
1	Performance Area	Local Government Service Delivery Results	16%
		Performance reporting and performance improvement.	10%
		Human Resource Management and Development	10%
		Management, monitoring, and supervision of services	20%
		Investment management	28%
		Environmental and social requirements	16%
	Total		100%

6.2 Overview of Water and Environment Performance Results – LGMSD 2023

6.2.1 Polarity of Composite Scores for Water and Environment Performance

The Figure 115 Below is a relative orientation of the percentage composite scores of maximum, average, and minimum in water and environment.

Figure 115: Polarity of composite scores for Water and Environment



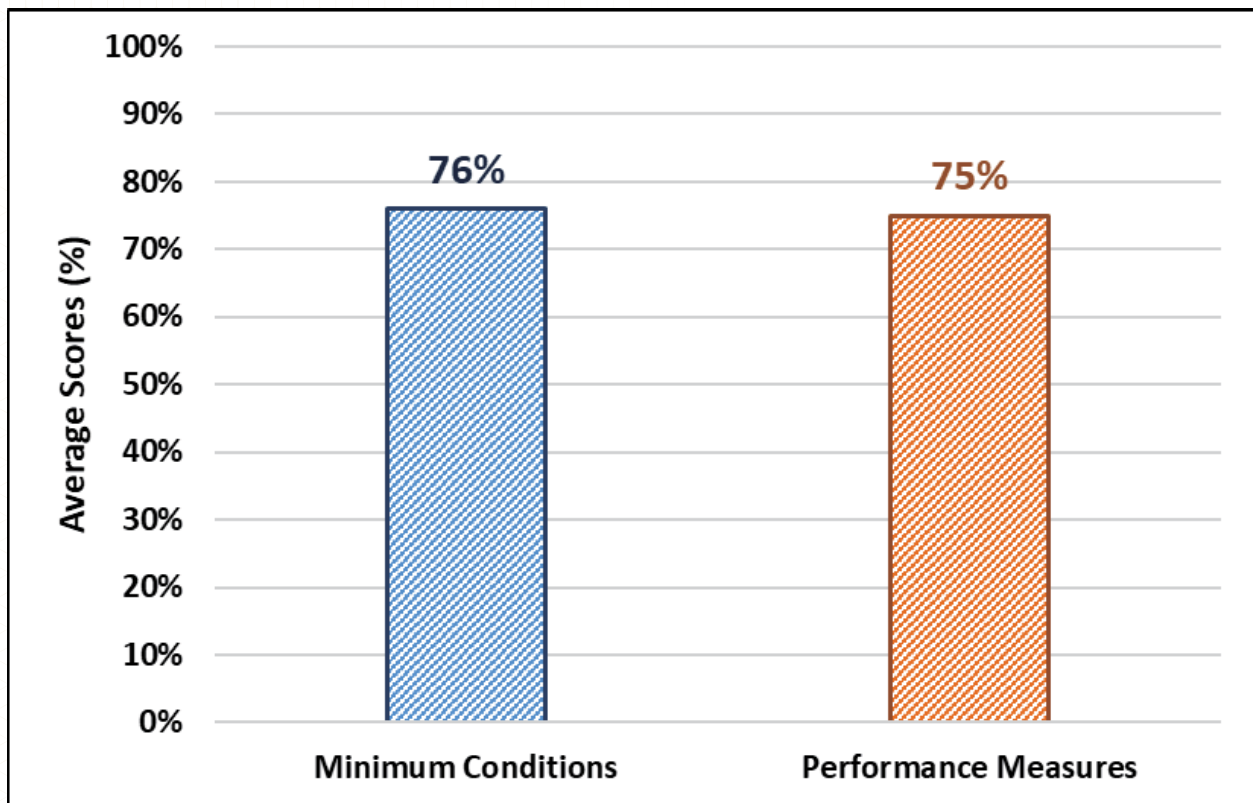
No. of DLGs assessed = 135

Note: The Water Assessment only covered districts (Rural Water) since urban LGs are served by the NWSC.

The Water and Environment measures assessed DLGs and Isingiro district scored highest with 99%, while Namisindwa and Omoro districts scored lowest with 12% and 16% respectively.

The Figure 116: Below are average scores based on the revised framework showing the performance measures and minimum conditions under Water and Environment for the year.

Figure 116: Average Scores for Minimum Conditions and Performance Measures under Water and Environment



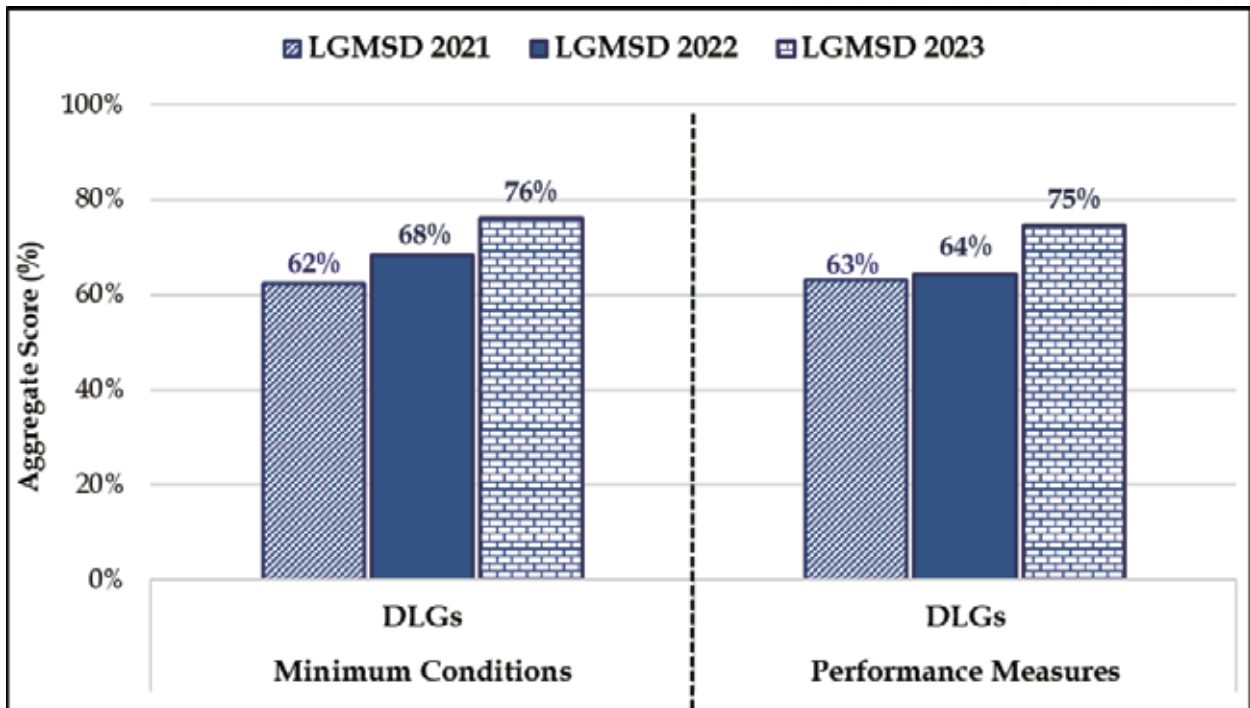
No. of DLGs =135

On analyzing the data of all 135 DLGs, it was found that the average score for the Minimum Conditions under Water and Environment was 76%, and for Performance Measures, it was 75%. The score for Performance Measures was slightly lower than the Minimum Conditions score.

Overall, although the performance measures were close to the minimum conditions, there was a clear indication that there was still scope for enhancing the performance of both measures.

Figure 117 presents comparative representation of the average scores for the minimum Conditions and Performance Measures over the past three years of the assessment i.e. 2021, 2022 and 2023.

Figure 117: Comparison of average scores for minimum conditions and Performance Measures under Water and Environment for 2021,2022 and 2023



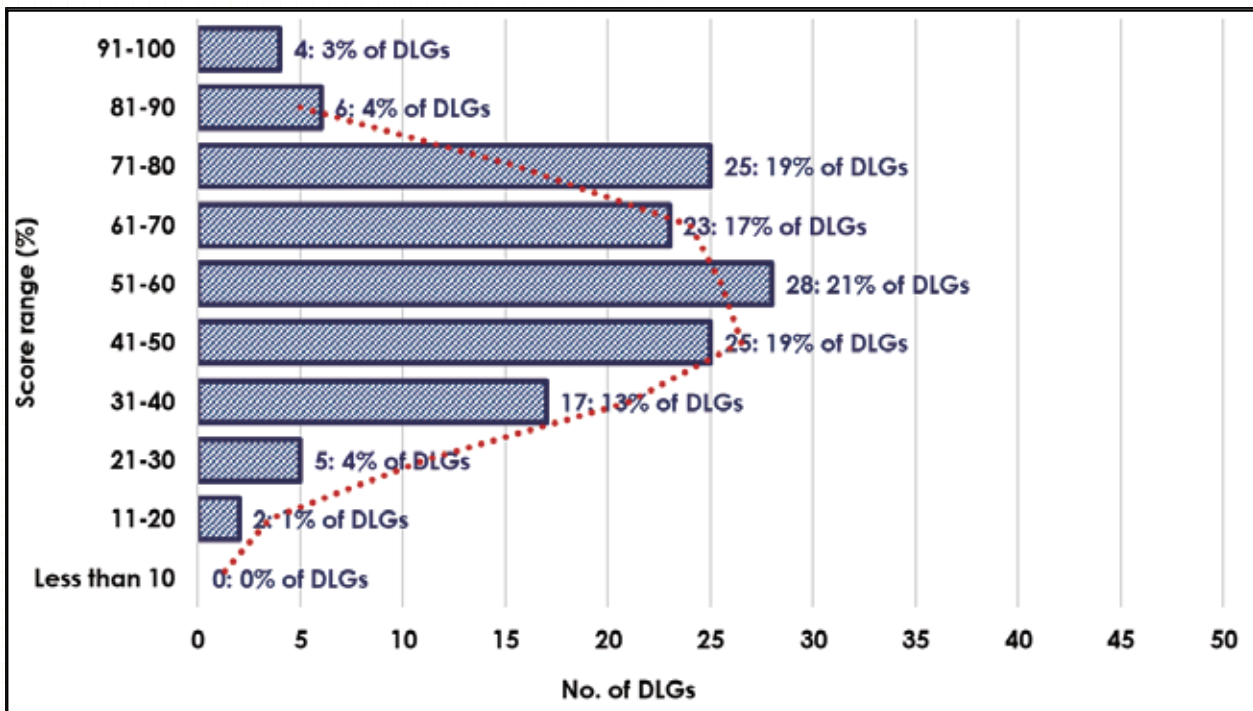
No. of DLGs Assessed = 135

The results showed that Minimum Conditions had an average score of 62% in 2021, which improved to 76% in 2023. On the other hand, Performance Measures (DLGs) had an average score of 63% in 2021, which slightly improved to 64% in 2022 and substantially increased to 75% in 2023.

6.2.2 Distribution of LGs across score categories (Combined MCs and PMs)

Figure 118 is a presentation of the distribution of districts across different composite ranges for Water and Environment performance areas for all 135 District Water Offices.

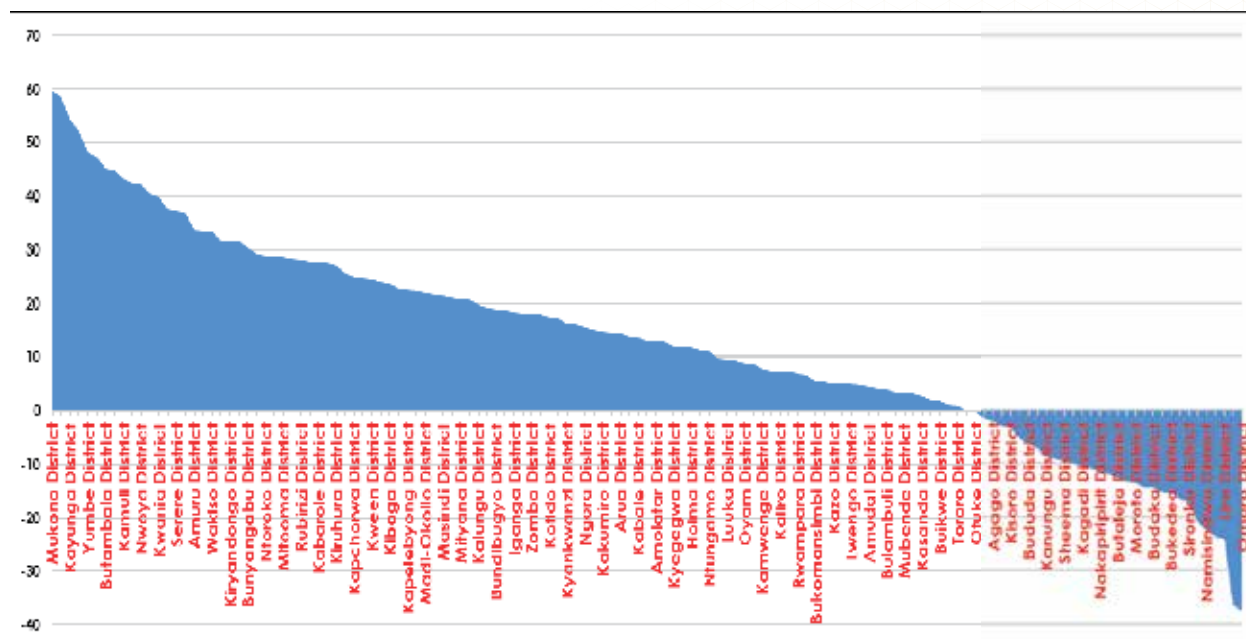
Figure 118: Distribution of LGs in Water and Environment across score categories (combined MCs and PMs)



No. of DLGs assessed = 135

Score Ranges comprised 28% of the DLGs as the largest group ranging from 51% - 60%, and the second-largest group comprising 25% of the DLGs ranging from 41% - 50% and 71% -80% respectively. 61% - 70% represented 17% of the DLGs, and lastly, only a few DLGs fell under the category less than 20% and 81% - 90%. Scores above 91% were achieved by only 4 DLGs including Isingiro, Namayingo, Kiruhura and Sembabule districts.

Figure 119: Shows LGs that improved and those that declined between 2022 and 2023 LGMSD assessments



No. of DLGs Assessed = 135

The graph presents the changes in the performance of local governments (LGs) between the 2022 and 2023 LGMSD assessments. The districts above the 0-mark led by Mukono District indicated that a significant number of LGs had improved their performance, which suggested positive progress in various areas. On the other hand, fewer LGs including; Omoro, Lira, Namisindwa, Sironko among others experienced a decline in performance, and they may need targeted interventions to improve their overall performance. The overall trend showed a leaning towards improvement, and thus a sign of improved access to safe and clean water.

6.2.3 Ranking of LGs in Water and Environment Performance Areas

The following two tables display the average scores for the top ten and bottom ten performing Local Governments (LGs) in the areas of water and environment in the 2023 assessment. The tables also include the ranks of each LG in these areas, as well as their performances and rank in the previous years of 2022 and 2021 assessments for comparison purposes.

Table 29: Ten (10) Overall Highest Scoring LGs on Water and Environment (Minimum Conditions and Performance Measures) in LGMSD Assessment of 2023

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021
1	99%	Isingiro District	2	84%	3	75%
2	95%	Namayingo District	5	71%	58	42%
2	95%	Kiruhura District	9	68%	27	52%
4	93%	Sembabule District	4	76%	7	67%
5	85%	Zombo District	10	67%	45	47%
5	85%	Namutumba District	39	53%	66	40%
5	85%	Mayuge District	1	88%	109	27%
5	85%	Kwania District	66	45%	38	49%
9	82%	Adjumani District	79	42%	70	39%
10	81%	Jinja District	77	43%	75	37%

The data indicated that Isingiro District ranked first with a score of 99%, after being ranked second the previous year with a score of 84%. Namayingo District and Kiruhura District both tied for second place with a score of 95% in 2023. The fifth place was shared by four districts, namely Zombo District, Namutumba District, Mayuge District, and Kwania District, all of which scored 85% in 2023. The new districts in the top 10 include; Adjumani, Jinja, Kwania and Namutumba that greatly improved as compared to the last 2 years.

Table 30: Ten (10) Overall Lowest Scoring LGs on Water and Environment (Minimum Conditions and Performance Measures) in LGMSD Assessment of 2023

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021
126	32%	Ntoroko District	135	4%	132	10%
126	32%	Kole District	66	45%	58	42%
128	31%	Busia District	81	41%	85	34%
129	30%	Lira District	34	54%	113	25%
130	29%	Nakasongola District	118	28%	118	24%
131	28%	Butaleja District	81	41%	45	47%
131	28%	Bukwo District	92	37%	101	30%
133	26%	Oyam District	129	17%	121	22%
134	16%	Omoro District	34	54%	9	66%
135	12%	Namisindwa District	103	34%	121	22%

The analysis showed that although still among the bottom LGs, Ntoroko District had shown improvement, moving from rank 135 with a score of 4% in 2022 to rank 126 with a score of 32% in 2023. Namisindwa District had the lowest score among the listed districts with 12% in 2023. Omoro district dropped the most from rank 9 in 2021, to 34

in 2022 and eventually 134 in 2023, followed by Butaleja from 45 to 81 and then 131 and Kole from 58 to 66 and finally to 126 between 2021 and 2023, thus the need to study these negative trends further and address the emerging challenges among these LGs.

6.2.4 Best and worst scoring indicators for Water and Environment

The following two tables present a summary of the top 10 and bottom 10 performing indicators for minimum conditions and performance measures relating to water and environment in the 2023 LGMSD assessment. It also includes their ranks and scores from the 2022 and 2021 assessments.

Table 31: Overview of the top 10 scoring indicators for Water and Environment MCs and PMs in LGMSD Assessment of 2023

Rank 2023	Score 2023	Performance Indicator	Rank 2022	Score 2022	Rank 2021	Score 2021
1	99%	Water supply infrastructure approved by the Contracts Committee	1	99%	1	99%
2	98%	Water infrastructure investments incorporated in the AWP	1	99%	3	96%
2	98%	Water contract price within +/-20% of Engineers estimates	6	93%	7	90%
2	98%	Accuracy of information on WSS facilities constructed	3	97%	3	96%
5	97%	Complete Water project procurement Files	3	97%	2	98%
6	95%	Conducted Environment, Social and Climate Change screening	5	96%	7	90%
7	94%	Trained Water and Sanitation Committees on O&M	8	88%	6	95%
8	93%	Conducted Environment and Social Impact Assessments	10	87%	9	88%
8	93%	Proof of Land Ownership for all water projects	12	84%	11	84%
10	92%	Water infrastructure projects followed standard technical designs	7	89%	3	96%

The data analysis of the overall top 10 scoring indicators for water and environment in 2023 showed that over the past three years, water supply infrastructure being approved by the Contracts Committee consistently scored 99%. Furthermore, water infrastructure investments being included in the Annual Work Plan (AWP) improved from 96% in 2021 to 99% in 2022 and slightly dropped to 98% in 2023.

Water contract prices being within +/-20 of Engineers estimates was scored 98% in 2023. The accuracy of information on WSS facilities constructed remained consistent at around upper mid-90%, with a slight increase from 96% in 2021 to 98% in 2023. Complete Water project procurement Files declined from 98% in 2021 to 97% in subsequent years. Conducted ESCC screening initially increased from 90% to 96% but dropped to 95% in 2023.

Training of Water and Sanitation Committees on O&M significantly improved, from 88% in 2022 to 94% in 2023. Conducting Environment and Social Impact Assessments dropped to 87% in the second year but recovered to 93% in 2023. Providing proof of Land Ownership for water projects remained consistent at 84% for the first two years and improved to 93% in 2023. Water infrastructure projects following standard technical designs improved from 89% in 2022 to 92% in 2023.

Table 32: Overview of the bottom 10 scoring indicators for Water and Environment MCs and PMs in LGMSD Assessment of 2023

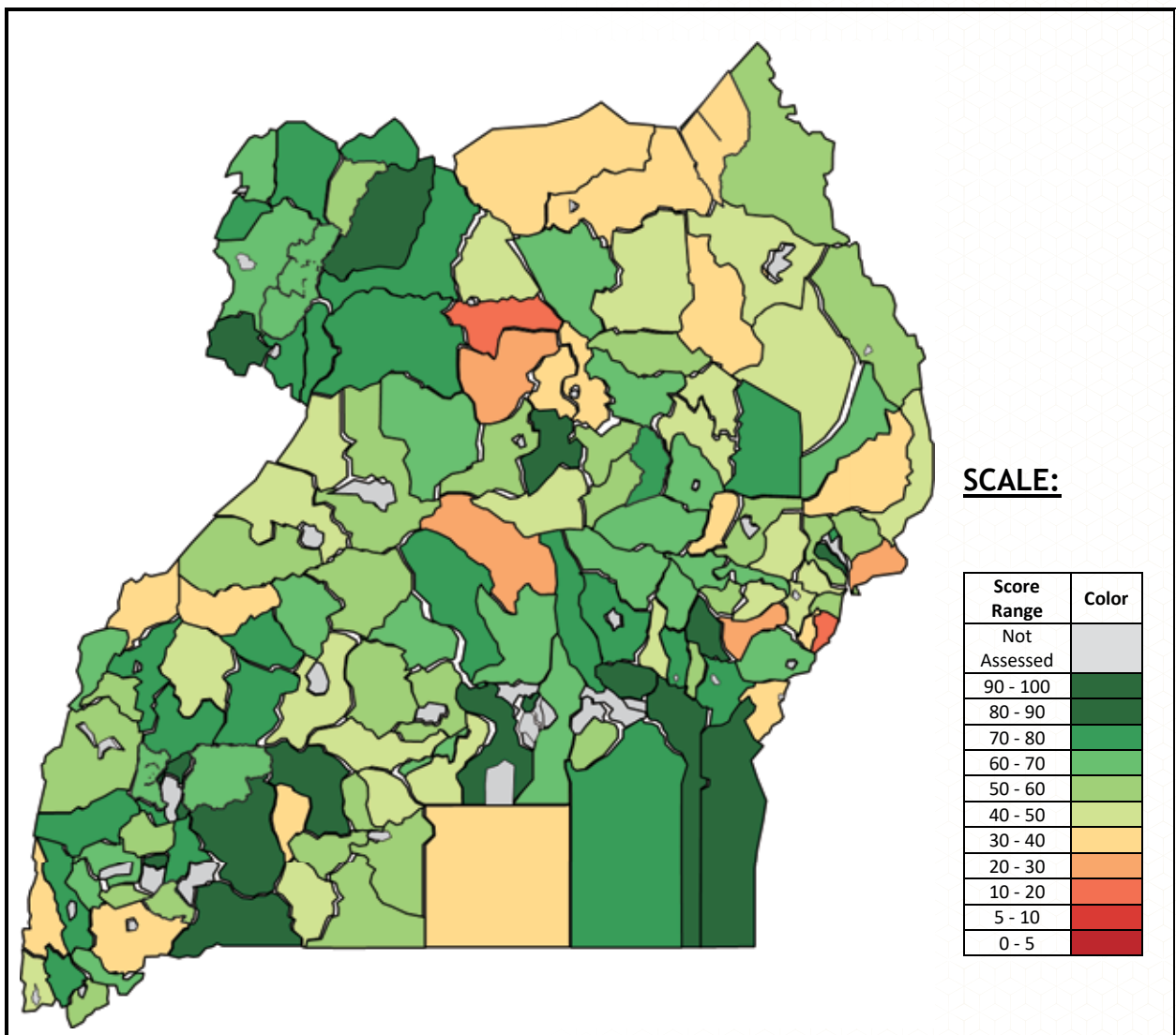
Rank 2023	Score 2023	Performance Indicator	Rank 2022	Score 2022	Rank 2021	Score 2021
41	53%	Appraisal of District Water Office staff	40	47%	38	52%
42	50%	Functional rural water sources	39	52%	36	53%
43	47%	Preparation of training plan for water staff	46	27%	46	18%
44	45%	Obtained water abstraction permit for all piped water systems	29	67%	40	45%
45	44%	Increase in functionality of water supply facilities	44	30%	44	27%
45	44%	Average score in Water for LLG performance	N/A	N/A	N/A	N/A
47	42%	25% of the lowest performing LLGs in water supported on PIPs	50	1%	49	0%
48	41%	Increase in functionality of Water and Sanitation Committees	48	11%	48	16%
49	36%	Prioritized allocations for S/Cs with water coverage below district	43	34%	43	34%
50	31%	Budgeted water projects implemented in sub counties below the district average	45	28%	45	26%

The data analysis of the overall bottom 10 scoring indicators for water and environment in 2023 showed that over the past three years, Appraisal of District Water Office (DWO) staff received a score of 53% in 2023, ranking 41st. This showed an improvement from the 47% score in 2022, which ranked 40th. Functionality of rural water sources scored 50% in 2023, ranking 42nd, which was not a significant change from 2022, where it scored

52% and ranked 39th. The implication of the above is that at least 50% of the LGs had 90-100% of their rural water sources functional in 2023.

The preparation of a training plan for water staff saw an increase from 27% in 2022, ranked 46th, to 47% in 2023, ranked 43rd. Obtaining a water abstraction permit scored 45% and ranked 44th in 2023, as was the increase in functionality of water supply facilities. The average score in Water for LLG performance was 44% and support on PIPs was 42% and ranked 47th in 2023 and prioritized allocations for S/C with water coverage below district scored 36% and ranked 49th. The Ministry of Water and Environment together with Local Governments need to identify and address issues affecting performance of these areas.

Figure 120: Map showing analysis of Water and Environment Performance assessment scores across the country



No. of DLGs Assessed = 135

This map shows the Water and Environment Performance assessment scores for the different regions in Uganda. It uses color-coded indicators to represent the range of scores in each area. The colors range from red to green, with red indicating the lowest scores (0%-5%) and Darker green indicating the highest (90%-100%).

The map revealed varying degrees of performance across the country, indicating a diverse set of challenges and successes in water and environmental management. The majority of regions had mid-range scores (yellow to light green), indicating moderate performance. While these areas were meeting some targets, they still had significant room for improvement. A few regions, particularly the darker green ones, were high performers, scoring between 90%-100%. These areas can serve as benchmarks for other regions.

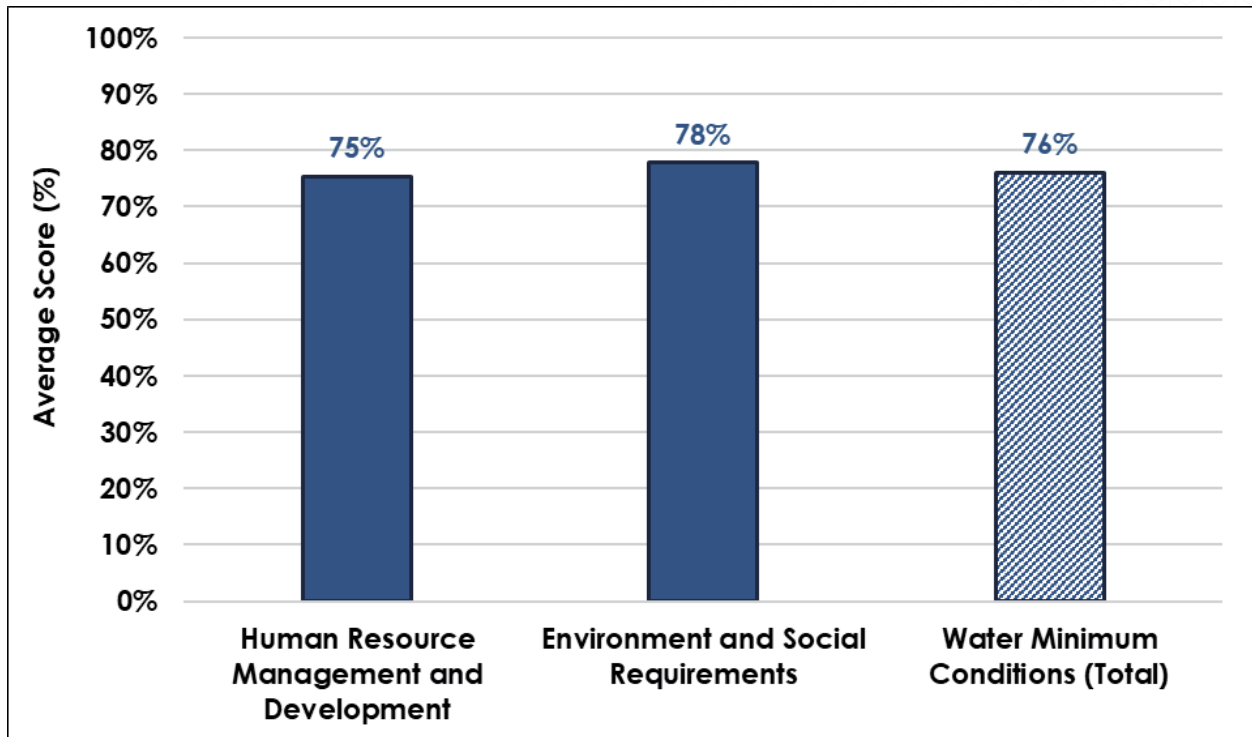
The red and orange areas predominantly in Eastern and Kalamoja require immediate attention as they represent regions with low-performance scores, between 0%-30%. These areas may be facing serious challenges such as inadequate water supply, poor water quality, or ineffective environmental conservation measures.

6.3 Results on Water and Environment Minimum Conditions

6.3.1 Performance per assessment area under Water and Environment Minimum Conditions

Figure 121 below shows the performance in minimum conditions thematic areas of Water and Environment.

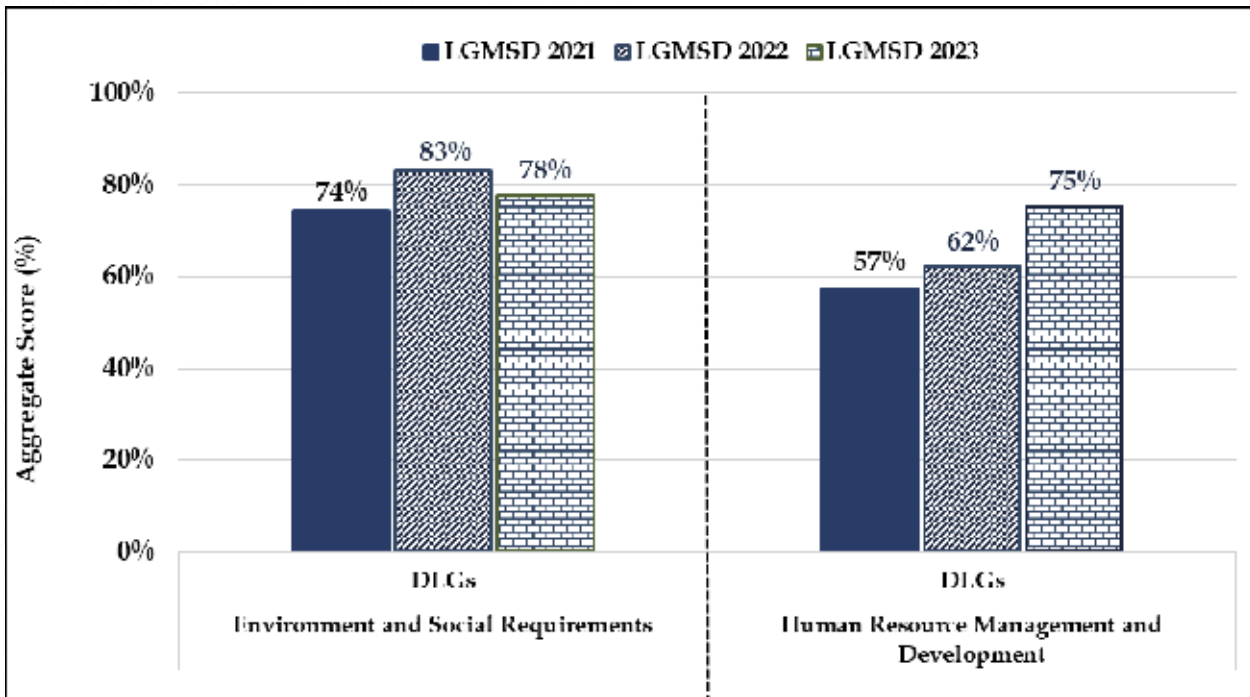
Figure 121: Comparison of Scores for Water and Environment Minimum Conditions per Assessment Area for the 2023 LGMSD assessment



No. of DLGs assessed = 135

In 2023, Human Resource Management and Development scored 75%, Environment and Social Requirements scored 78%, leading to overall score of 76% for Water Minimum Conditions.

Figure 122: Comparison of Scores for Water and Environment Minimum Conditions per Assessment Area for LGMSD assessments for 2021, 2022, and 2023



No. of DLGs assessed = 135

Figure 122 above shows a trend analysis of performance based on adherence to minimum conditions for environmental and social requirements, and human resource management and development.

In Environment and Social Requirements, there was a slight improvement from 74% in 2021 to 83% in 2022, followed by a decrease to 78% in 2023, indicating an initial improvement in meeting these standards, but with a slight decline in the latest year. On the other hand, Human Resource Management and Development showed a more positive trajectory, starting at 57% in 2021 and increasing year on year to 62% in 2022 and 75% in 2023.

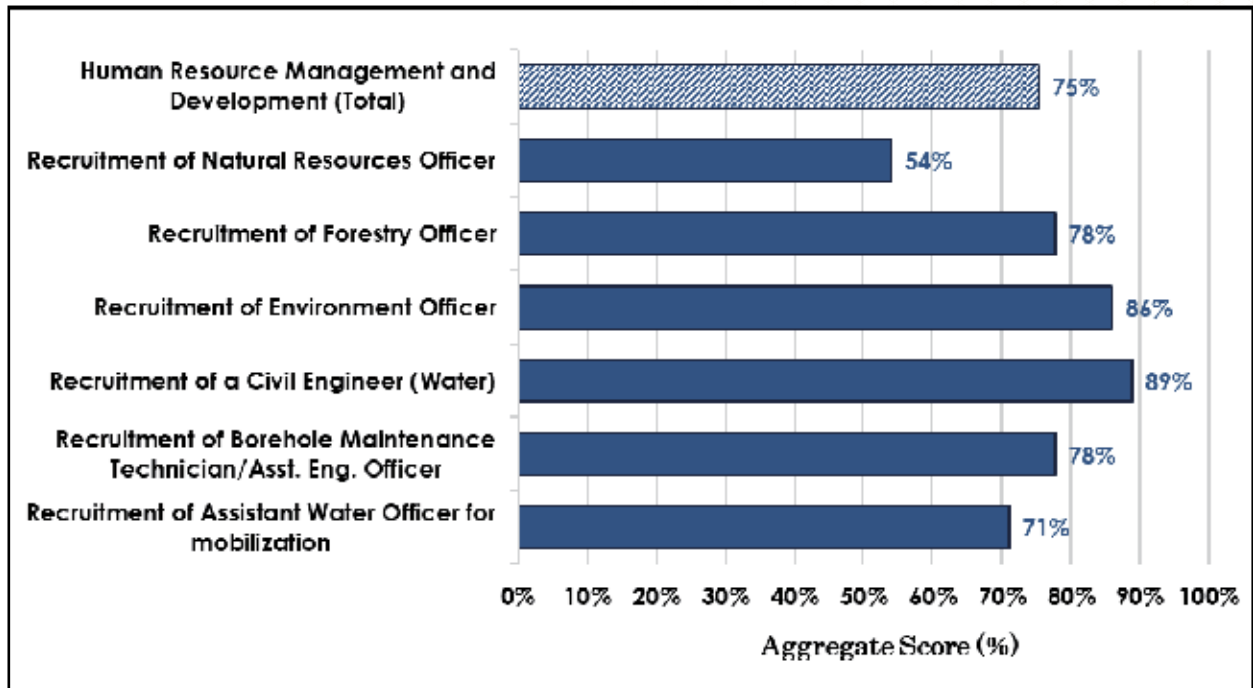
This growth was attributed to the improvement in staffing of key positions, although challenges such as failure to attract some officers, customized structures, insufficient wage, and lengthy recruitment procedures still hindered progress.

6.3.2 Human Resources Management and Development under Water and Environment

The Human Resources Management and Development thematic area provides information on whether the District Local Governments had substantively filled all critical positions.

Figure 123 displays the performance of DLGs in meeting the Minimum Conditions for the area of Human Resource Management and Development.

Figure 123: Scores of Water and Environment MCs in Human Resource Management and Development



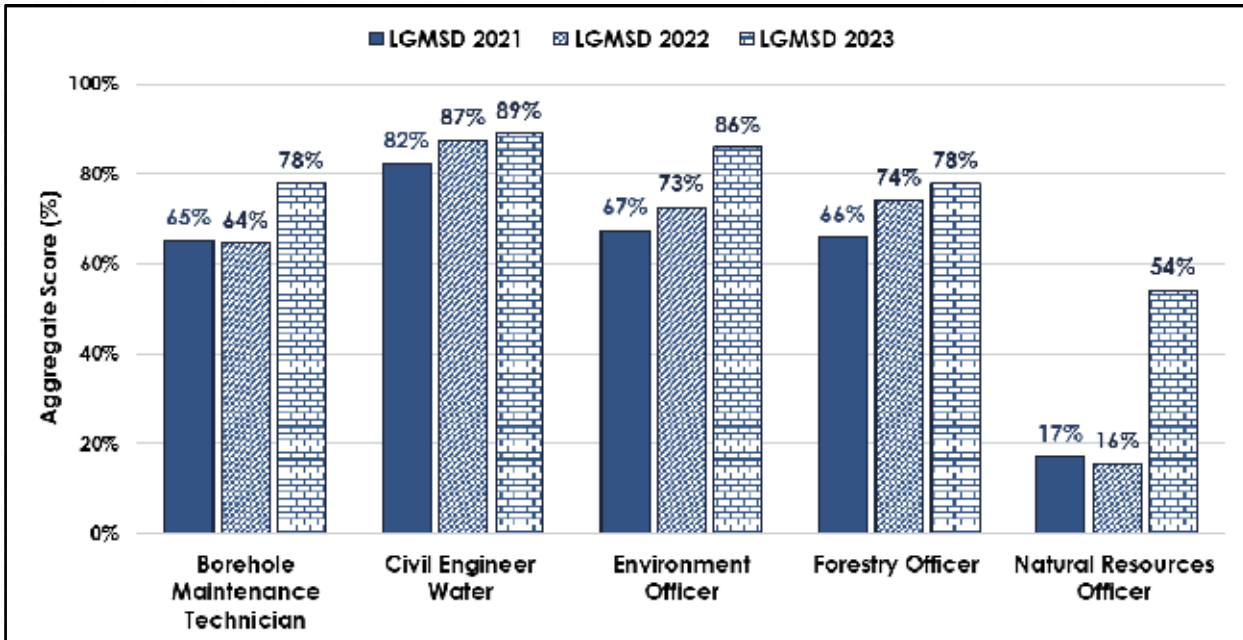
No. of DLGs assessed = 135

The data indicated that the total score for Human Resource Management and Development was 75%. Recruitment of Natural Resources Officer scored 54%, Recruitment of Forestry Officer scored 78%, Recruitment of Environment Officer scored 86%, Recruitment of a Civil Engineer (Water) achieved the highest score at 89%, Recruitment of Borehole Maintenance Technician/Assistant Engineering Officer scored 78%, and Recruitment of Assistant Water Officer for mobilization scored 71%.

Overall, the LGs had performed well in recruiting civil engineers and environment officers, but there was a need for improvement in other roles.

Comparison of scores for selected indicators for Human Resource minimum conditions for 2021, 2022 and 2023

Figure 124: Trend analysis for selected indicators under human Resource Minimum Conditions



No. of DLGs assessed = 135

The score for Civil Engineer Water saw an increase from 82% in 2021 to 89% in 2023, indicating improved fulfillment of the minimum condition for this role. Scores for the Borehole Maintenance Technician remained relatively stable with a minor decrease from 65% to 64% in 2021 to 2022 but later improved to 78% in 2023. The Environment Officer role experienced an increase from 67% in 2021 to 86% in 2023.

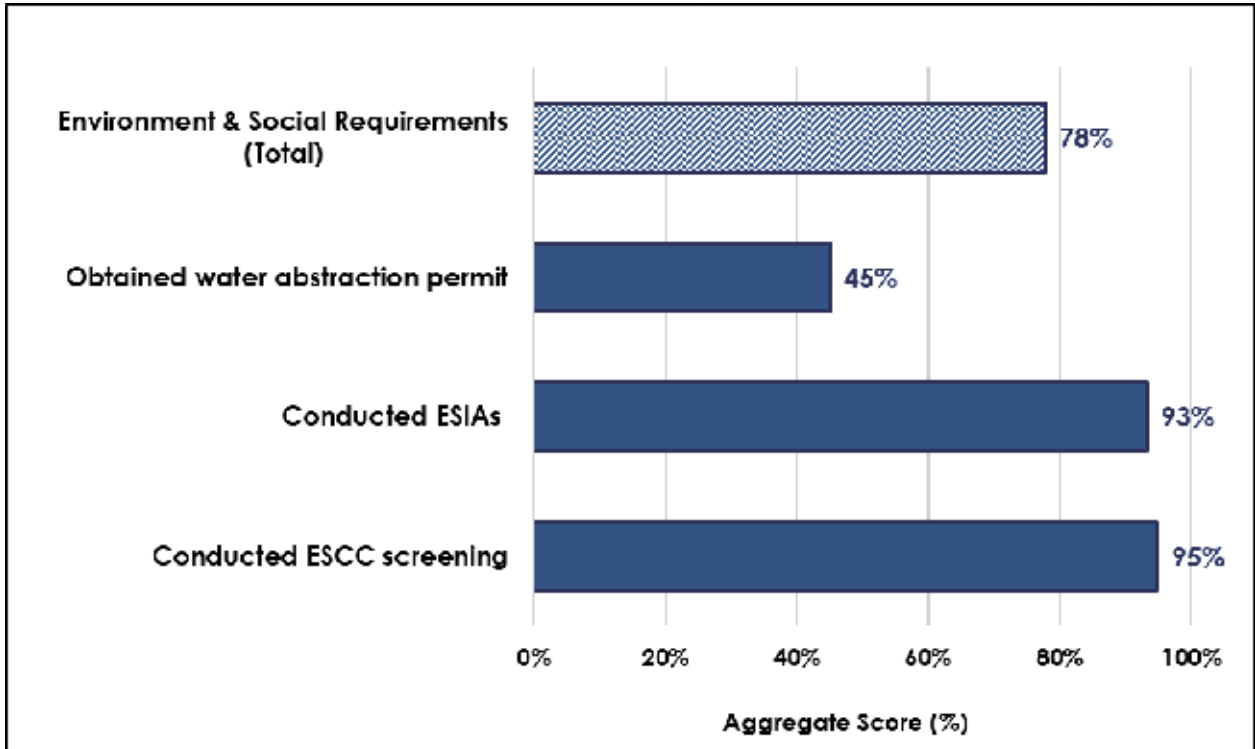
In contrast, the Forestry Officer's score increased from 66% to 78% in 2023. The most significant disparity was observed in the Natural Resources Officer role, where there was a general low from 17% in 2021 to 16% in 2022 though increasing to 54% in the following year, indicating a major challenge in meeting the minimum conditions for this position. Overall, there were mixed trends with some roles seeing improvement, others remaining steady, and one experiencing a significant decline.

6.3.3 Environment and Social Requirements under Water and Environment

The Environment and Social Requirements section contains information about whether the District Local Governments conducted Social and Climate Change Screening/ Environmental Social Impact Assessments and if the Directorate of Water Resources Management issued water abstraction permits for all piped water systems implemented by LGs.

Figure 125 below shows how the DLGs performed in meeting the Minimum Conditions for the Environment and Social Requirements area.

Figure 125: Scores of Water and Environment in MCs in Environment and Social Requirements

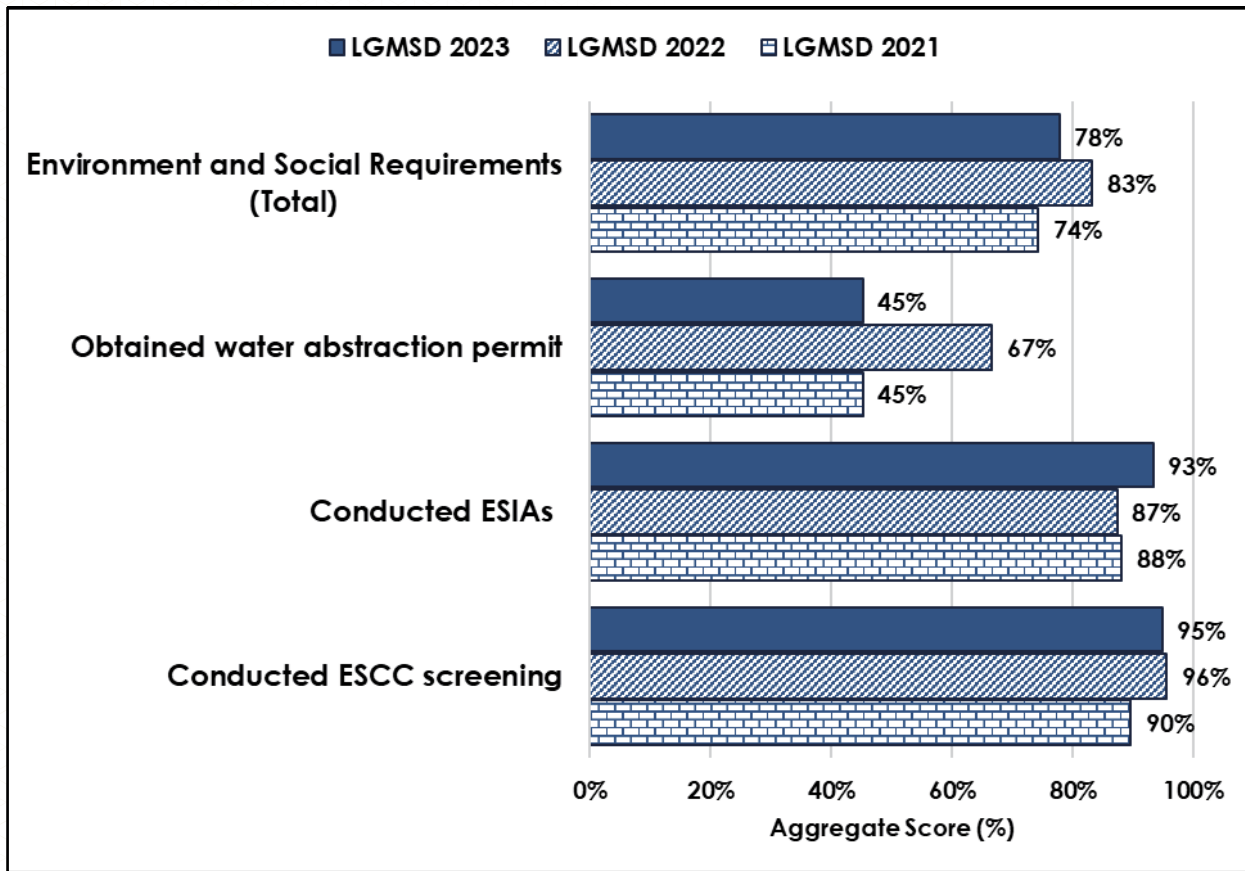


No. of DLGs assessed = 135

The analysis showed that LGs performed best in conducting ESCC (Environmental, Social, and Climate Change) screenings for water projects with a high score of 95%, followed by conducting ESIA (Environmental and Social Impact Assessments) with a score of 93%. These two categories indicated strong compliance with environmental and social due diligence processes. However, there was a notable drop in performance when it came to obtaining water abstraction permits, with less than half of the LGs, 45%, achieving this requirement, thus a significant gap that needs the attention of the Ministry.

Figure 126 below is a trend analysis of selected indicators that fall under the Minimum Conditions for Environmental and Social requirements.

Figure 126: Comparison of scores for selected indicators for Environmental and Social Requirements Minimum Conditions for 2021, 2022 and 2023



No. of DLGs assessed = 135

The completion of Environmental and Social Impact Assessments (ESIAs) for Water projects saw a positive trend, increasing from 74% in 2021 to 78% in 2023. There was an even more significant improvement in the implementation of Environmental and Social Climate Change Screenings (ESCCS) for water projects, with scores rising from 90% in 2021 to an impressive 96% in 2022 and later 95% in 2023.

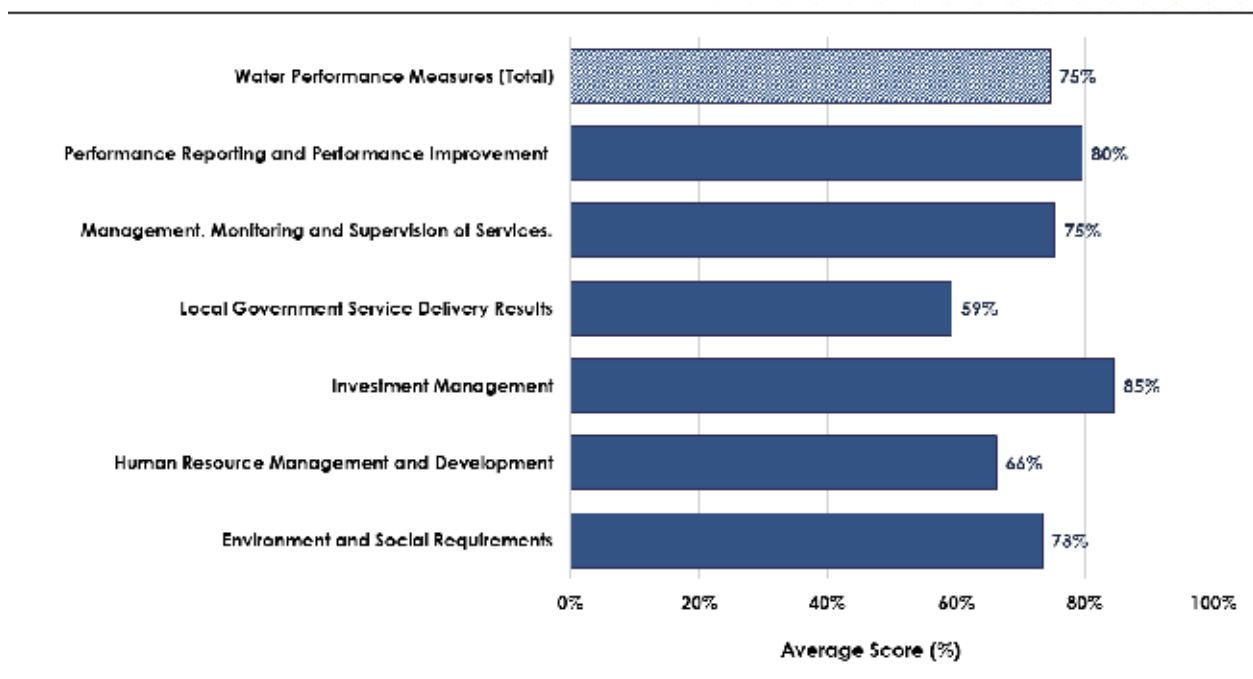
The overall minimum conditions for Environment and Social Requirements saw a decline in the score from 83% in 2022 to 78% in 2023. These scores indicate that while there was strong performance in specific areas like ESIA and ESCCS, there was variability in the development of costed ESMPs, and the overall downward trend suggests that there may have been underlying challenges that need to be addressed to improve compliance with environmental and social requirements.

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 thematic areas that fall under the Water and Environment Performance Measures category, including: i) Performance Reporting and Performance Improvement, ii) Management, Monitoring and Supervision of Services, iii) Local Government Service Delivery Results, iv) Investment Management, v) Human Resource Management and Development, and vi) Environment and Social Requirements.

Figure 127: Average Scores per Assessment Area under Water and Environment Performance Measures for LGMSD assessments for 2023



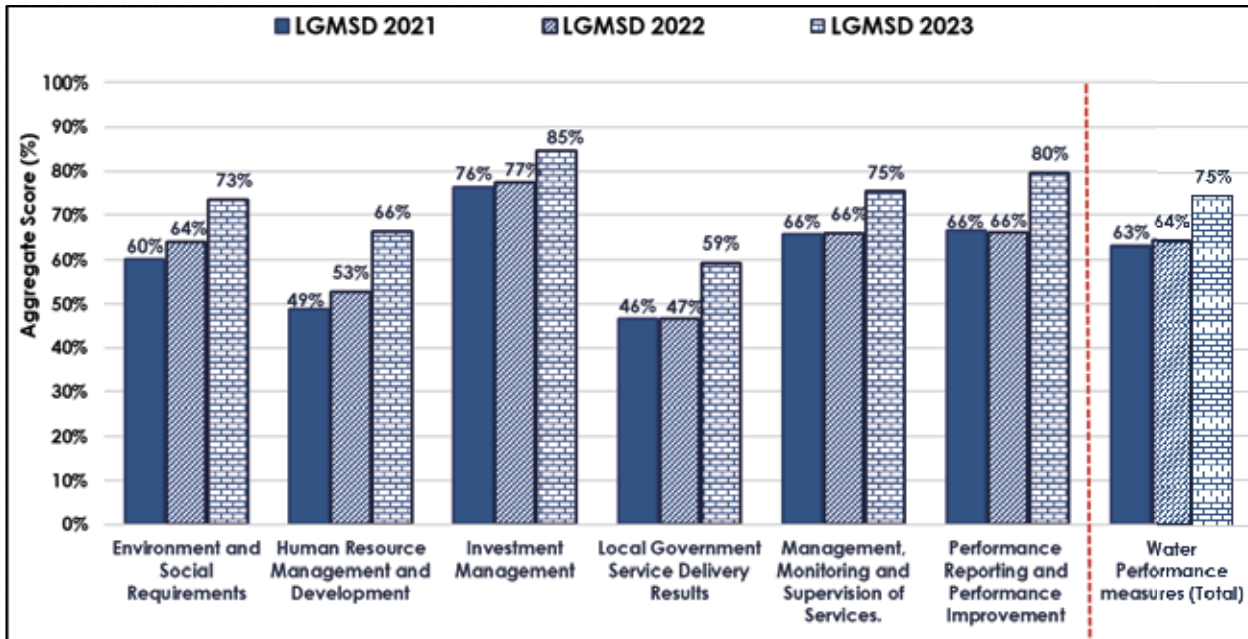
No. of DLGs assessed = 135

Investment Management was the highest scoring area at 85%, indicating strong performance in managing resources for water and environment projects. This was followed by Performance Reporting and Performance Improvement scoring 80%, and Management, Monitoring and Supervision of Services scoring 75%, suggesting effective tracking and oversight of water and environment initiatives. Human Resource Management and Development scored at 66%, pointing to a moderately successful implementation of personnel policies and practices under Water and Environment Departments.

Local Government Service Delivery Results, however, were notably lower at 59%, indicating potential areas for improvement in the delivery of services to the public. The area of Environment and Social Requirements scored at 73%, suggesting that while there

was compliance with these standards, it was less consistent. The total Water Performance Measures score stood at 75%, reflecting a good overall performance in water-related activities.

Figure 128: Comparison of Average Scores per Assessment Area under Water and Environment Performance Measures for LGMSD assessments for 2021, 2022, and 2023



No. of DLGs assessed = 135

There was an overall increase in Investment Management scores, peaking at 85% in 2023, and steady growth in Management, Monitoring, and Supervision of Services, which reached 75% in 2023. Performance Reporting and Performance Improvement also saw a rise, hitting 80% in 2023. However, Local Government Service Delivery Results remained relatively stagnant and low, with a slight increase from 46% in 2021 to 47% in 2022, and a more substantial jump to 59% in 2023. Human Resource Management and Development showed a net increase from 49% in 2021 to 66% in 2023, while Environment and Social Requirements witnessed an increase, starting at 60% in 2021 to 73% in 2023, The overall Water Performance Measures score increased from 63% in 2021 to 75% in 2023. The data indicates targeted areas where consistent improvement has been achieved and highlights others, like service delivery and environment, where performance has been less consistent or declined.

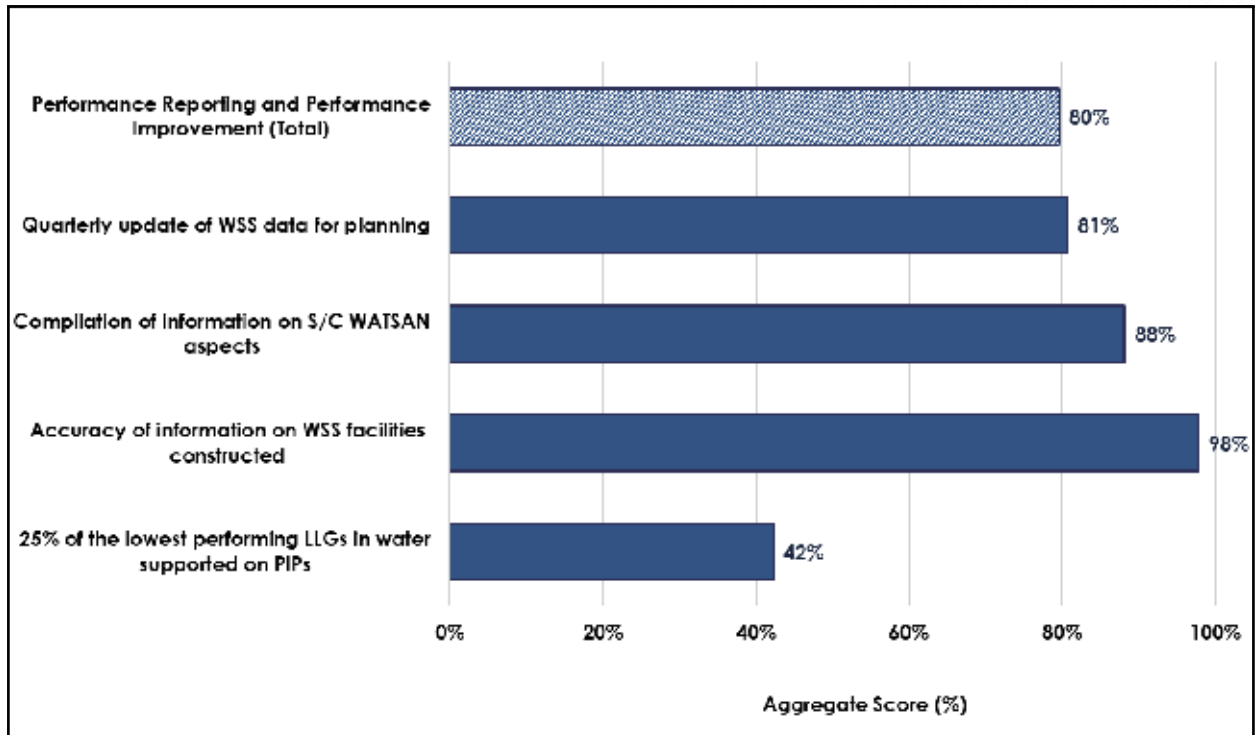
6.4.2 Performance Reporting and Performance Improvement

The Performance Reporting and Performance Improvement section presents the accuracy of information reported by the District Local Governments, along with their

performance in meeting the requirements for the Water and Environment performance measure.

Figure 129 shows the LGs' performance in terms of their reporting and performance improvement efforts.

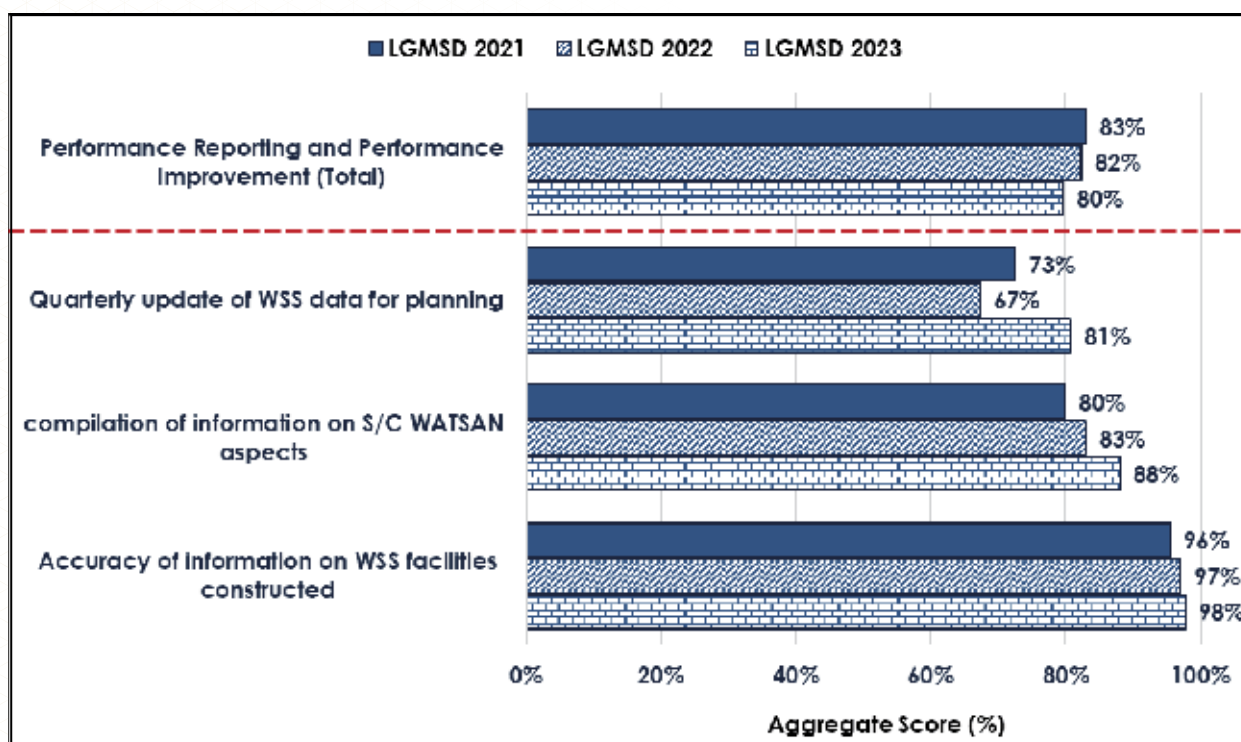
Figure 129: Score for Water and Environment PM on Performance Reporting and Performance Improvement



No. of DLGs assessed = 135

The analysis revealed considerable variability in performance. The highest score of 98% for "Accuracy of information on WSS facilities constructed" suggested exceptional performance in this area, while "Compilation of information on S/C WATSAN aspects" also scored highly at 88%. In contrast, "25% of the lowest performing LLGs in water supported on PIPs" which was markedly lower at 42%, indicating a critical area for improvement; given that 2023 was the first year of its assessment. Other areas like "Quarterly update of WSS data for planning" showed relatively strong performance with a score of 81%.

Figure 130: Comparison of Average Scores for Performance Reporting and Performance Improvement for LGMSD assessments for 2021, 2022, and 2023



No. of DLGs assessed = 135

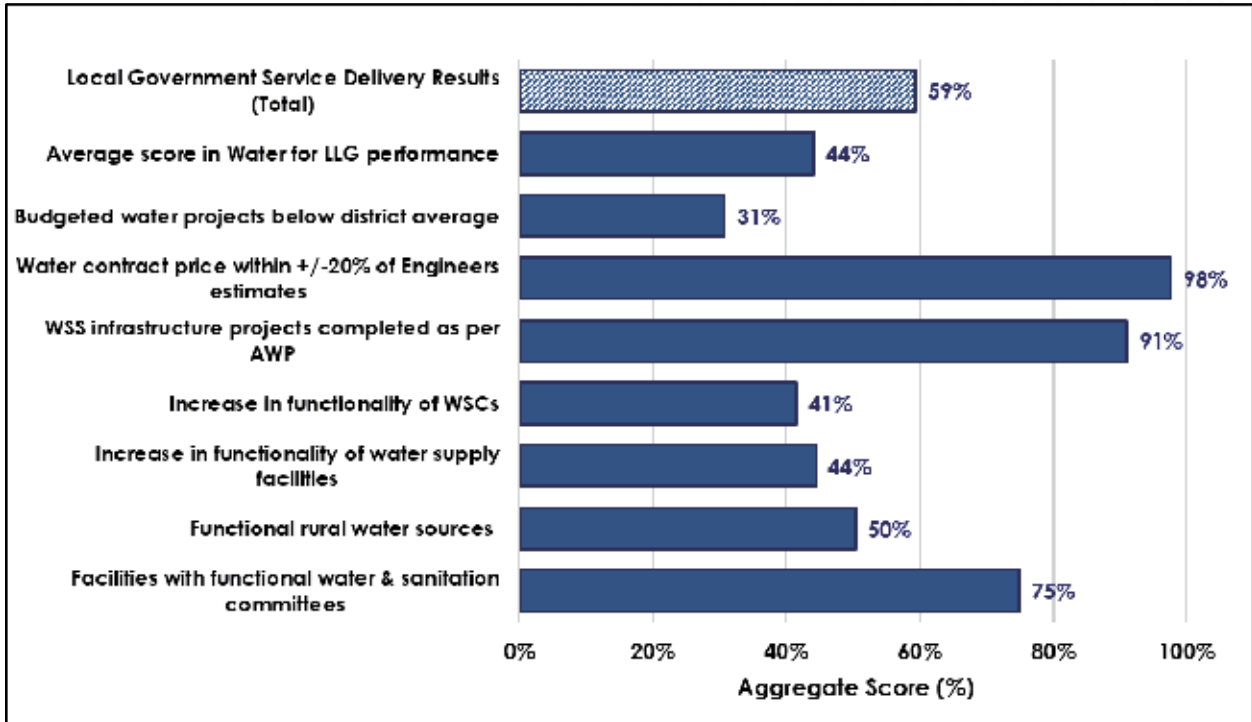
The graph compared the average performance scores of local government performance reporting and improvement across four metrics over three years (2021-2023), showing trends of improvement and decline. The "Quarterly update of WSS data for planning" reflected a dip in 2022 at 67% but rebounded strongly in 2023 to 81%. "Compilation of information on S/C WATSAN aspects" and "Accuracy of information on WSS facilities constructed" exhibited incremental improvements annually, with the latter maintaining high excellence above 96% throughout.

6.4.3 Local Government Service Delivery

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

Figure 131 Shows how Local Governments have performed in meeting Performance Measures requirements for Local Government Service Delivery.

Figure 131: Scores for Water and Environment PM on Local Government Service Delivery

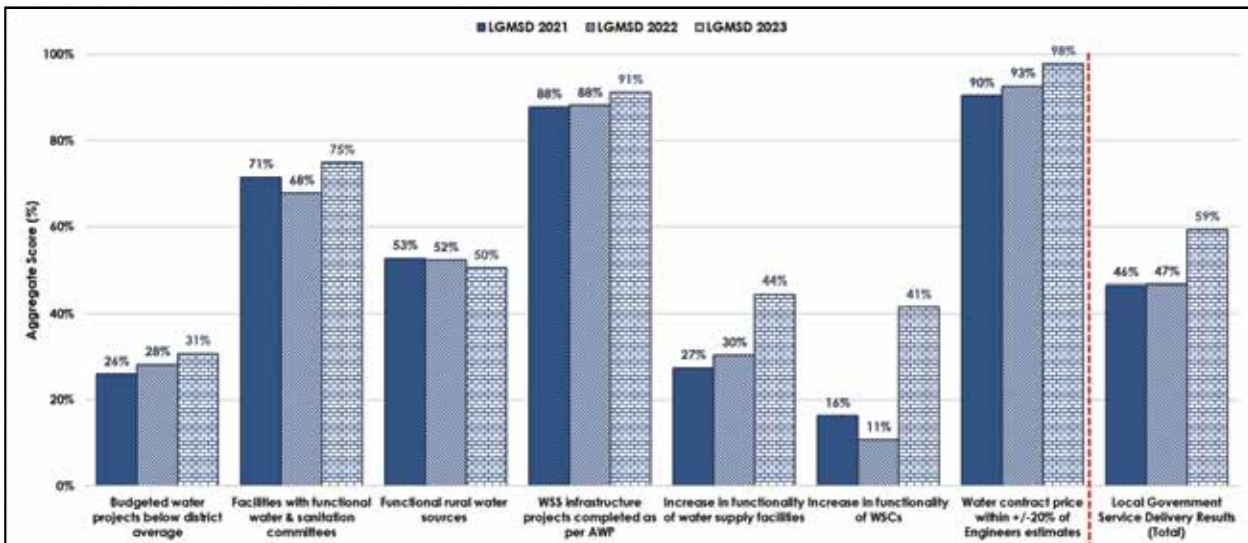


No. of DLGs assessed = 135

The analysis showed the aggregate score percentages for several indicators related to water and sanitation projects. The highest score was seen in the indicator of Water contract prices being within +/-20 of Engineers estimates with a 98% score, indicating a high level of accuracy in budget estimations for water projects. The lowest score was for percentage of budgeted water projects being implemented in sub counties below the district average at 31%, suggesting a lot of influence in allocation of water projects other than following the guidelines.

The performance of facilities with functional water & sanitation committees was quite high at 75%, signifying effective community engagement in water and sanitation matters. Indicators like increase in functionality of water supply facilities and the average score in Water for Lower Local Government performance were at an intermediate level with scores of 44% respectively. The increase in functionality of WSCs by only 1% was at 41%, indicating room for improvement in maintaining water service committees.

Figure 132: Comparison of Average Scores for Local Government Service Delivery for LGMSD assessments for 2021, 2022 and 2023



No. of DLGs assessed = 135

The analysis showed varying degrees of improvement or decline over the years. Notably, there was a decrease in 'functional rural water sources' from 53% in 2021 to 52% in 2022, and then a slight decline to 50% in 2023. There was a remarkable rise in the 'increase in functionality of water supply facilities' from 27% in 2021 to 30% in 2022 and then to 44% in 2023. Conversely, the 'increase in functionality of WSCs' increased from 11% in 2022 to 41% in 2023. The 'Water contract price within +/-20% of Engineers' estimates' saw an increase from 90% in 2021 to 93% in 2022, and then to 98% in 2023.

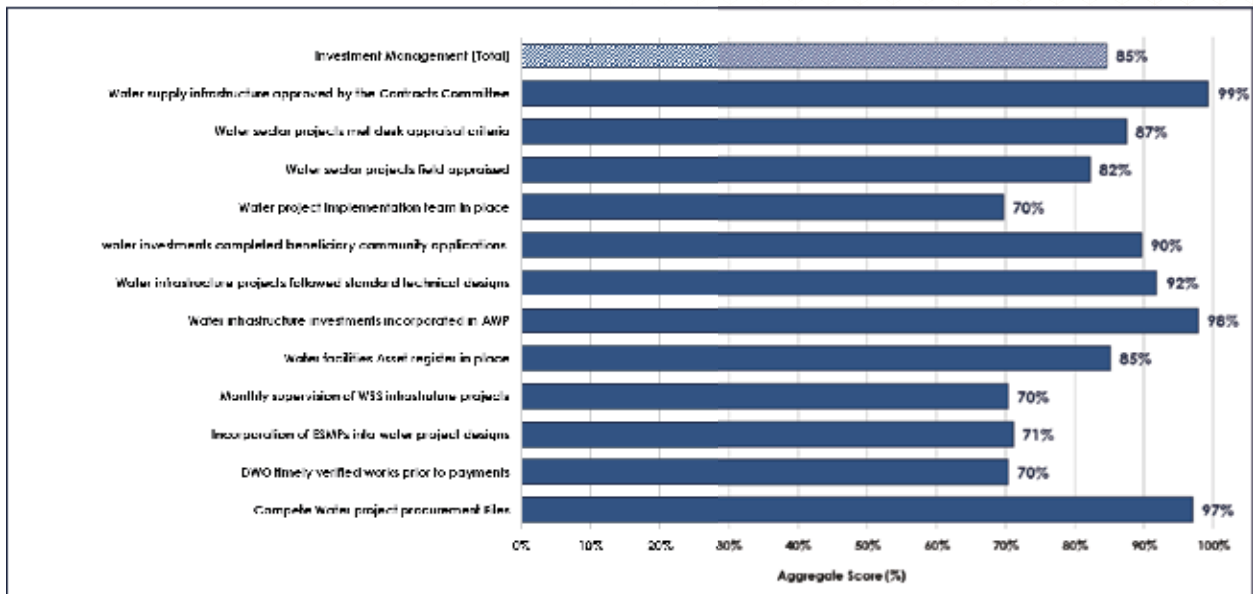
Overall, the 'Local Government Service Delivery Results (Total)' witnessed a growth from 46% in 2021 to 47% in 2022, and then a significant jump to 59% in 2023, indicating overall progress in service delivery.

6.4.4 Investment Management

This section shows findings on: i) planning and budgeting for investments, ii) procurement and contract management/execution and iii) supervision; for all water projects.

Figure 133 shows how LGs met the Performance Measure requirements in Investment Management.

Figure 133: Score for Water and Environment PM on Investment Management



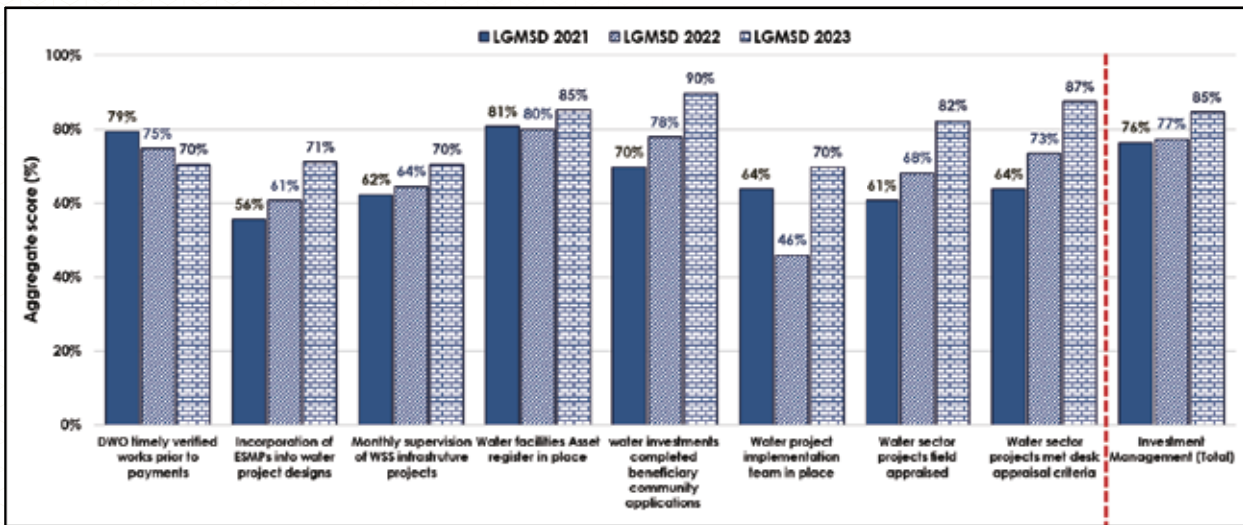
No. of DLGs assessed = 135

The highest score was achieved for 'Water supply infrastructure approved by the Contracts Committee' at 99%, indicating near-perfect compliance. Following closely were 'Water infrastructure investments incorporated in AWP' and 'Water infrastructure projects following standard technical designs' with 98% and 92% respectively, showing strong adherence to planning and technical standards.

The presence of complete water project procurement files also scored high at 97%, suggesting thoroughness in procurement documentation. However, the 'Water project implementation teams being in place', 'monthly supervision of WSS infrastructure projects' and 'DWO timely verifying works prior to payment all scored 70%, and 'Incorporation of ESMPs into water project designs' was at 71%, all indicating areas where improvement was needed.

The overall investment management score was a robust 85%, reflecting a generally high standard of investment management across the assessed DLGs.

Figure 134: Comparison of Average Scores for Investment Management Performance Measure for LGMSD assessments for 2021, 2022, and 2023



No. of DLGs assessed = 135

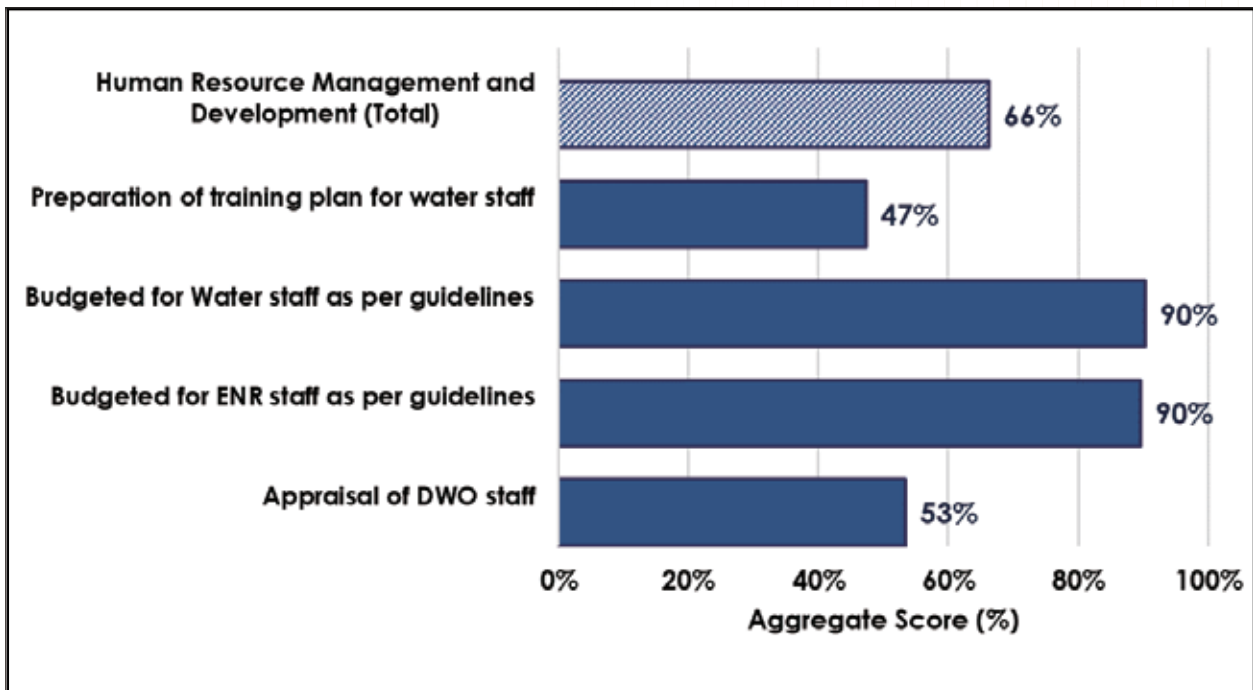
There was a notable decline in the timely verification of works by DWOs before payments, dropping from 79% to 70% over the period, and in the presence of water project implementation teams, from 64% to 46% and later increasing to 70% in 2023. However, there was an upward trend in the incorporation of Environmental and Social Management Plans (ESMPs) into water project designs and field appraisals of water sector projects, improving to 71% and 82%, respectively, by 2023. In 2023, there was a significant peak observed, with 90% of water investments completed with beneficiary community applications. There was an improvement in maintaining water facilities asset registers from 81% in 2021 to 85% in 2023. Monthly supervision of WSS infrastructure projects showed growth, indicating enhanced oversight. Furthermore, there was a strong increase in the meeting of desk appraisal criteria, from 64% to an impressive 87% by 2023. Overall, the total score for investment management indicated an improvement from 76% to 85%, suggesting a positive trajectory in the DLGs' investment management performance.

6.4.5 Human Resource Management and Development

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

Figure 135 shows how LGs performed in meeting the Performance Measure requirements in Human Resource Management and Development.

Figure 135: Scores for Water and Environment PM on Human Resource Management Development

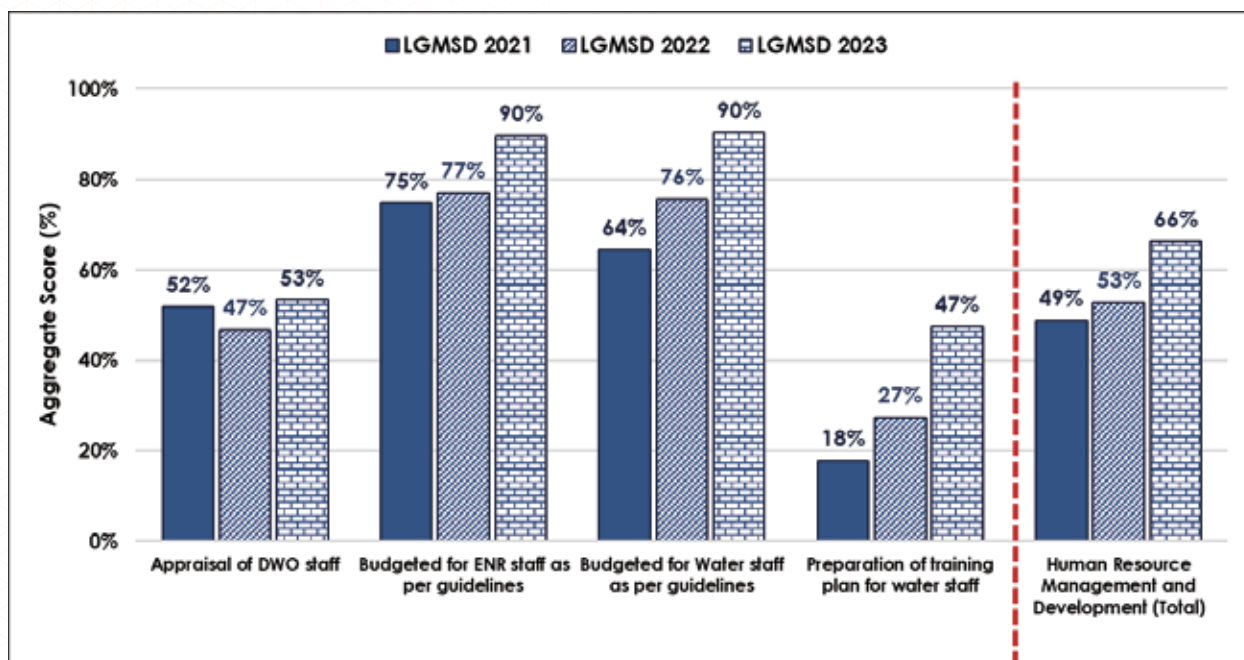


No. of DLGs assessed = 135

According to the analysis, there was a moderate overall human resource management and development score of 66%. The data showed a stark contrast in performance across different areas. The adherence to budget guidelines for both Water and Environment and Natural Resources (ENR) staff was commendable, with both indicators scoring 90%. This suggested that there was effective fiscal management in accordance with set standards.

However, the preparation of training plans for water staff was a notable weak point, with a 47% score, highlighting an area that needed significant improvement. The timely appraisal of District Water Office (DWO) staff also showed room for betterment, with a little over half (53%) of DLGs conducting staff performance evaluations, pointing to a need for more consistent and comprehensive staff reviews.

Figure 136: Comparison of Average Scores for Human Resource Development assessments for 2021, 2022 and 2023



No. of DLGs assessed = 135

The analysis showed a mixed trend in performance, with a slight fluctuation from 52% in 2021 to 47% in 2022 in the appraisal of District Water Office (DWO) staff, rising to 53% in 2023. It is worth noting that there were substantial improvements in budget compliance for both Environment and Natural Resources (ENR) and Water staff, with scores soaring from 75% to 90% for ENR staff and 64% to 90% for Water staff, indicating a stronger adherence to budgeting guidelines.

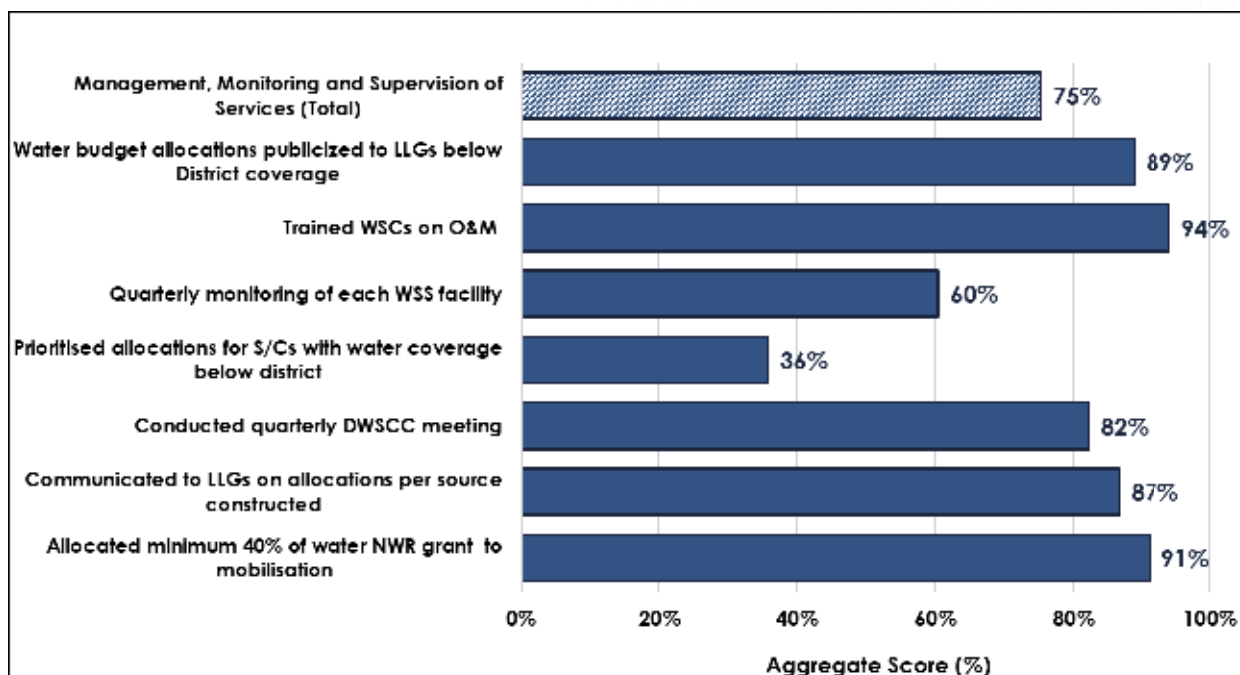
The preparation of training plans for water staff, while the lowest-scoring metric, saw consistent growth from 18% in 2021 to 47% in 2023, signaling an area that received increasing attention but still required significant enhancement at the time.

6.4.6 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 137 show how LGs are performing in the area of Management Monitoring and Supervision.

Figure 137: Score for Water and Environment PM on Management Monitoring and Supervision



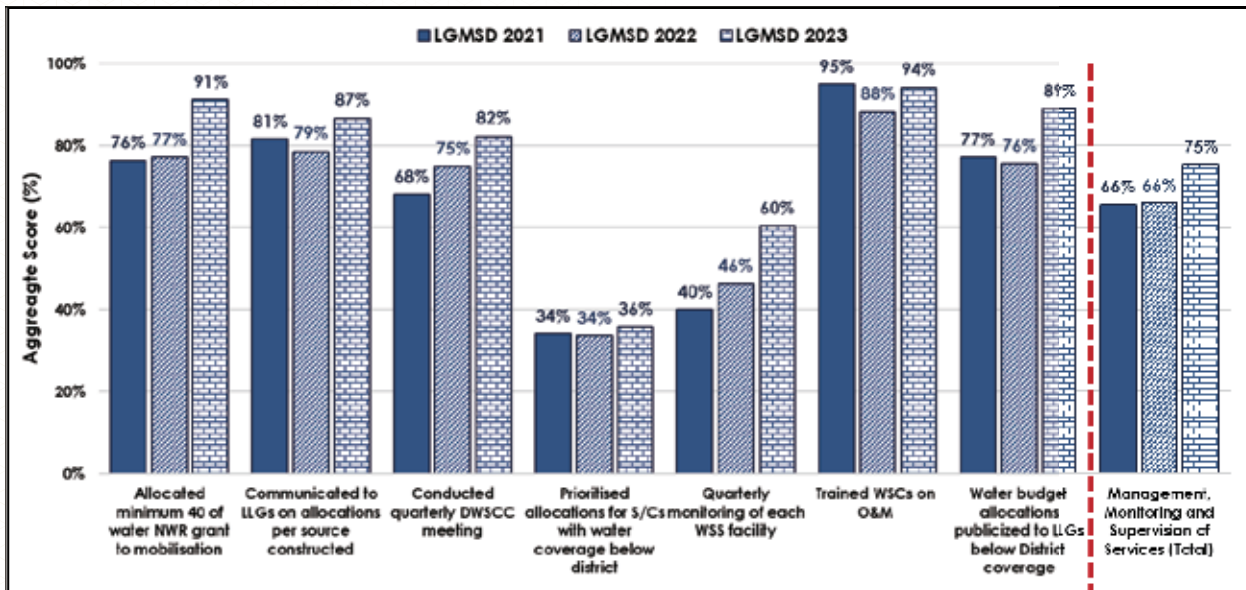
No. of DLGs assessed = 135

The analysis showed the performance of the DLGs in managing, monitoring, and supervising water and environment projects. The score of 91% indicated that the vast majority of DLGs allocated the minimum requirement of 40% for water Non-Wage Recurrent Grant for mobilization. A large number of DLGs effectively communicated to Lower Local Governments (LLGs) regarding allocations for each constructed water source, scoring 87% and most DLGs also conducted quarterly DWSCC meetings, with a score of 82%.

In addition, quarterly monitoring of each WSS facility had a score of 60% while training of WSCs on O&M had a score of 94%, indicating that almost all DLGs had trained their Water and Sanitation Committees on effective operations and maintenance of water projects. Water budget allocations publicized to LLGs below District coverage scored 89%. However, prioritized allocations for S/Cs with water coverage below district scored only 36%, which was the lowest score. This implies that allocation for water projects was still being influenced by other external factors like political interests other than following the guidelines.

Figure 138 is a trend analysis of selected indicators for Management, Monitoring, and Supervision Performance Measure.

Figure 138: Comparison of scores for selected indicators for Management, Monitoring, and Supervision of Services for 2021, 2022 and 2023



No. of DLGs assessed = 135

Based on the data presented, there was an indication of a positive trend in the allocation of funds towards mobilization efforts over the years, with scores increasing from 76% to 91% in 2021 to 2023, respectively. The scores for communicating the allocations per source constructed were also relatively high, with 81%, 79%, and 87% in the years 2021, 2022, and 2023, respectively. However, there was minimal growth in prioritizing allocations for Sub-Counties (S/Cs) with water coverage below the district average, with scores remaining low at 34% in 2021 and 2022, and 36% in 2023 respectively.

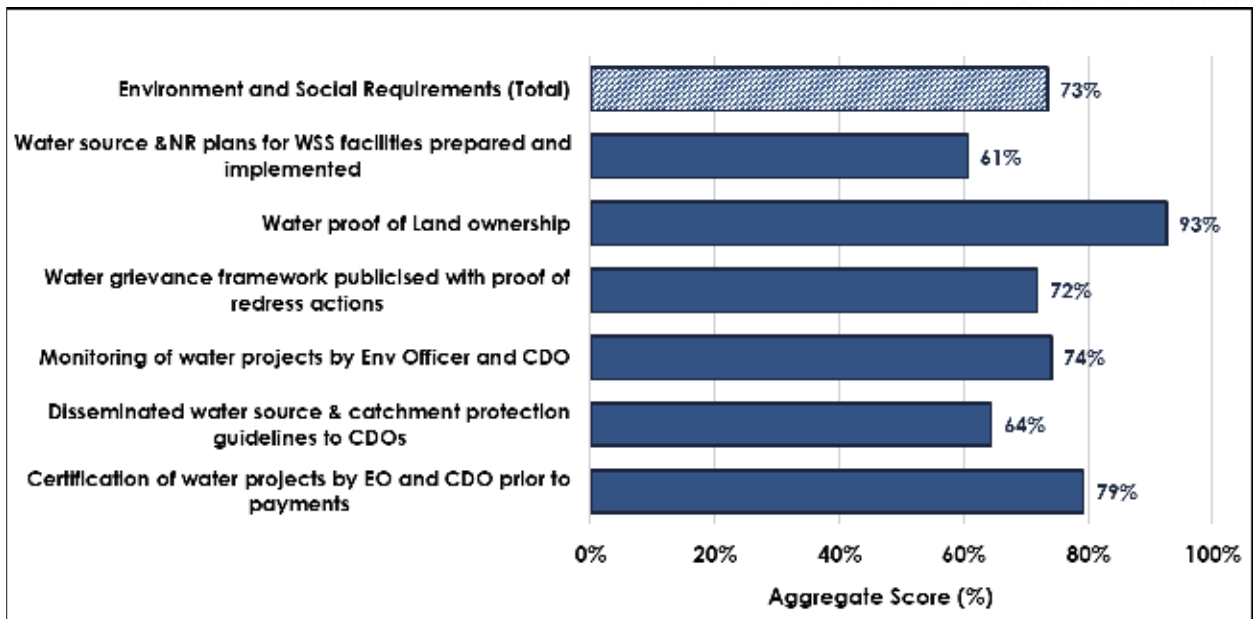
The data also suggests that there was an upward trend in conducting quarterly District Water and Sanitation Coordination Committee (DWSCC) meetings, with scores of 68% and 82% in the years 2021 and 2023, respectively. The quarterly monitoring of each Water Supply System (WSS) facility also showed improvement over the years, with scores of 40%, 46%, and 60% in the years 2021, 2022, and 2023, respectively although remained inadequate.

On the other hand, there was a slight decrease in the scores for training Water and Sanitation Committees (WSCs) on Operations and Maintenance (O&M) in 2022, which was recovered in 2023. The scores for publicizing water budget allocations to Local Level Governments (LLGs) below District coverage also showed growth over the years, with scores of 89%, 77%, and 76% in 2023, 2022, and 2021, respectively.

6.4.7 Environment and Social Requirements

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

Figure 139: Scores for Water and Environment PM on Environment and Social Requirements



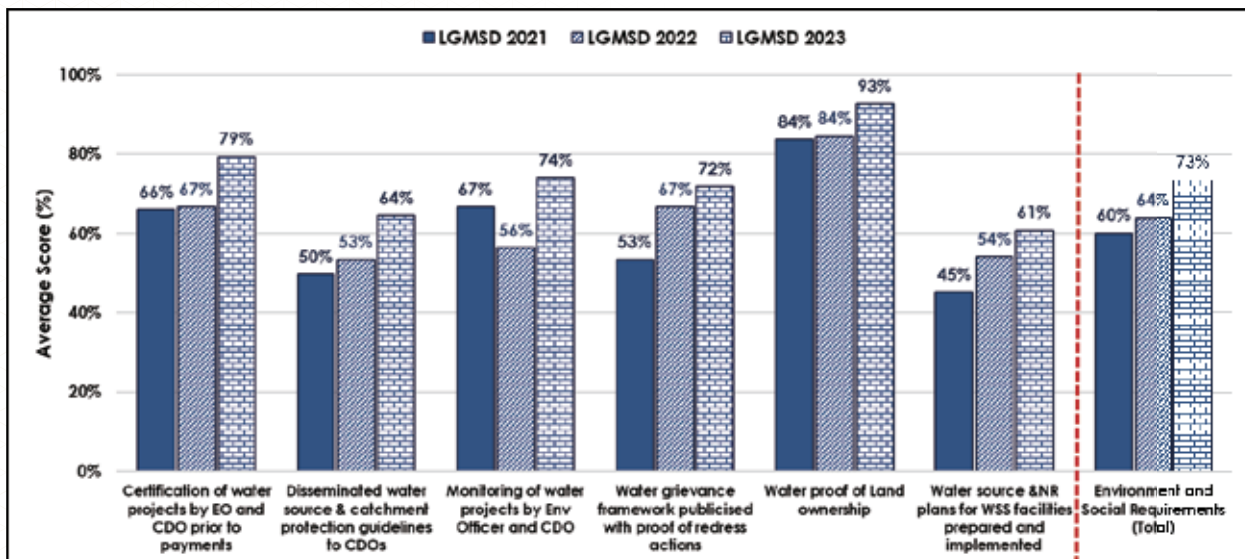
No. of DLGs assessed = 135

The Overall Environment and Social Requirements (Total) score was 73%, indicating that, in general, 61% of the DLGs had created and executed plans for water sanitation services (WSS) facilities and natural resources. The highest score, which was 93%, was for proving land ownership for water projects, indicating that most DLGs had demonstrated legal compliance in this area. 72% of the DLGs had a public water grievance framework and had taken steps to address any grievances emanating from implementation of water projects.

In addition, 74% of the projects had been monitored by both an Environmental Officer and a Community Development Officer (CDO). The score for supplying water source and catchment protection guidelines to CDOs was 64%. Finally, the certification of water projects by the EO and CDO before payments were made scored 79%, indicating that most water projects complied with environmental and social requirements during implementation.

Figure 140 Below is a trend of selected indicators under the Environment and Social Requirements Performance Measure.

Figure 140: Comparison of scores for selected indicators for Environment and Social Requirements for 2021, 2022, and 2023



No. of DLGs assessed = 135

The certification score of water projects by the Environmental Officer (EO) and Community Development Officer (CDO) increased from 66% in 2021 to 67% in 2022 and it significantly increased to 79% in 2023. In 2023, there was an increase in the dissemination of water source and catchment protection guidelines to CDOs from 50% in 2021 to 64%. Monitoring of water projects by the Environmental Officer and CDO observed an improvement from 67% in 2021 to 74% in 2023. The water grievance framework being publicized with proof of redress actions scored 53%, 67%, and 72% across all three years starting in 2021.

The waterproof of land ownership had a significant improvement from 84% in 2021 and 2022 to 93% in 2023 while preparation and implementation of water source and natural resource plans for WSS facilities had a moderate improvement from 45% in 2021, 54% in 2022 to 61% in 2023.

6.5 Conclusions, Emerging Issues and Recommendations for Water and Environment Performance Assessment – LGMSD 2023

Conclusions

In conclusion, the scores across many DLGs have improved notably, with over half of the 135 DLGs getting a score above the average. This indicates a positive trend in the overall performance of water and environment. The significant improvements in Investment Management, indicated by an 85% score, and the positive trajectory in

Performance Reporting and Improvement scoring 80%, highlight these as areas of strengths within the DLGs.

However, despite some improvement, the Local Government Service Delivery Results still remained relatively lower compared to other areas. This suggests that while management and investment are well-handled, the actual delivery of services to the public requires further enhancement. Again, although there is good performance in certain aspects such as ESCC screening and ESIA's, obtaining water abstraction permits remained an area of weakness for most LGs.

Lastly, the range of scores among DLGs indicates that while some are performing exceptionally well, others are lagging significantly behind. This points towards a disparity that needs to be addressed. The trend analysis for the last three years equally suggests that the interventions and policies being put in place are having a positive effect over time, with continued improvement in many areas and among most of the DLGs.

Table 33: Emerging Issues and Recommended Actions from the LGMSD

No.	Emerging Issue/Outstanding Challenges	Recommended Action (s)	Responsibility
1.	Only 31% of DLGs Budgeted and implemented Water Projects in sub-counties below the District Average.	Enforce adherence to the guidelines on Budgeting and implementation of water Projects.	MoWE MoFPED DLGs
2	Majority (59%) of the DLGs DID NOT register an increase in the functionality of water and sanitation committees.	Develop comprehensive training programs for Water and Sanitation Committees (WSCs) on operations, maintenance, and management.	MoWE DLGs
3	Only 45% of DLGs obtained water abstraction permits for all piped water systems. This was attributed to the laxity of DLGs in applying for permits from the ministry, under the impression that the private developers were the ones to apply.	Increase vigilance to ensure that all piped water projects apply for water abstraction permits in time	DLGs MoWE
4	Most (58%) of the DLGs DID NOT support LLGs to develop and implement PIPs as required.	Build the capacity of DLGs to develop and implement PIPs.	MoLG LGs Line MDAs

7.0 MICRO SCALE IRRIGATION PERFORMANCE ASSESSMENT

7.1 Micro Scale Irrigation Performance Assessment

The Microscale Irrigation performance area covered two elements namely; Minimum conditions and Performance measures. The minimum conditions focused on addressing the key shortfalls in service delivery while the Performance measures focuses on evaluating service delivery in the LG as a whole. Unlike the previous assessments where the report only covered forty piloted districts, this report covered 135 districts across the country.

The LG Micro-Scale Irrigation Minimum Conditions were assessed against two thematic areas of Human Resource Management and Development and Environment and social Requirements with maximum score of 100 percentage points.

Table 34: Scoring guide for Micro-Scale Irrigation Performance Minimum Conditions for LGMSD 2023

Number	Performance Area	Performance Indicators	Percentage score of overall 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	30 Percentage points
Total			100 Percentage points

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 the table 35 below.

Table 35: Scoring guide for Micro-Scale Irrigation Performance Minimum Conditions for LGMSD 2023

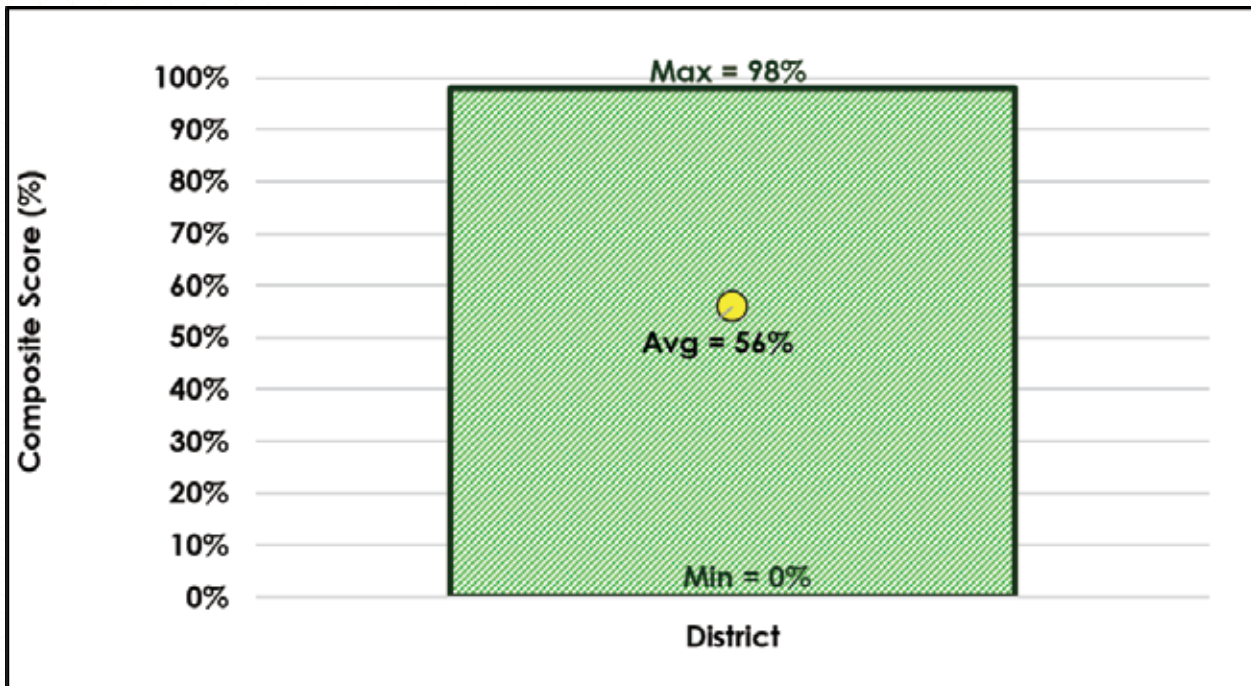
Number	Performance Area	Percentage score of PMs
A	Local Government Service Delivery Results	20 Percentage points
B	Performance Reporting and Performance Improvement	10 Percentage points
C	Human Resource Management and Development	10 Percentage points
D	Management, Monitoring and supervision Services	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 2023

7.2.1 Polarity of Scores for Micro - Scale Irrigation Performance

Figure 141 below shows the relative orientation of the maximum, average and minimum scores of Micro-Scale Irrigation Performance measures of all the 135 DLGs.

Figure 141: Polarity of Scores for Micro-Scale Irrigation Performance Measures



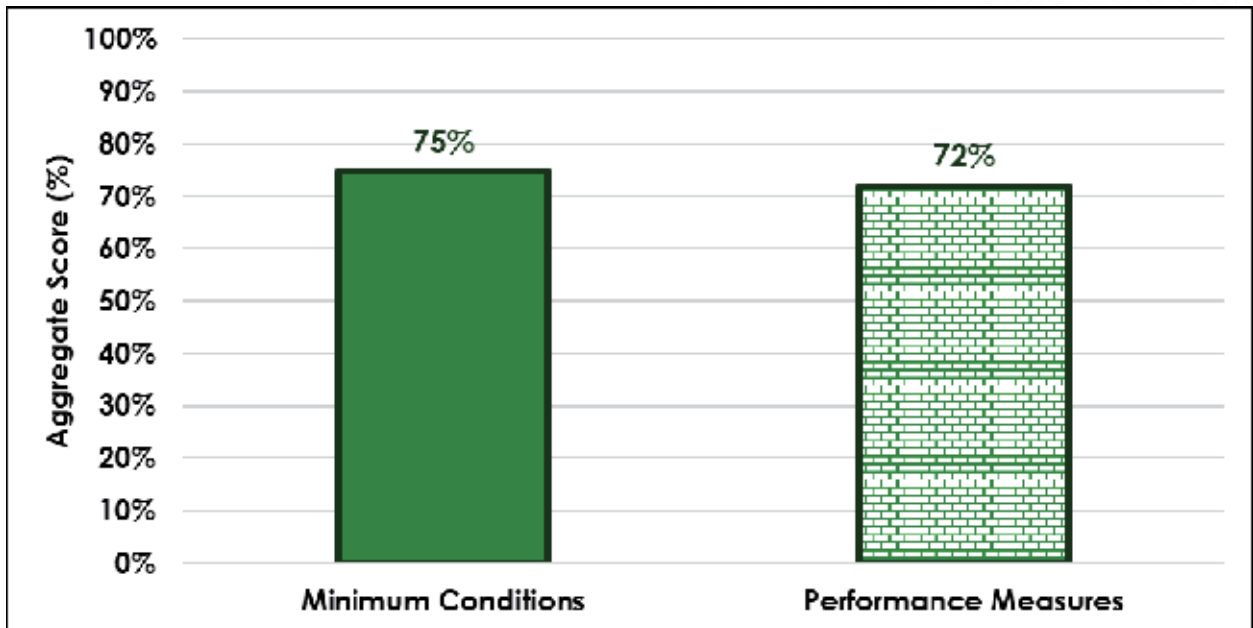
No. of LGs assessed = 135

The overall average score for all the 135 LGs for Micro-Scale Irrigation Performance area was 56% compared to 60% of the previous year. The highest score was 98% by Ibanda DLG compared to 86% of the previous year and the lowest score was 0% by Dokolo, Namisindwa and Sironko DLGs. The average scores dropped from 60% to 56% mainly because of the increase in scope or number of LGs assessed in 2023 ie. 135 as compared to 40 LGs in 2022, and thus most of them (the new ones) had not fully implemented the program.

Average Scores for Micro-Scale Irrigation Minimum Conditions and Performance Measures - LGMSD 2023

Figure 142 below shows the average scores under Micro-Scale Irrigation MCs and PMs; disaggregated for DLGs

Figure 142: Average Scores for Micro-Scale Irrigation Minimum Conditions and Performance Measures - LGMSD 2023



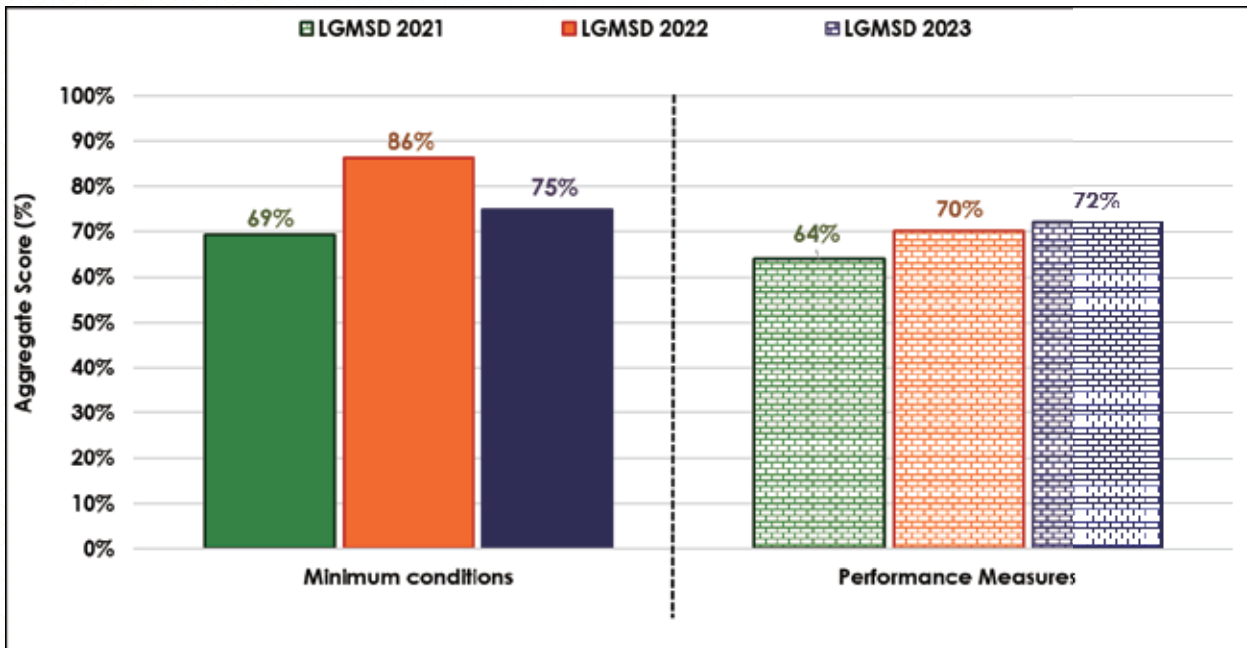
No. of LGs assessed = 135

The average score for Microscale irrigation minimum conditions was 75% while the Performance measures performed at 72%. Despite the decline in performance of the minimum conditions in 2023, the number of Local governments assessed increased to 135 thus increase in sample space.

Comparison of average scores for Minimum Conditions and Performance Measures under Microscale Irrigation for 2021, 2022 and 2023

Figure 143 below shows the trend of the average scores for Minimum Conditions and Performance Measures under Microscale Irrigation for 2021, 2022 and 2023.

Figure 143: Comparison of average scores for Minimum Conditions and Performance Measures under Microscale Irrigation for 2021, 2022 and 2023



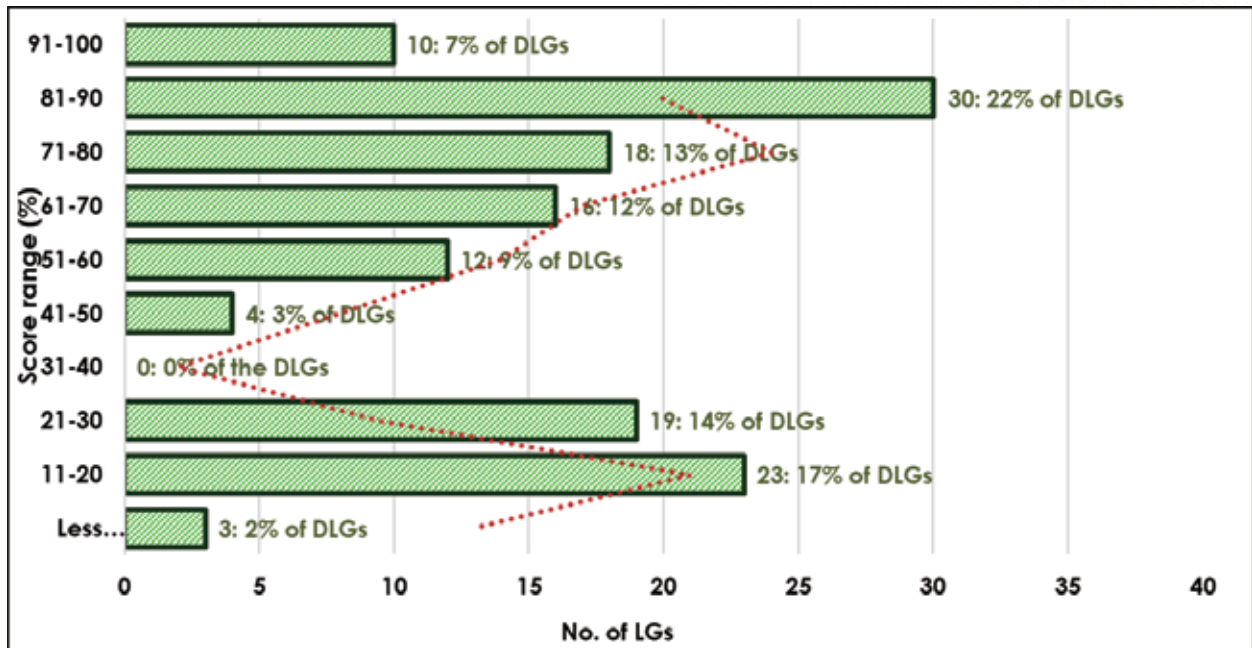
No. of LGs assessed = 135

The overall average score for Micro-scale irrigation minimum conditions was 75% compared to 86% and 69% for 2022 and 2021 respectively. Under Performance measures, the overall average score was 72% compared to 70% and 64% for 2022 and 2021 respectively. The improvement in performance is due to consolidation of phases of the programme which had started the previous year and was absent in the previous year but one in most LGs, whereby some of the activities were further implemented compared to the last two years where they had just been initiated. However, some districts especially the new ones on the programme had not substantively filled the position of Senior Agriculture Engineer thus reduction in performance from 86% to 75% for minimum conditions.

7.2.2 Distribution of LGs across average score categories – LGMSD 2023

Figure 144 below shows the distribution (by number and proportion) of Districts across the different score ranges for Micro-Scale Irrigation performance.

Figure 144: Micro-Scale Irrigation performance scores distribution for 135 Districts combined for both MCs and PMs



No. of LGs assessed = 135

From the above graph, 10(7%) of the LGs scored between 91%-100%; 30(22%) of the LGs scored between 81-90%; 18(13%) scored between 71%-80%; 16(12%) scored between 61%-70%; 12(9%) scored between 51%-60%; 4(3%) scored between 41%-50%; 0(0%) scored between 31%-40%; 19(14%) scored between 21%-30%; 23(17%) scored between 11%-20%; and 3(2%) scored between 0%-10%, the best score being 98% and worst 0%. Majority of the LGs 54% scored above 60%. On the contrary, a number of LGs 33% equally scored below 30% thus the need to develop Performance Improvement Plans (PIPs) for such LGs.

7.2.3 Best and Worst scoring LGs for Micro-Scale Irrigation

Tables 36 and 37 show the average scores for the 10 highest and lowest scoring LGs on Micro-Scale Irrigation performance respectively during the 2023 LGMSD

Table 36: Ten (10) Overall Highest Scoring LGs on Micro Scale Irrigation (Minimum conditions and Performance Measures) in LGMSD Assessment of 2023

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021
1	98%	Ibanda District	2	89%	20	53%
2	96%	Kamwenge District	8	80%	5	79%
3	94%	Kyegegwa District	1	89%	10	70%
4	94%	Kamuli District	32	47%	24	65%
5	93%	Manafwa District	27	56%	17	57%
6	93%	Kalungu District	14	74%	29	22%
7	92%	Mityana District	10	76%	22	48%
8	92%	Kiruhura District	N/A	N/A	N/A	N/A
9	91%	Isingiro District	N/A	N/A	N/A	N/A
10	91%	Amuru District	40	0%	35	19%

Ibanda District got the highest score of 98% thus ranking number one above Kamwenge District that scored 96%. Kyegegwa district which was the highest performer last year was pushed to rank 3 with a score of 94% compared to 89% for the previous year despite an improvement. Key to note is that the previous assessment only considered 40 districts unlike the current year which considered 135 districts thus some did not have previous year comparisons.

Kiruhura and Isingiro districts despite being assessed for the first time emerged among the top 10 LGs. Amuru district ranked the last among the 40 piloted LGs in 2022 has also improved to the top 10 in 2023.

Table 37: Ten (10) Overall Lowest Scoring LGs on Micro Scale Irrigation (Minimum conditions and Performance Measures) in LGMSD Assessment of 2023

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021
126	15%	Moroto District	N/A	N/A	N/A	N/A
127	15%	Madi-Okollo District	N/A	N/A	N/A	N/A
128	14%	Buliisa District	N/A	N/A	N/A	N/A
129	14%	Amudat District	N/A	N/A	N/A	N/A
130	13%	Nakapiripirit District	N/A	N/A	N/A	N/A
131	11%	Bunyangabu District	N/A	N/A	N/A	N/A
132	11%	Abim District	N/A	N/A	N/A	N/A
133	0%	Sironko District	26	58%	39	0%
134	0%	Namisindwa District	N/A	N/A	N/A	N/A
135	0%	Dokolo District	N/A	N/A	N/A	N/A

Sironko, Namisindwa and Dokolo districts scored 0%, ranking as the worst performers among the last 10 poor performing districts due to failure to meet the minimum

conditions. Despite the fact that Namisindwa and Dokolo were newly assessed in 2023, Sironko registered a great decline from 58% in 2022 to 0% in 2023 because they scored 0% in the minimum conditions. Sironko had equally scored 0% in 2021, a situation that needs immediate attention.

7.2.4 Best and Worst scoring Indicators for Micro-Scale Irrigation

Tables 38 and 39 below show the summary of the top and bottom 10 performing indicators for both Minimum conditions and performance measures in the 2023 LGMSD.

Table 38: Overview of the top 10 scoring indicators for Water and Environment MCs and PMs in LGMSD Assessment of 2023

Rank 2023	Score 2023	Indicator	Rank 2022	Score 2022
1	96%	Mobilization activities for farmers conducted	1	100%
2	94%	Extension worker deployment list publicised	27	78%
3	93%	Extension staff working in LLGs of their deployment	8	93%
3	93%	Up to-date LLG information entered into MIS	3	98%
5	92%	Environmental, Social and Climate Change screening	6	95%
6	91%	Awareness training on micro-irrigation	3	98%
7	89%	Up to-date data on irrigated land	1	100%
8	88%	Contract Committee approval of Microscale irrigation projects	23	80%
8	88%	An up-to-date database of farmer applications	8	93%
8	88%	Allocation of irrigation grant as per guidelines	19	85%

The best performing indicators included; Mobilization activities for farmers conducted which maintained its position, Extension worker deployment list publicized, Extension staff working in LLGs of their deployment, among others as shown in the table above. all scoring above 87%. The indicators whose improvement was great were; publicizing extension worker deployment lists scoring 94% from 78% and Contract's Committee approval of MSI projects which improved from the rank of 23 with a score of 80% to rank of 8 with a score of 88%.

Table 39: Overview of the bottom 10 scoring indicators for Water and Environment MCs and PMs in LGMSD Assessment of 2023

Rank 2023	Score 2023	Indicator	Rank 2022	Score 2022
53	53%	Farmer Field Schools being established as per guidelines	29	73%
53	53%	Irrigation co-funding and allocations as per guidelines	48	48%
55	47%	Annual performance appraisals for extension workers	54	40%
55	47%	Developed PIPs for lowest performing LLGs	60	33%
57	45%	Use of the farmer co-funding as per guidelines	55	38%
57	45%	Documentation of irrigation training activities	55	38%
59	40%	Publicized list of eligible farmers on LG and LLG noticeboards	47	53%
60	36%	Corrective actions taken based on extension worker appraisal reports	55	38%
61	33%	Implemented PIP for lowest performing LLGs	62	25%
62	7%	Recruited LLG Ext. workers where wage is provided	61	29%

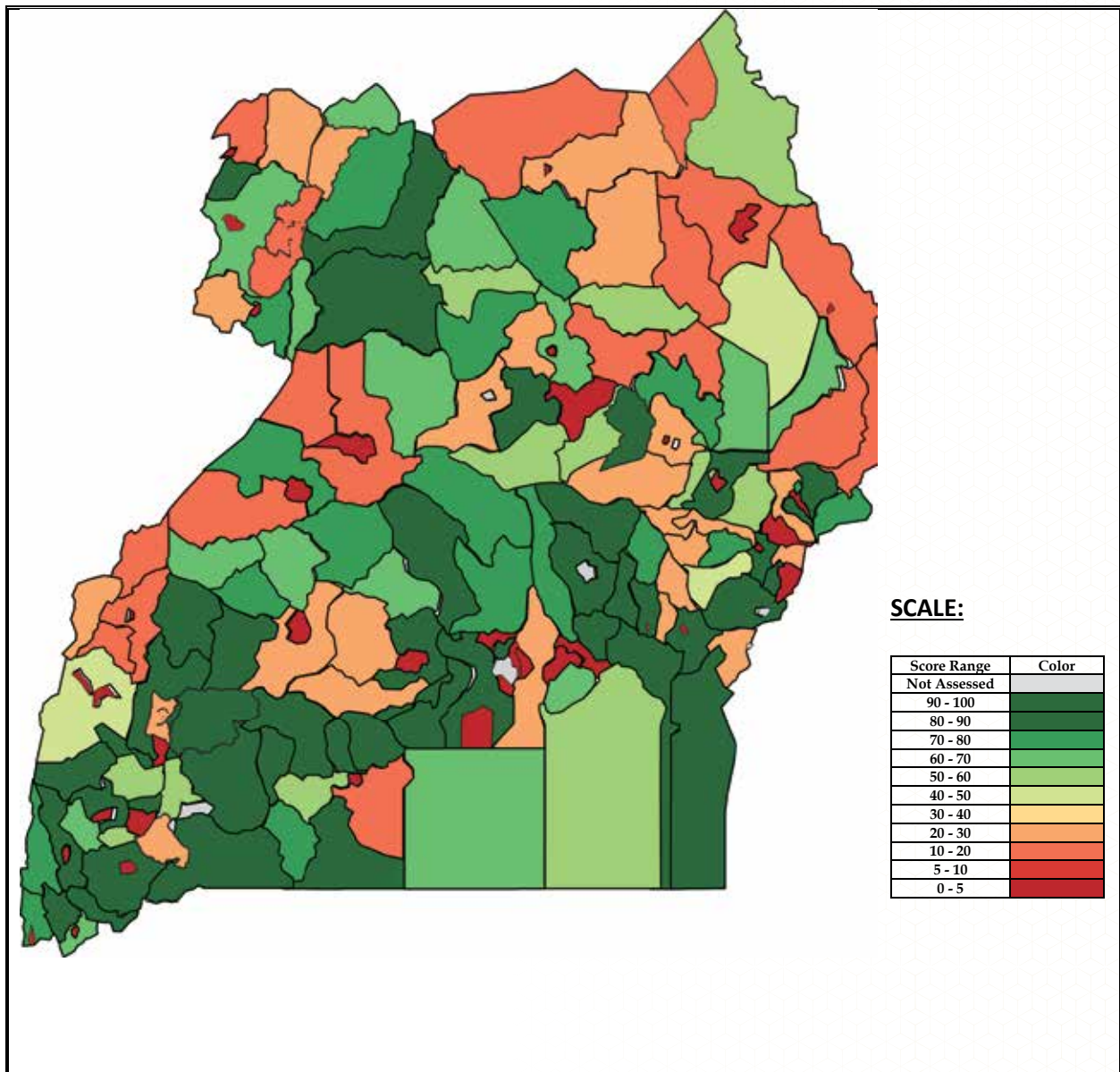
The worst performing indicator was recruited LLG Ext. workers where wage is provided which scored 7% from 29% in the previous year. This can be attributed to the increased sample space and the halt in recruitment by Government for example; Dokolo, Sironko and Namisindwa didn't have the position of Senior Agricultural Engineer substantively filled.

It was observed that 7 out of 10 poorly performed indicators have consistently performed poorly for the last 2 years of assessment thus the need to ensure targeted support as well as effective implementation of the developed thematic PIPs by the Ministry (MAAIF).

7.2.5 Analysis of the Micro-Scale Irrigation Performance assessment scores across the country.

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

Figure 145: Map showing analysis of Micro Scale Irrigation assessment scores across the country



No. of LGs assessed = 135

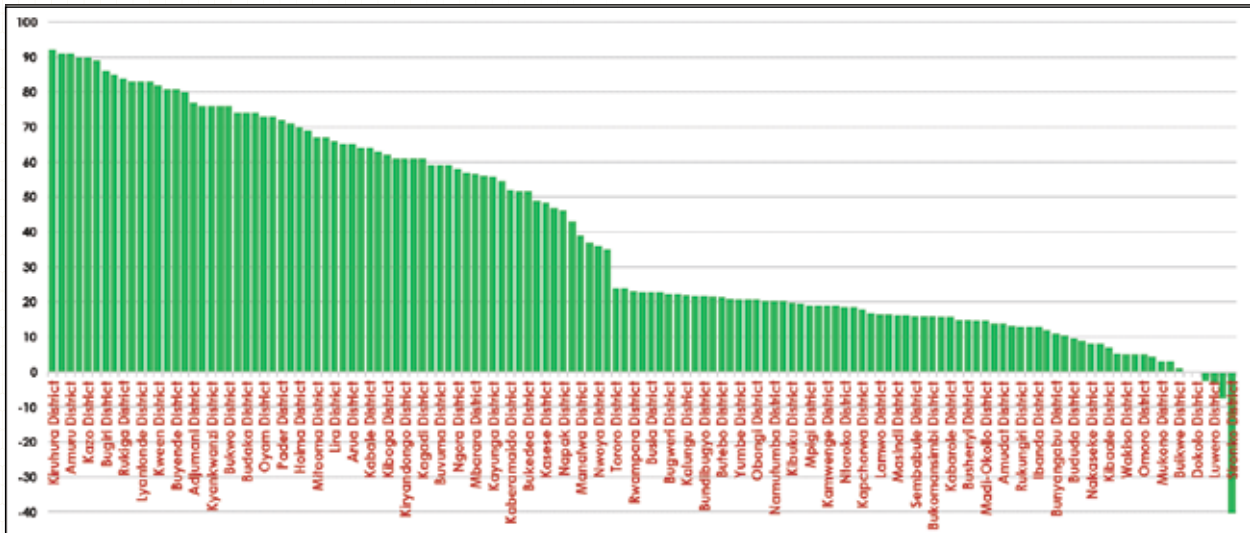
The performance of Micro-Scale Irrigation generally improved despite the fact that the number of districts assessed increased from 40 to 135 districts. The central and western regions are seen to have performed largely better than the other regions.

The lowest performance was highly registered in the north eastern region having average scores ranging between 10% to 30% which was lower than the national average score of 56%.

7.3 Performance Trends in the Micro-Scale Irrigation Performance Assessment

7.3.1 Comparison performance between LGMSD 2022 and 2023 Assessment

Figure 146: Improvement in DLGs between LGMSD 2022 and 2023 for Microscale Irrigation Measures



No. of LGs assessed = 135

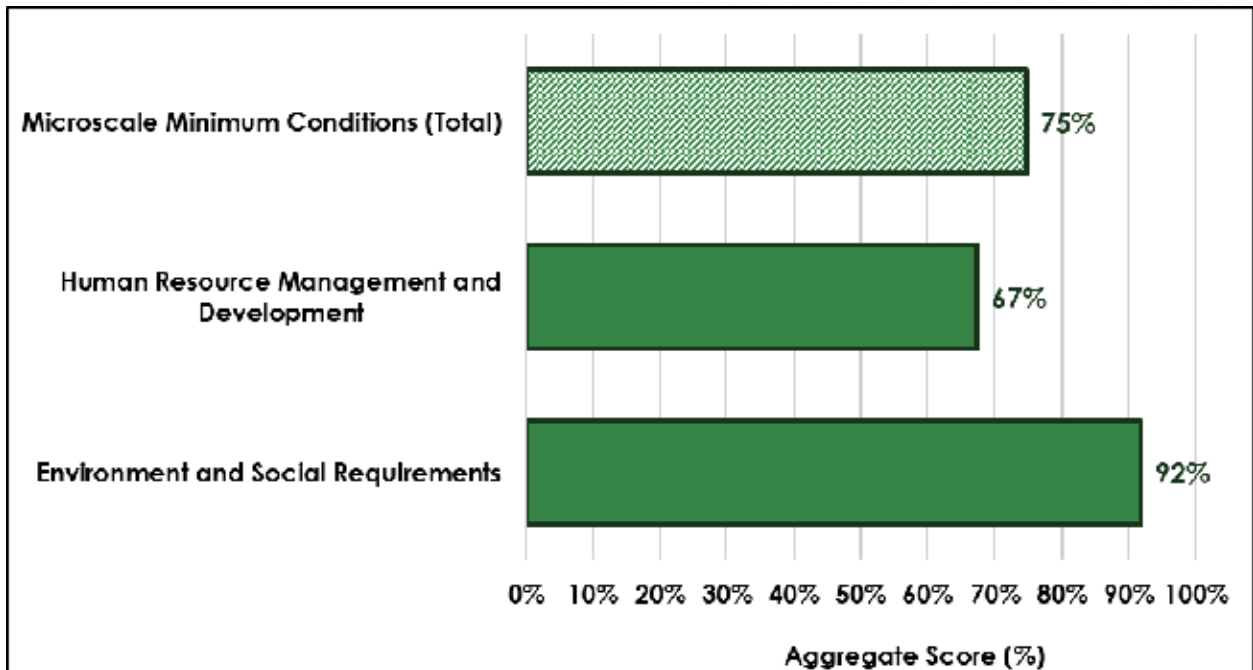
There was improvement in score for the districts between LGMSD 2022 and 2023 except Dokolo, Namisindwa, Luwero and Sironko districts whose scores deteriorated as compared to the previous year of assessment. Kiruhura, Amuru, Kazo, Bugiri and Rukiga among those districts that improved most in 2023. The Deterioration is highly attributed to the absence of Senior Agricultural Engineer position being substantively filled in those affected LGs. Generally, there were more LGs that improved than those that declined.

7.4 Results on Micro-Scale Irrigation Minimum Conditions

7.4.1 Performance per Assessment area under Micro-Scale Irrigation Minimum Conditions

Figure 147 below shows the average scores of LGs across the two thematic areas of Micro-Scale Irrigation performance for Minimum Conditions; disaggregated for all the 135 DLGs assessed in 2023.

Figure 147: Scores of Micro Scale Irrigation MCs in Human Resource Management and Development and Environment and Social Requirements



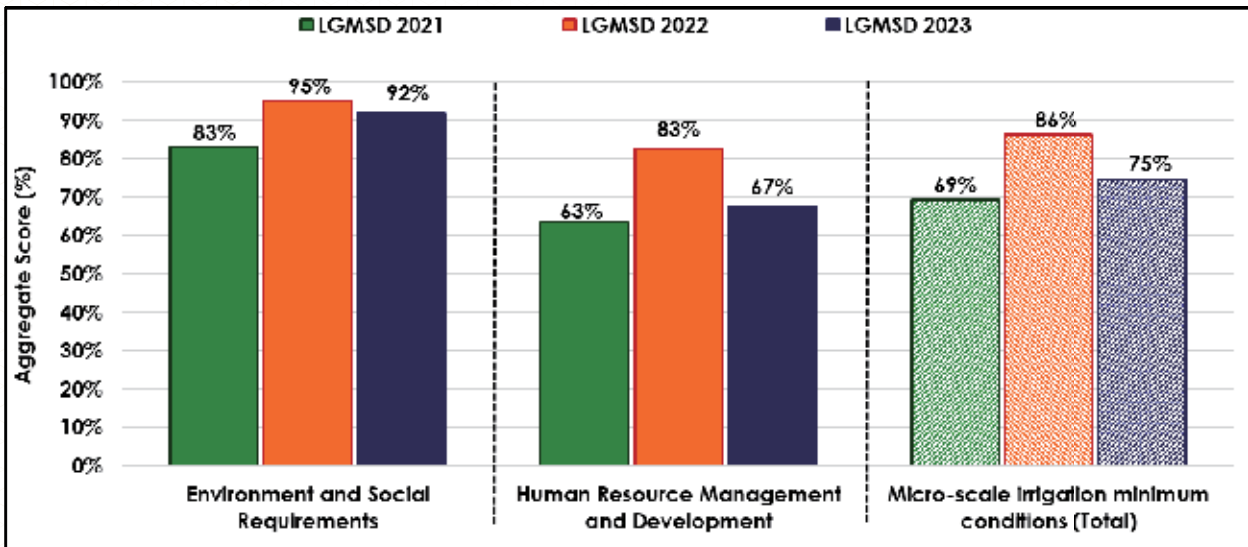
No. of LGs assessed = 135

The overall performance of Micro Scale Irrigation Minimum Conditions was 75% where by performance in Environment and Social Requirements had an overall score of 92% basically from screening of Environment, Social and Climate Change for all the MSI projects.

The DLGs had an average score of 67% compared to 83% in the previous year under human resource management and development, the performance was registered in the only position under the minimum condition of the position of Senior Agricultural engineer. It is also important to note that the sample space increased from the 40 DLGs that were receiving the Micro-Scale Irrigation grant for the previous years to all the 135 DLGs.

This indicates that only 67% of LGs assessed had evidence that the position of Senior Agricultural Engineer was substantively filled. Interface with the responsible Ministry (MAAIF) revealed that some districts did not score under the Minimum conditions simply because they have Agricultural Engineer for example Sironko and Dokolo DLG yet the assessment and the program implementation guidelines require the Senior Agricultural Engineer as a Minimum.

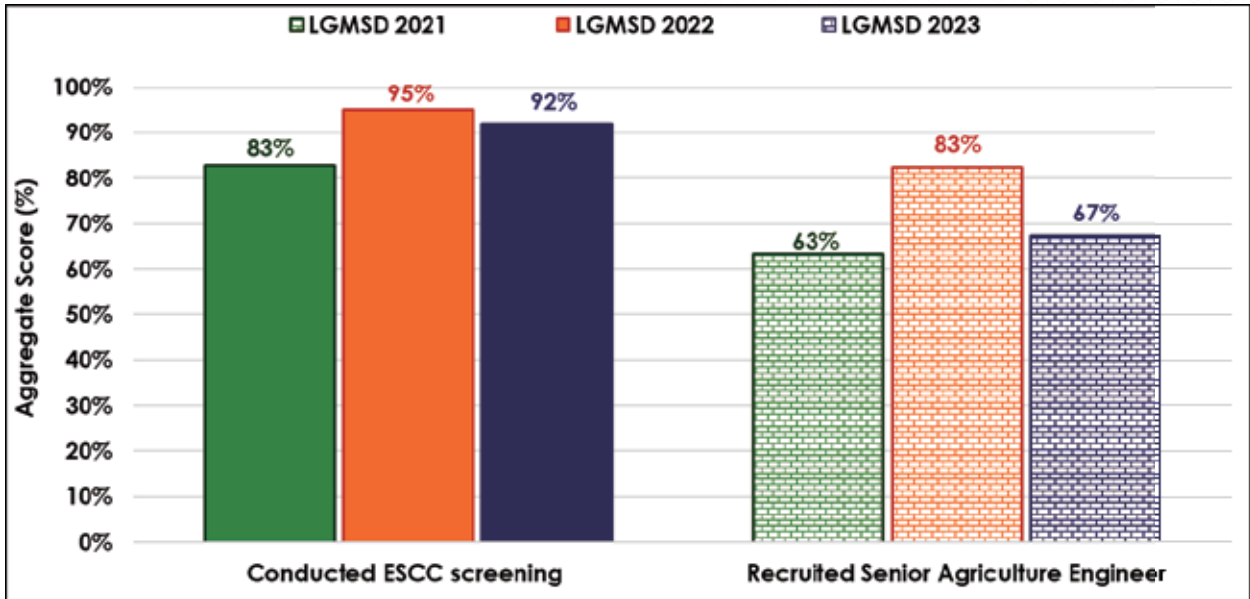
Figure 148: Comparison of Scores for Micro Scale Irrigation Minimum Conditions per Assessment Area for the 2023 LGMSD assessment



No. of LGs assessed = 135

The overall performance of Micro Scale Irrigation Minimum Conditions was 75% compared to 86% and 69% for 2022 and 2021 respectively. The best-performed though with a slight decline was Environment and Social requirements at an average of 92% compared to 95% and 83% for 2022 and 2021 respectively mainly due to Environmental, Social and Climate Change screening in Micro Scale Irrigation area which is done before a project is initiated. This is compared to Human Resource Management and Development at an average score of 67% compared to 83% and 63% for 2022 and 2021 respectively.

Figure 149: Trend analysis for the two selected indicators under Microscale Irrigation Minimum Conditions



No. of LGs assessed = 135

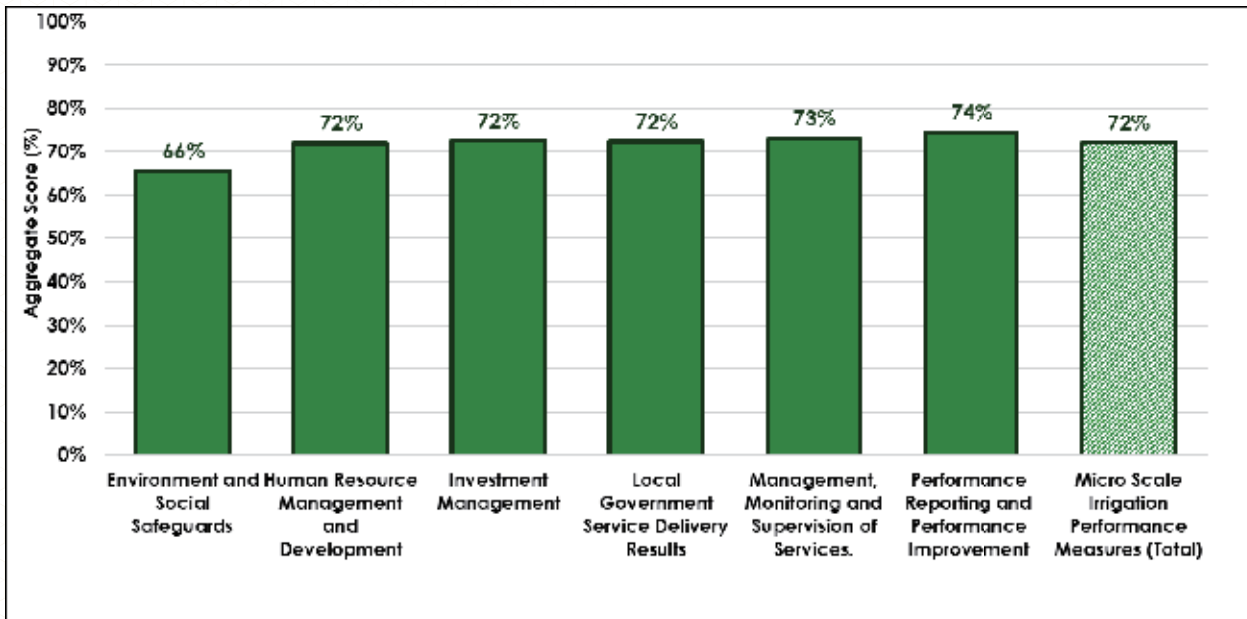
A slight decline has been noted in all Minimum Conditions’ indicators where by ESCC screening has deteriorated from 95% to 92% in 2023 and 2022 respectively; while recruitment of Senior Agricultural Engineer has declined from 83% in 2022 to 67% in 2023. There was a general improvement from 2021 for the ESCC screening and recruitment of senior Agricultural Engineer in the subsequent years as shown in the graph.

7.5 Results on Micro-Scale Irrigation Performance Measures – LGMSD 2023

7.5.1 Performance per Assessment Area under Micro-Scale Irrigation Performance Measures for 2023

Figure 150 below shows the aggregate scores across the six thematic areas of Micro-Scale Irrigation Performance measures disaggregated for the 135 DLGs

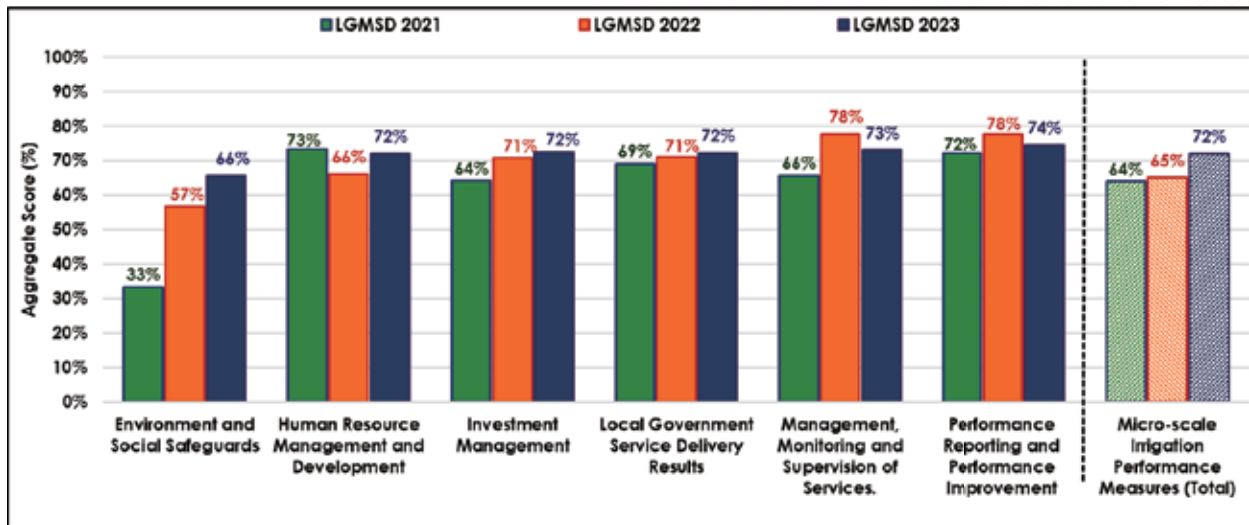
Figure 150: Aggregate scores across the six thematic areas of Micro Scale Irrigation performance measures



No. of LGs assessed = 135

The overall average score across the six performance areas in Micro Scale Irrigation Performance Measures registered an improvement to 72% compared to 70% and 65% in the previous two years. The best-performed areas were Performance Reporting and Performance Improvement at an average score of 74% compared to 78% and 66% for the previous year respectively, while the worst performed area (though improved) was that of Environment and Social Safeguards at an average score of 66% compared to 57% and 33% in 2022 and 2021 respectively.

Figure 151: Comparison of average scores per Assessment Area for Performance Measures under Micro-Scale Irrigation for 2021, 2022 and 2023



No. of LGs assessed = 135

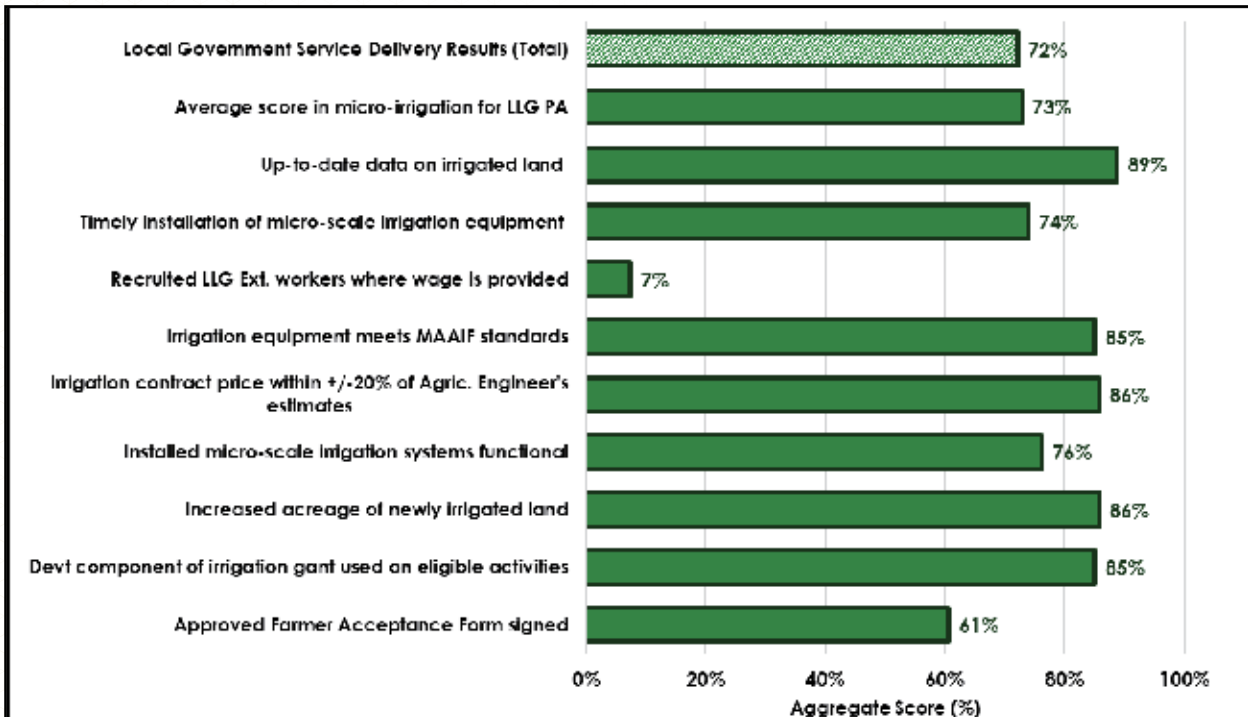
The most improved assessment area was Human Resource Management and Development from 66% in 2022 to 72% in 2023 and environment and social safeguards from 57% in 2022 to 66% in 2023, while the best performing area despite the decline was Performance Reporting and Performance Improvement with an average score of 74% in 2023. The area with the greatest decline was Management Monitoring and supervision Services which declined from 78% in 2022 to 73% in 2023.

7.5.2 Local Government Service Delivery Results

This thematic area addresses issues related to timely installation and functionality of MSI projects and systems, farmer involvement and participation in the programme and effective use of the MSI development grant so as to increase the acreage of irrigated land.

Figure 152 below shows the performance of LGs in the area of Local Government Service Results

Figure 152: Local Government Service Delivery Results



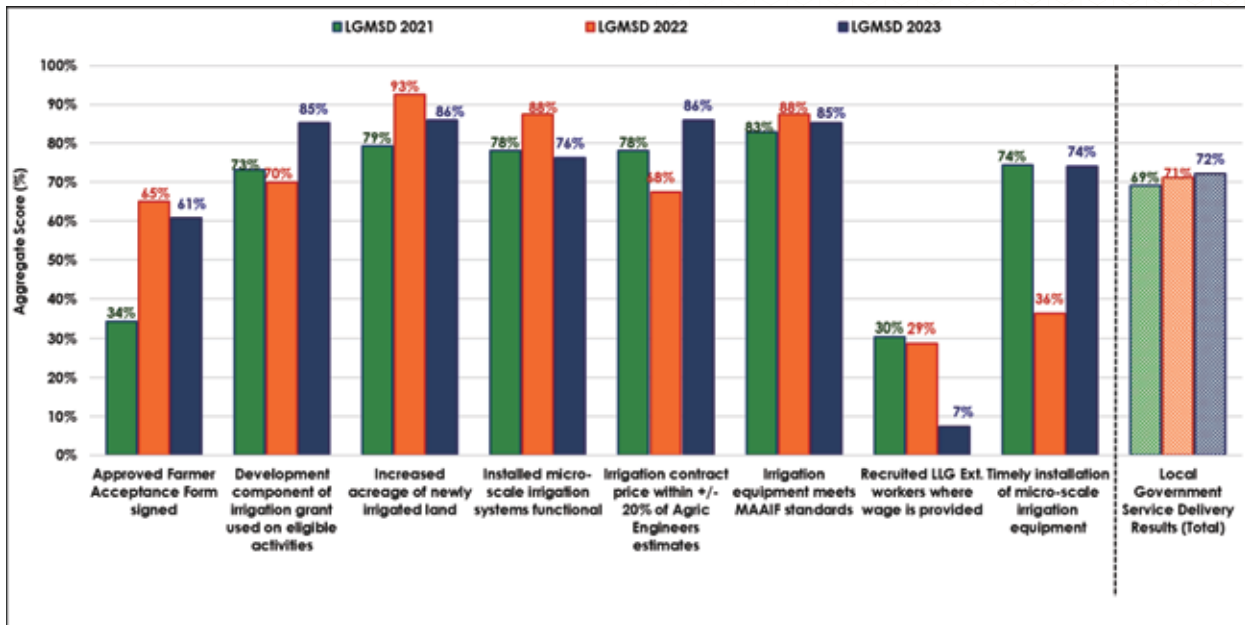
No. of LGs assessed = 135

The overall average score across the nine performance indicators under Local Government Service Delivery Results area was 72% compared to 71% and 69% in the previous two years. The best-performed indicator was up to-date data on irrigated land which scored 89%; while the worst performed indicator was recruitment of Lower Local Government Extension workers which performed at 7% despite the availability of wage for recruitment.

Trend (2021-2023) of aggregate scores for selected indicators under Local Government Service Delivery Results.

Figure 153 below shows the trend of aggregate scores for the 2021, 2022 and 2023 assessments for eight selected indicators under the performance area of Local Government Service Delivery Results.

Figure 153: Comparison of aggregate scores for selected indicators under Local Government Service Delivery Results



No. of LGs assessed = 135

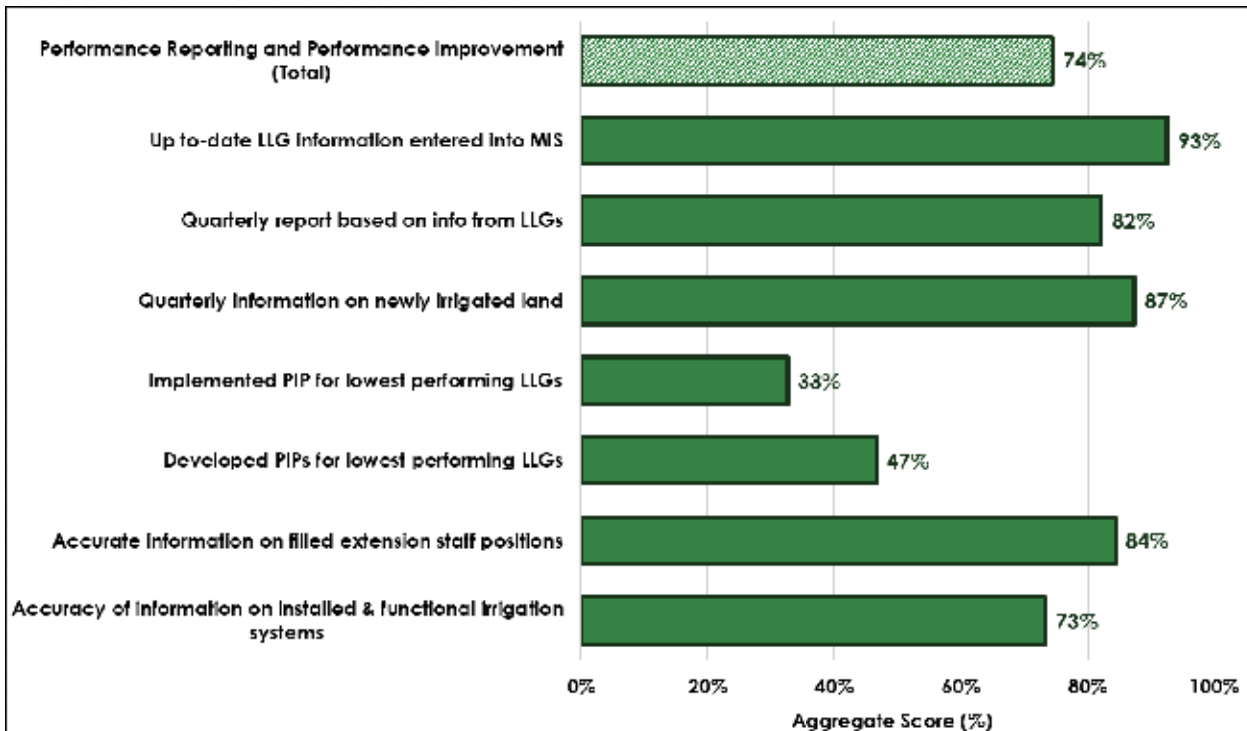
The overall average score across the performance indicators under Local Government Service Delivery Results area was 72% compared to 71% and 69% in the previous two years. The best-performed indicators were irrigation contract price within +/-20% of agricultural Engineer’s estimates and increased acreage of newly irrigated land with both scoring 86%. However, the later reduced from 93% in previous year of assessment. Development component of the irrigation grant spent on eligible activities and micro-scale irrigation equipment meeting MAAIF standards equally performed well at 85% each. While the worst performed indicator was recruitment of LLG extension workers with 7% in 2023 against the previous year’s performance of 29% in 2022 and 30% in 2021 respectively.

7.5.3 Performance Reporting and Performance Improvement.

Performance Reporting and Performance Improvement deals with timely and accuracy of reporting on MSI activities as well as development and implementation of the Performance Improvement Plans for lowest performing Lower Local Governments and thematic areas.

Figure 154 below shows the average scores attained by LGs across the different indicators in the area of Performance Reporting and Performance Improvement

Figure 154: Micro Scale Irrigation Scoring in Performance Reporting and Performance Improvement



No. of LGs assessed = 135

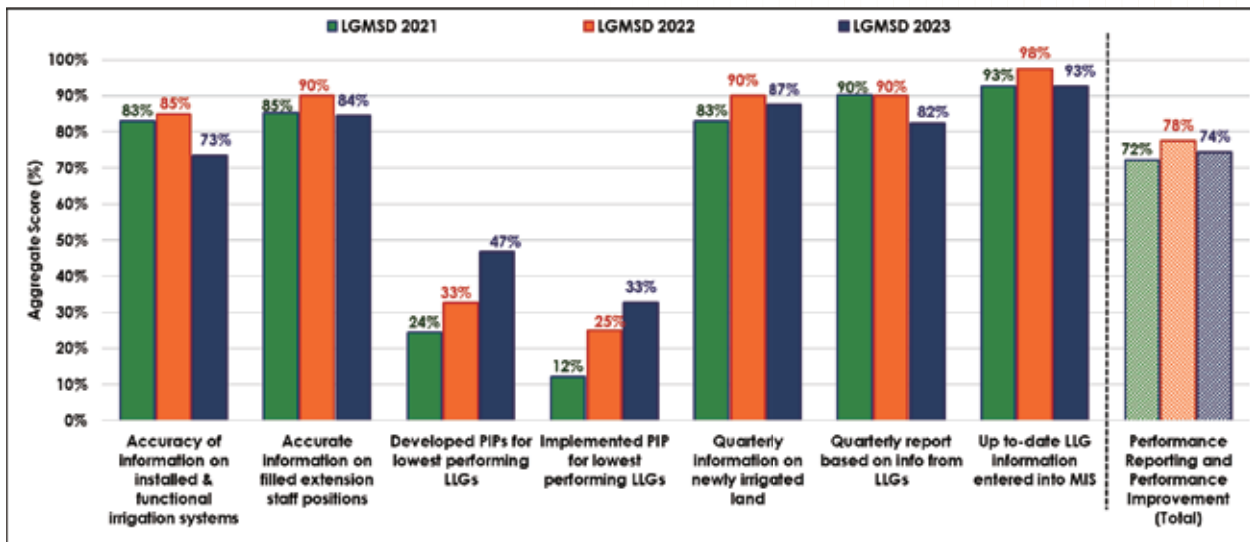
Under Performance Reporting and Performance Improvement, the overall performance of all indicators was 74% compared to 78% for the previous year. Best performance was in Up to-date LLG information entered into Management Information System (MIS) despite the decline from 98% of the previous year to 93%.

Lowest performance was registered in areas of Developed PIPs for lowest performing LLGs and Implemented PIP for lowest performing LLGs these all performed at 47% and 33% compared to 33% and 25% in the previous year respectively. The reasons for poor performance despite the improvement is because LLGs assessment is a new area in the assessment framework and thus PIPs had not been fully developed and implemented in most LGs.

Trend (2021-2023) of aggregate scores for selected indicators under Performance Reporting and Performance Improvement

Figure 155 below shows the trend of aggregate scores for the 2021, 2022, and 2023 assessments for seven selected indicators under the performance area of Performance Reporting and Performance Improvement.

Figure 155: Comparison of aggregate scores for selected indicators under Performance Reporting and Performance Improvement



No. of LGs assessed = 135

The best performance was in Up to-date LLG information entered into MIS though with a decline from 98% of the previous year to 93% in 2023; Quarterly information on newly irrigated land which scored 87% compared to 90% of the previous year.

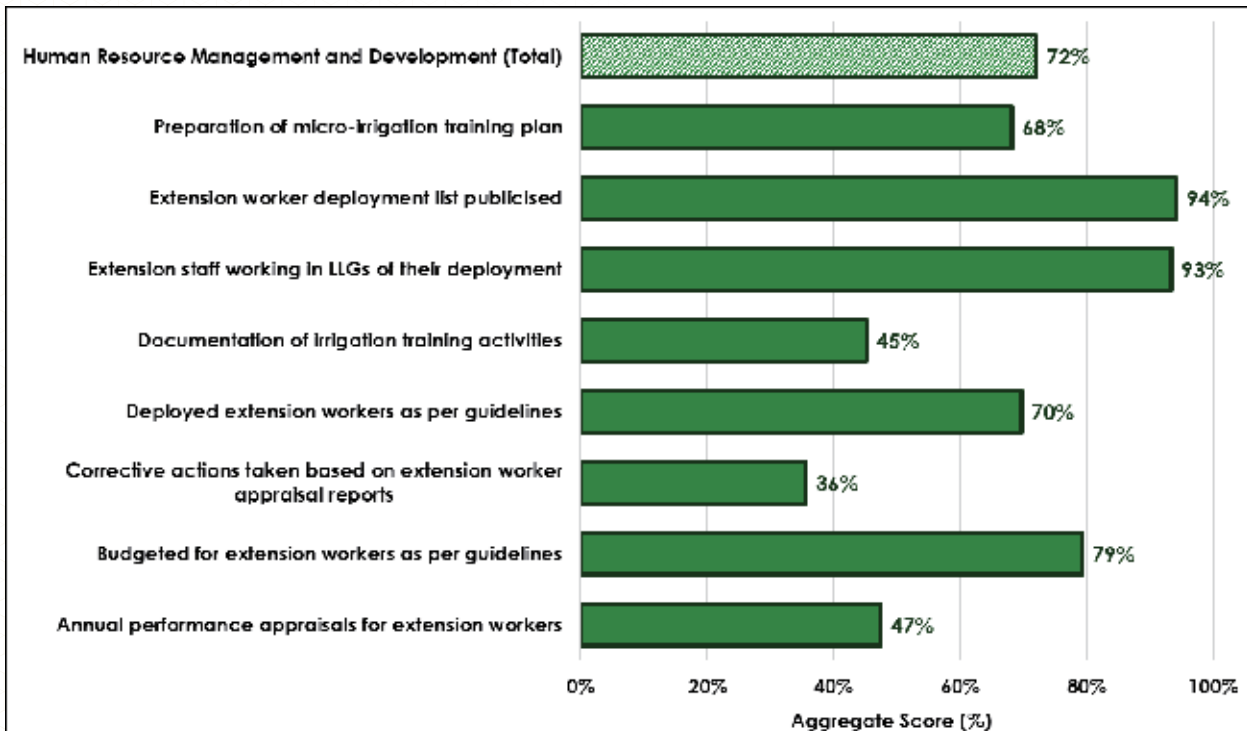
Poor performance was registered in areas of Implemented PIPs for lowest performing LLGs (though had a slight improvement) which scored 33% against 25% and 12% for the previous two years. Most indicators declined due to the introduction of new LGs in the 2023 assessment.

7.5.4 Human Resources Management and Development

This thematic area was assessed on whether LGs effectively budgeted for, recruited and deployed extension workers as per the guidelines and whether performance management practices such as trainings and appraisals were being executed as required.

Figure 156 below shows the average scores attained by LGs across the different indicators in the areas of Human Resource Management and Development.

Figure 156: Micro Scale Irrigation Scoring in Human Resource Management and Development



No. of LGs assessed = 135

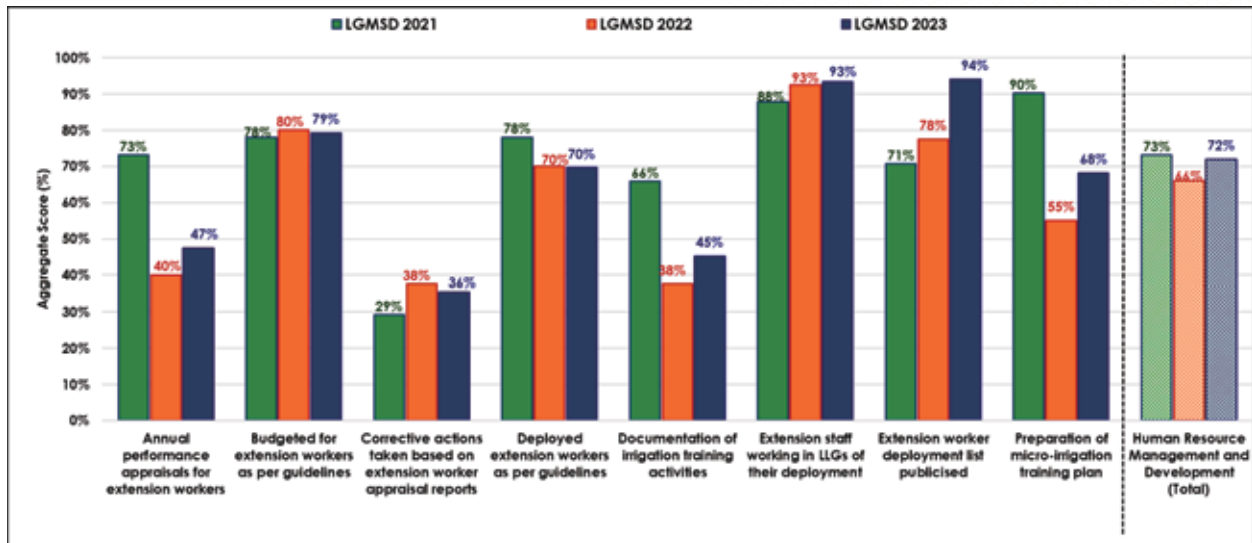
The overall average score across the eight performance indicators under Human Resource Management and Development was 72% compared to 66% of the previous year. The best-performed indicator was Extension staff worker deployment list publicized that performed at 94% compared to 78% of the previous year followed by extension staff working in LLGs of their deployment at 93%.

The poorly performed indicators were: corrective actions being taken based on extension worker appraisal reports which scored 36% compared to 38% for the previous year, and documentation of irrigation training activities which scored 45% compared to 38% in the previous year.

Trend (2021-2023) of aggregate scores for selected indicators under Human Resource Management and Development

Figure 157 below shows the trend of aggregate scores for the 2021, 2022 and 2023 assessments for six selected indicators under the performance area of Human Resource Management and Development.

Figure 157: Comparison of aggregate scores for selected indicators under Human Resource Management and Development



No. of LGs assessed = 135

The best-performed indicators were Extension staff working in LLGs of their deployment that maintained performance at 93% and publicizing the lists of extension workers at 94% in 2023.

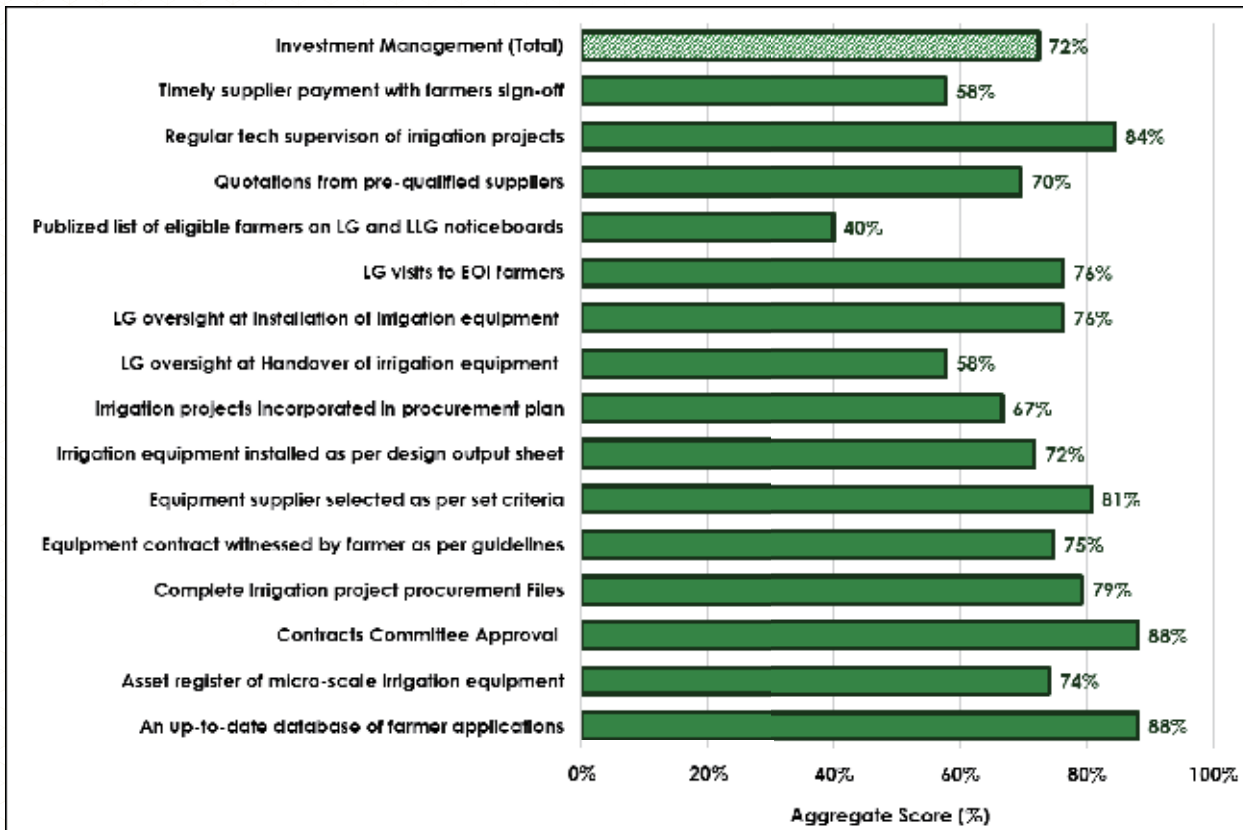
The worst performed indicators was corrective actions taken based on extension worker appraisal reports which further declined to 36% compared to 38% for the previous year and documentation of training activities at 45%. These two areas have consistently performed poorly for the last 3 years thus a need for immediate attention to address them.

7.5.5 Investment Management

The assessment of this thematic area covered issues related to; timely procurement, installation and handover of the MSI equipment to beneficiaries as well as regular supervision to ensure effective functionality of the equipment.

Figure 158 below shows the average scores attained by LGs across the different indicators in the areas of Investment Management under Micro-Scale Irrigation.

Figure 158: Micro Scale Irrigation scoring in Investment Management



No. of LGs assessed = 135

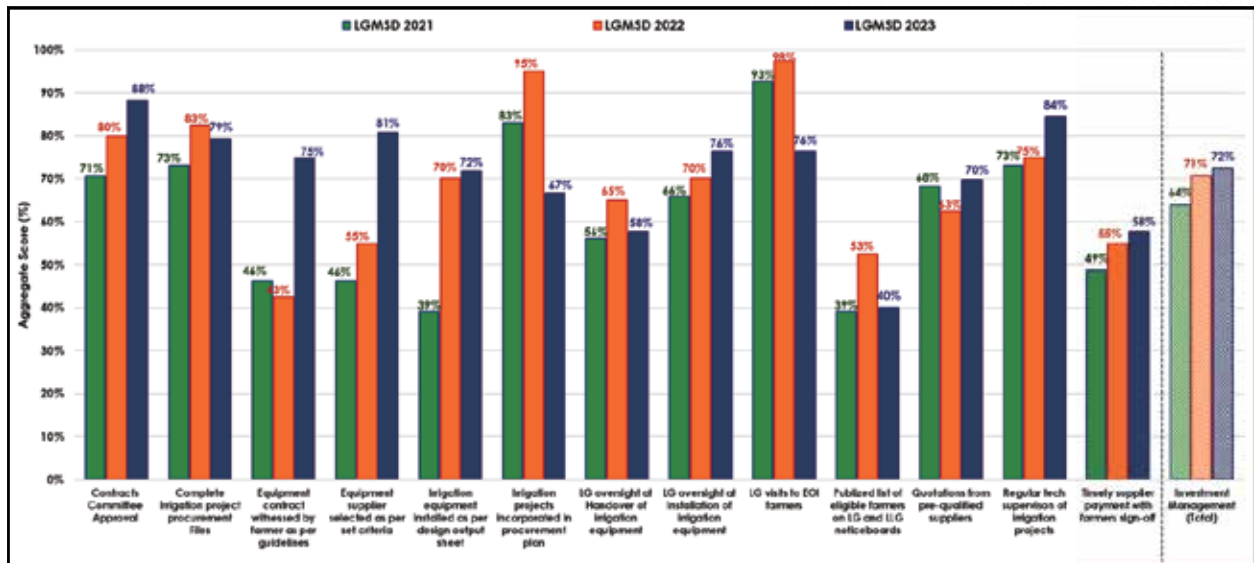
The overall average score across the fifteen performance indicators under Investment Management was 72% compared to 71% of the previous year. The best-performed indicator was Contracts Committee Approval and an up-to-date database of farmer applications which scored 88%.

While the worst performed indicator was Publicized list of eligible farmers at the LG and LLG levels for accountability and transparency that scored 40%.

Trend (2021-2023) of aggregate scores for selected indicators under Investment Management.

Figure 159 below shows the average scores attained by LGs across the different indicators in the areas of Environment and Social Safeguards

Figure 159: Comparison of aggregate scores for selected indicators under Investment Management



No. of LGs assessed = 135

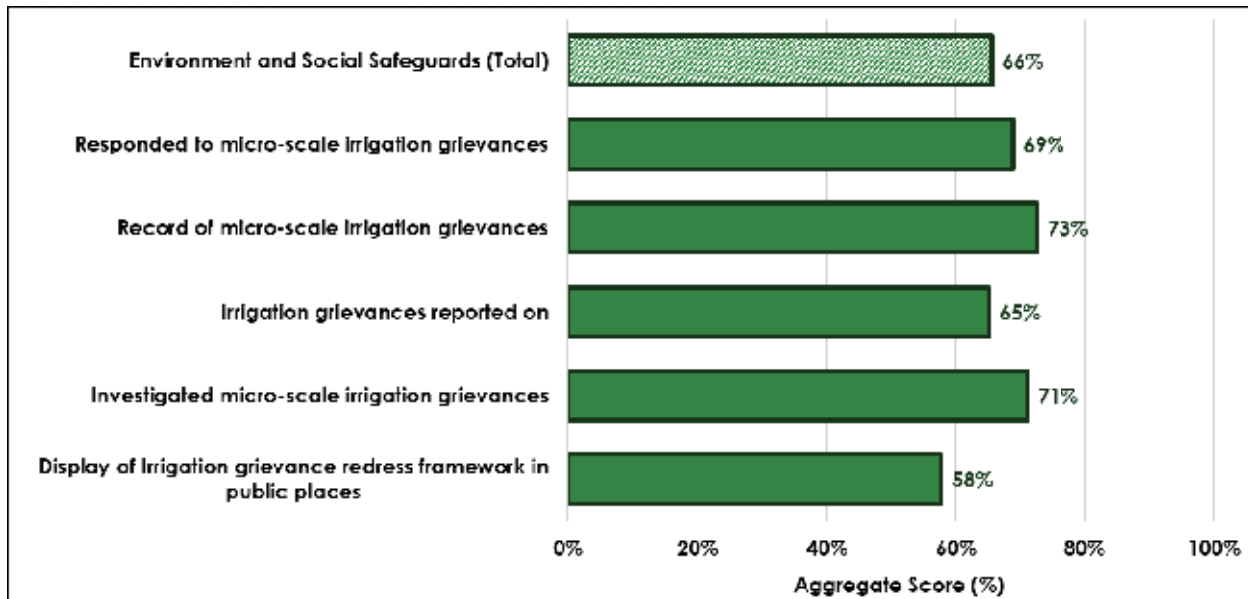
The best-performed indicator was Committee Approved with 88% compared to 80% and 71% in the previous two years. While the worst performed indicator was that of Publicized list of eligible farmers on LG and LLG noticeboards which declined from 53% to 40% from the previous year. The rest of the indicators performed above the average of 50%.

7.5.6 Environment and Social Safeguards

This area mainly addresses the issue of Grievance handling for Micro-scale Irrigation projects.

Figure 160 below shows the average scores attained by LGs across the different indicators in the areas of Environment and Social Safeguards.

Figure 160: Performance of LGs in the areas of Environmental Social safeguards



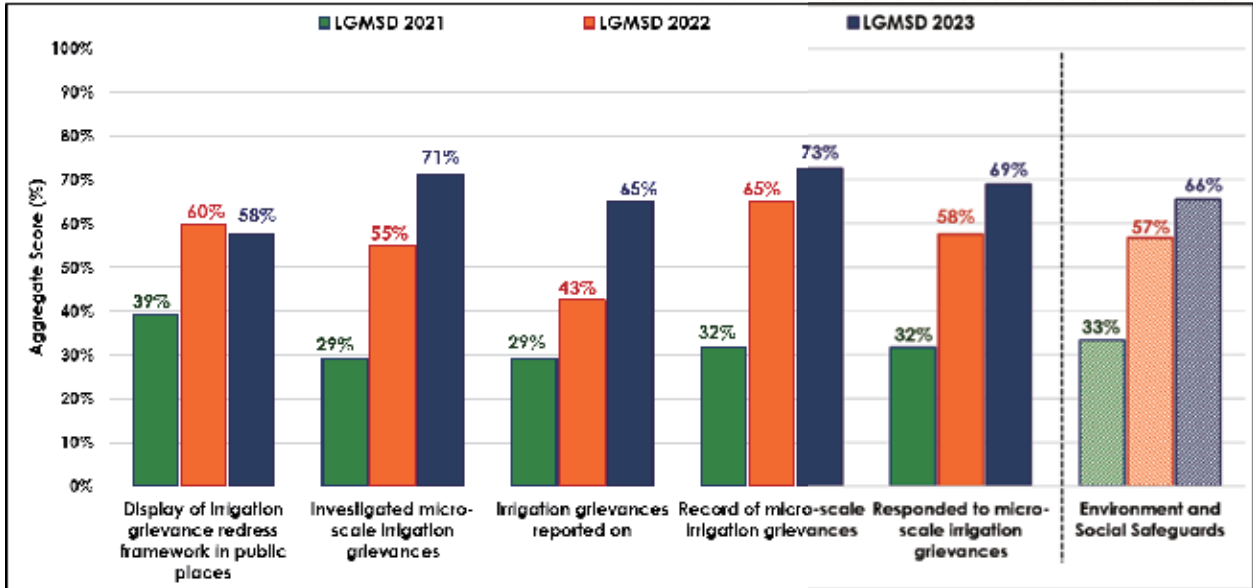
No. of LGs assessed = 135

The overall average score across the five performance indicators under Environment and Social Safeguards was 66% compared to 57% of the previous year. There was great improvement in almost all indicators in this area as they performed above the average of 50% compared to the previous year where all indicators performed below 40%. The worst indicator was Display of irrigation grievance redress framework in public places which scored 58%.

Trend (2021-2023) of aggregate scores for selected indicators under Environmental and Social Safeguards

Figure 161 below shows the trend of aggregate scores for the 2022 and 2023 assessments for the selected indicators under the performance area of Environmental and Social Safeguards.

Figure 161: Comparison of aggregate scores for selected indicators under Environmental and Social Safeguards



No. of LGs assessed = 135

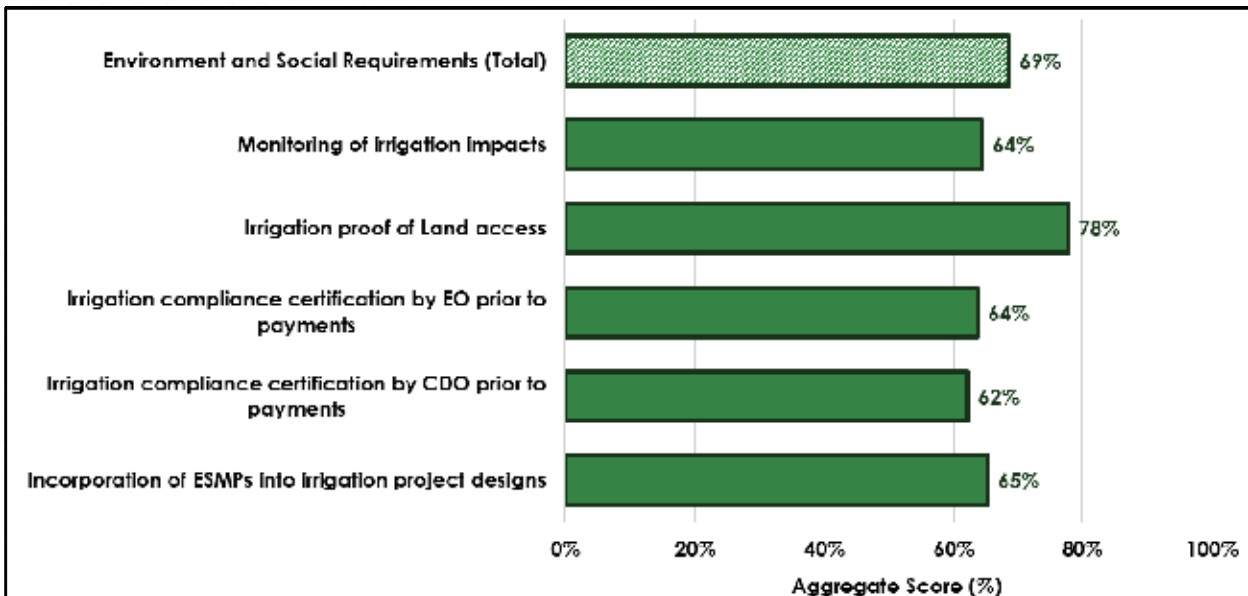
There was overall improvement in performance across all the indicators in figure 161. Good performance was in the area of record of Micro-scale irrigation grievances which scored 73% compared to 65% in 2022 and 32% in 2021 and investigation of grievances being undertaken scoring 71% in 2023 in comparison to 55% in 2022 and 29% in 2021.

7.5.7 Environment and Social Requirements

This thematic area deals with involvement of the Environment and Community Development Officers in MSI Programme implementation to ensure effective implementation and consideration of Environment and Social aspects in the MSI projects.

Figure 162 below shows the average scores attained by LGs across the different indicators in the areas of Environment and Social Requirements.

Figure 162: Performance of LGs in the areas of Environmental social requirements



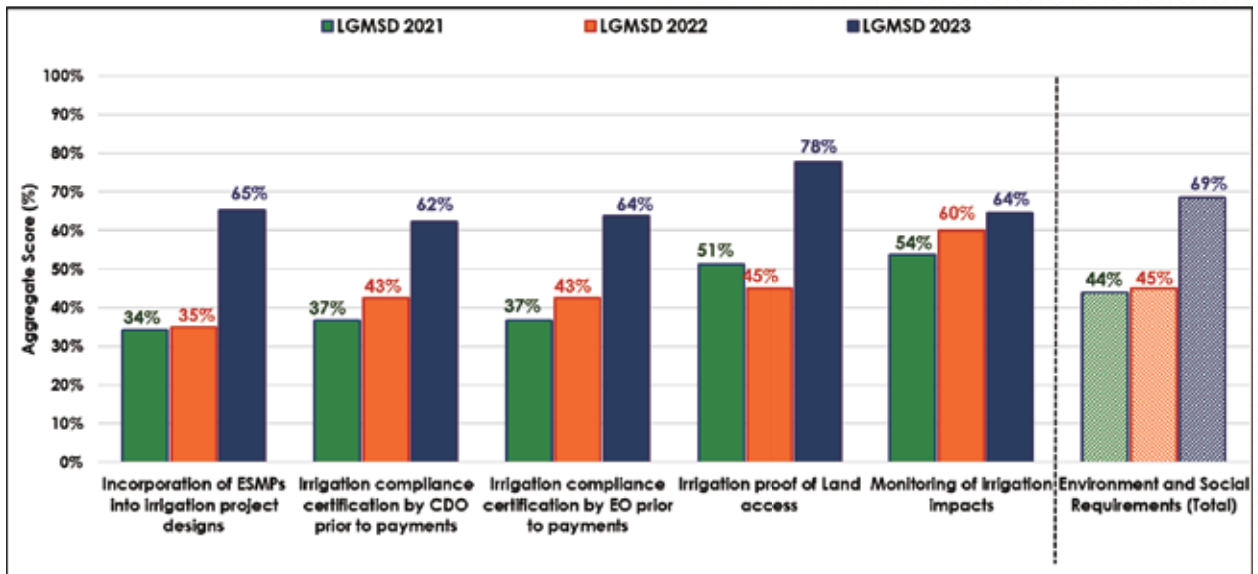
No. of LGs assessed = 135

The overall average score across the five performance indicators under Environmental and Social Requirements was 69% compared to 45% for the previous year. The best-performed indicator was Irrigation proof of land access with a score of 78% compared to 45% in the previous year while the worst performed indicator was that of Irrigation compliance certification by CDO prior to payments with score of 62% compared to 43% in the previous year.

Trend (2021-2023) of aggregate scores for selected indicators under Environmental and Social requirements

Figure 163 below shows the trend of aggregate scores for the 2021, 2022 and 2023 assessment for the selected indicators under the performance area of Environmental social requirements.

Figure 163: Comparison of aggregate scores for selected indicators under Environmental social requirements



No. of LGs assessed = 135

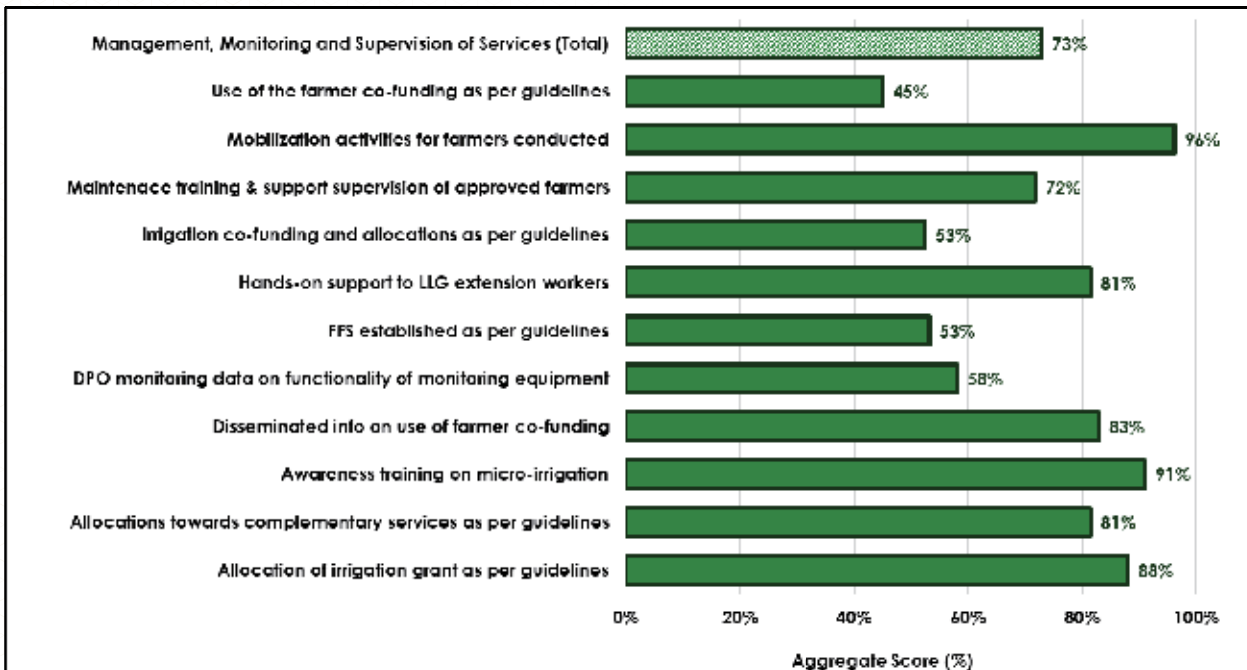
All of the indicators registered a great improvement in performance between 2021 and 2023. The indicator with the greatest improvement was Irrigation proof of land access to 78% from 45% in the previous year as indicated above and incorporation of costed ESMPs into project designs.

7.5.8 Management, Monitoring and Supervision of Services

This area addresses issues of farmer mobilization, training, hand on support to LLG extension workers and farmers and supervision to ensure sustainability of the project equipment.

Figure 164 below shows the performance of LGs in the areas of Management, Monitoring and Supervision of Service.

Figure 164: Micro Scale Irrigation performance scores on Management, Monitoring and Supervision of Service



No. of LGs assessed = 135

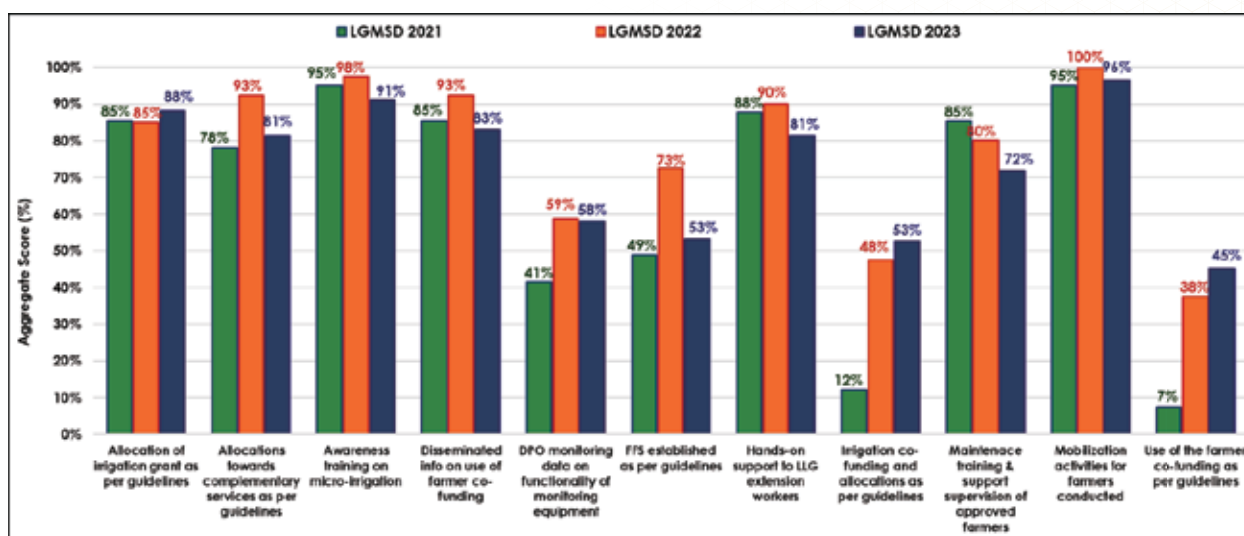
The average score across the eleven performance indicators under Management, Monitoring and Supervision of Services was 73% compared to 78% for last year. The best-performed indicators were mobilization activities for farmers conducted at score of 96% compared to 100% of the previous year and awareness training on Micro-scale irrigation scoring 91%.

The lowest performed indicators were: use of the farmer co-funding as per guidelines at a score of 45% and 38% for the past year which was a slight improvement as well mainly because most new LGs had not started implementation and use of the co-funding mechanism.

Trend (2021-2023) of aggregate scores for selected indicators under Management, Monitoring and Supervision of Services

Figure 165 below shows the trend of aggregate scores for the 2021, 2022 and 2023 assessment for eleven selected indicators under the performance area of Management, Monitoring and Supervision of Services.

Figure 165: Comparison of aggregate scores for selected indicators under Management, Monitoring and Supervision of Services



No. of LGs assessed = 135

The best-performed indicator was mobilization activities for farmers conducted at an average score of 96% compared to 100% of the previous year. However, majority of the indicators have declined as compared to the previous years’ thus, the need to fully bring the new LGs on board.

The lowest performed indicator was use of the farmer co-funding as per guidelines at an average score of 45% to 38% for the past year. Further attention to this area can enable improvement.

7.6 Conclusions, Emerging Issues and Recommendations

Although this was the fourth consecutive assessment of Micro-Scale Irrigation programme, there was a slight decline from the previous years’ performance largely because more LGs (95) were brought on board in the 2023 assessment as compared to the piloted 40 LGs assessed in the previous 3 years. Generally, the ministry (MAAIF) and the new LGs performed well to fast-track implementation of activities under the programme.

LGs performed at an average of 75% compared to 86% in the previous year on minimum conditions and 72% compared to 70% in the previous year on performance measures and 56% compared to 60% in the previous year on overall average performance with the overall score slightly declining to 56% from 60% in 2022. There was good performance in areas of Performance Reporting and Performance Improvement scoring 74% against 78% and 72% for the previous two years and Management Monitoring, and Supervision of

Services also scoring 73% compared to 78% and 66% for the previous two years of assessment.

Inadequate performance was mainly in the area of environment and social safe guards under performance measures which scored 66% compared to 57% and 33% for the previous two years.

Table 40 below highlights the key emerging issues relating to the Micro-Scale Irrigation performance measures along with recommendations and proposed actions for improvement.

Table 40: Emerging Issues and recommended action from the LGMSD 2023

No.	Emerging Issue/Outstanding Challenges	Recommended Action (s)	Responsibility
1.	Deterioration in the recruitment of LLG extension workers where wage is provided; from 30% and 29% in the 2021 and 2022 respectively to 7% in 2023.	(i) DLGs to recruit LLG extension workers where wage is provided. (ii) MAAIF to expedite the recruitment of the 5000 extension workers as approved by Parliament for FY 2024/25.	DLGs MAAIF MoPS MoLG
2	Data loss attributed to software updates which impacts the capturing of <i>Up-to-date data on irrigation land in the MIS</i> ; this has declined from 100% in 2022 to 81% in 2023.	MAAIF should ensure data safety during software updates.	MAAIF DLGs
3	Developed and Implemented PIPs for lowest performing LLGs stood at 47% and 33% respectively which was below average.	DLGs should ensure PIPs are developed, implemented and documented.	LGs MoLG MAAIF OPM
4	Decline in Publicized list of eligible farmers on LG and LLG notice boards, from 53% in the previous year to 40% in 2023.	DLGs should ensure that lists of eligible farmers are Publicized on the notice boards for transparency and accountability to the general public.	MAAIF MoLG LGs
5	Appraisal of extension workers performed low at 47% while	Ensure that all appraisals are concluded by 30 th June	DLGs MoLG MoPS

No.	Emerging Issue/Outstanding Challenges	Recommended Action (s)	Responsibility
	corrective action taken based on appraisals was also low at 36%.	as per the Public service standing orders of 2021.	
6	Inadequate documentation of training activities in the training database that performed at 45%.	FastTrack the roll out of Human Capital Management system to the LGs	MoPS MoLG DLGs
7	The use of farmer co-funding by DLGs in line with set guidelines for Micro-Scale Irrigation grant slightly improved from 38% in 2022 to 45% in 2023. However, this was still low for the indicator.	Proposal to revise the farmer contribution from 30% to a lower rate and to give a flexible payment period.	MAAIF DLGs

PART C: VERIFICATION OF RESULTS AND ASSESSMENT OF LOCAL CLIMATE ADAPTIVE LIVING FACILITY

This section presents the new areas that have been incorporated into the LGMSD framework including; verification of results for (i) Lower Local Governments, (ii) Health Centres and (iii) Primary Schools; and assessment of (iv) Local Climate Adaptive Living (LoCAL) facility LGs. It summarizes the process, scope, key findings, challenges and recommendations.

In addition to the LGMSD assessment, the teams undertook verification of reports for the Lower Local Governments (LLGs), and Service Delivery Facilities (health centres and primary schools) to ensure credibility of the results submitted onto the OPAMS and to respective line Ministries. The above exercise was undertaken alongside the assessment of Higher LGs in November-December, 2023. The results, findings and emerging issues were presented to the LGMSD taskforce for discussion and consideration on 22nd January, 2024.

8.1 Verification of Results for Lower Local Governments

8.1.1 Introduction

The assessment and verification of results for Lower Local Governments was guided by the Lower Local Government Performance Assessment Manual (May 2022) that was developed in close consultation with the LGMSD Taskforce, line Ministries and Local Governments. The Manual was widely disseminated to LGs and LLGs at LG level in months of July-August, 2022 and the maiden assessment was conducted in September-October 2022.

The objective of the LLG assessment is to incentivize improvements in LLG Management and service delivery across core sectors. LLGs are therefore assessed on twelve (12) thematic areas including; i) Functionality of the Parish Administrative Structures, ii) Planning and Budgeting, iii) Own Source Revenue Mobilization and Administration iv) Financial Management, v) Human Resource Management, vi) Project Implementation and Execution, vii) Environmental and Social Safeguards, viii) Basic Pre and Primary Education Services, ix) Primary Health Care Services, x) Water and Environment Services, xi) Urban Planning and Management and xii) Production Services Management.

The LGMSD Taskforce coordinated by the Office of the Prime Minister undertook comprehensive training and orientation of the LG Technical Planning Committees (TPCs) that are responsible for the assessment and compilation of results for their respective LLGs. The TPCs are therefore required to conduct the assessment by the end of September every year, compile and review the LLG reports before submitting them to OPM through the Online Performance Assessment Management System (OPAMS) for verification.

8.1.2 Scope for LLG Assessment and Verification

In 2023, all LGs (176) were able to undertake the assessment and submitted results of their Lower Local Governments as compared to 153 LGs in 2022. Therefore, the verification was also conducted in all the LGs although it involved sampling as guided by the Manual. The criteria involved sampling of four (4) LLGs (3 sub-counties and 1 town council) for every district and two (2) divisions for Cities and Municipal Local Governments; ensuring a mix of good and poor performers, old and new LLGs thus making a total of 662 LLGs verified.

8.1.3 Findings of the LLG Verification

Table 41 presents the summary of the findings from the verification exercise conducted in November-December, 2023. Details in terms of the LGs, their respective LLGs, the scores and the credibility opinion by the IVA teams are presented in annex 8.

Table 41: Summary of the Credibility Assessment for LLGs

Region	Total Number of LGs	LGs with a Credible LLG Assessment		LGs without a Credible LLG Assessment	
		Number of LGs	Percentage	Number of LGs	Percentage
Central	35	11	31%	24	69%
Eastern	47	11	23%	36	77%
Northern	47	0	0%	47	100%
Western	47	32	68%	15	32%
Total	176	54	31%	122	69%

No. of LGs Verified = 176

Note: The LLG results were rated credible if the deviation/variance for all the sampled LLGs fell within +/- 10%.

From table 40 above, the verification of LLG results indicated that only 54 (31%) of the verified 176 LGs conducted a credible assessment (results being within +/- 10) for their LLGs while 122 LGs (69%) did not conduct a credible assessment. Majority of the LGs with credible results were in the Western Cluster (32) while Eastern and Central Clusters both registered 11. The Northern cluster had none of their LGs with a credible assessment.

The above performance was mainly due to the failure by most of the LGs to conduct the assessment on time and thus they submitted poorly prepared reports without the required evidence or justifications for scoring. Secondly, some LGs and LLGs did not give the exercise the attention it deserves and thus failed to provide the required evidence. This calls for further capacity building and training of the TPC assessors and the LLG staff on the requirements of the Manual and proper reporting and records management.

8.1.4 Emerging Issues and Recommendations for Verification of the LLG Assessment Results-2023

Table 42 highlights the key emerging issues from verification of results for LLGs, and recommended actions for improvement.

Table 42: Emerging Issues and Recommended Actions from the Verification of LLG Results-2023

No.	Emerging Issue	Recommendations	Responsibility Centre
1.	Inadequate justifications provided by the District Internal assessment team (TPC). These lacked key details such as dates, narrations, signatures, list of participants, etc.	Enhance capacity in data capture and assessment report writing	TPC LG Assessors
2.	Poor records management by LLGs. This made retrieval of required evidence cumbersome.	<ul style="list-style-type: none"> FastTrack the roll out of critical record management systems such as HCMs, E-record management. Enhance capacity of the LLG in records management. 	LG MoICT&NG MoPS, LG, MoICT&NG
3.	Inadequate capacity of the HLG Staff to conduct LLG assessment.	Re-orient HLG on assessment of LLGs.	OPM
4.	Ill-preparedness of the LLGs for the assessment exercise. This is partly caused by inadequate sensitization and Mobilization of LLGs about the assessment exercise.	<ul style="list-style-type: none"> Scale up Mobilization and sensitization of the LLGs for the assessment and verification. Ensure the participation of all LLGs during dissemination of LGMSD results. 	OPM Local Governments
5.	Lack of evidence in support of findings in some stated assessment areas.	Exit declaration form should be introduced signed by the assessor and the SAS/TC with evidence of documents seen and a copy be left at the LLG level for reference.	OPM Local Governments

8.2 Verification of Results for Service Delivery Facilities

8.2.1 Introduction

The assessment of Service Delivery Facilities encompasses assessment of health centre IIIs and IVs and primary schools. The two assessments are spearheaded by the line Ministries of Health and Education respectively while OPM and LGMSD Taskforce play the coordination and the oversight roles. The assessments were conducted by trained LG staff under the Departments of Health and Education and the reports were submitted online through the Health Information Management System and the e-inspection tool.

Uganda's main strategy provides for mainstreaming Results Based Financing (RBF) into Primary Health Care (PHC) financing with effect from financial year 2023/2024. The assessment and verification of health facilities targeted eleven indicators in line with the above strategy; mainly focusing on maternal and child health, immunization, HIV and tuberculosis prevention, treatment and management in health center IIIs and IVs across the country. This was spearheaded by the Ministry of Health and the verification was conducted in November-December, 2023; by the independent verifiers under OPM.

For primary schools, the assessment and verification followed the School Performance Assessment Manual (April 2022) with indicators picked from the four quality pillars of the National Inspection Tool for primary schools namely; i) Effectiveness of teaching and learning, ii) Learning Environment, iii) School Management and Headteacher Performance and iv) Community participation and Parental involvement. This was coordinated by the Directorate of Education Standards (DES) under the Ministry of Education and Sports.

8.2.2 Scope for the Assessment and Verification of Results

The assessment was conducted in all health centre IIIs and IVs as well as primary schools across the country. For verification of results however, the scope involved purposive sampling of 2-3 health facilities covering eleven indicators for the period January-June, 2023 as guided by the Ministry of Health. The verification and reporting were done through the Open Data Kit (ODK) provided by the Ministry of Health prior to the verification exercises.

For primary schools, verification was only conducted in 10 districts (6 in Eastern and 2 in Northern and Central Clusters) largely because the assessment of primary schools was conducted late after the procurement of the assessment firms; that only targeted the 10 piloted LGs⁷. 3 schools were verified in each LG.

8.2.3 Findings of the Facility Verification

The detailed verification findings for both health facilities and primary schools were presented in separate reports submitted to MoH and MoES respectively. Therefore, only

⁷ Amuria, Katakwi, Sironko, Mbale City, Iganga, Kamuli for Eastern Cluster, Gulu and Oyam for Northern Cluster and Mubende Municipal Council and Kyankwanzi for Central Cluster.

the process, scope and emerging issues and recommendations have been presented in this report.

8.2.4 Emerging Issues and Recommendations for Verification of the Service Delivery Facility Results- 2023

Table 43 highlights the key emerging issues from verification of results for health facilities and primary schools; and recommended actions for improvement by the different responsibility centres.

Table 43: Emerging Issues and Recommended Actions from the Verification of Service Delivery Facilities – 2023

No.	Emerging Issue	Recommendations	Responsibility Centre
HEALTH CENTRES			
1.	Comparison among LGs was distorted due to uploading only clients under the DSD model instead of all the ART clients with Viral Load suppression at one health facility.	Ensure that all the necessary data is uploaded into the tool for accurate comparison with what is verified.	MoH HCs
2.	Poor record keeping in some health facilities. This led to registers missing and/or delayed access medical records. For example, absence of some child registers that were at satellite / outreach clinics linked to some health facilities hindered the verification exercise.	Digitize all medical records and health care services.	MoH LGs HCs
3.	Cases of incomplete or unclear records in registers were noted at some health facilities. Eg. Wrong /missing entries in DHIS ₂ due to arithmetic errors by the Biostatisticians and failure by midwives to make monthly summaries.	The capabilities of the record management systems should be expanded to enable automated arithmetic periodical reports. Need for health facilities to carry out data Quality Assurance for consistency and accuracy of data capture and reporting.	Local Governments Health Centre In-charges
4.	Use of non-standardized data collection tools. For example; the use of only tally sheets with no provision for key information, during outreach immunization sessions led to difficulty in verification.	Ensure the mandatory use of the standardized data collection tools across all facilities for consistency and accuracy of the data.	MoH Local Governments

No.	Emerging Issue	Recommendations	Responsibility Centre
PRIMARY SCHOOLS			
1.	Poor record keeping e.g. Failure to avail all reports for the sampled schools during the assessment exercise	Fast track the role out and use of the EMIS and TeLA systems across the country.	MoES LGs
2.	Inability of some school inspectors to use the e-inspection system thus they could not generate reports.	Training and capacity building should be conducted on the e-inspection system.	MoES LGs

8.3 Assessment of Local Climate Adaptive Living (LoCAL) Facility

8.3.1 Introduction

In an effort to address the challenges of Climate Change, Uganda joined over 30 other countries across Africa, Asia, the Pacific and the Caribbean participating in a global adaption Programme named the Local Climate Adaptive Living (LoCAL) Facility. LoCAL is an internationally recognized mechanism designed and hosted by the United Nations Capital Development Fund (UNCDF) to support LGs access and effectively use climate finance at the local level.

LoCAL is the first Performance Based Climate Resilience Grant (PBCRG) in the country and has been aligned to the existing Performance Based Grant system. LGs are therefore challenged to perform better so as to attract more funding to their localities. LoCAL has been piloted in 4 districts of Zombo, Nebbi, Nwoya and Kasese and thus the assessment was conducted in the piloted districts using the LoCAL Local Government Assessment Manual; July 2023. However, the programme has been rolled over to four (4) more Local Governments of Bulambuli, Nakapiripirit, Nabilatuk and Kitgum in FY 2024/25.

8.3.2 Scope for LoCAL Assessment

The assessment for LoCAL was only conducted in the 4 pilot LGs of Zombo, Nebbi, Nwoya and Kasese. The assessment covers three broad areas; i) LoCAL Triggers, ii) Minimum Conditions and iii) Performance Measures. LoCAL Triggers address issues of Planning, Budgeting and Procurement. Minimum Conditions include; Financial Management, Compliance to LoCAL Investment Menu and Reporting. Performance Measures involve; Integration of climate adaptation into LG Plans and budgets, Procurement and contract management, LoCAL implementation and reporting, Operation and maintenance of LoCAL investments and Mainstreaming of LoCAL standards in other investments and interventions.

8.3.3 Findings of the LoCAL Assessment

Table 44 presents the summary of the findings from the assessment of LoCAL districts conducted in November-December, 2023.

Table 44: Findings of LoCAL Assessment

No.	Local Government	LoCAL 2023	
		Minimum Conditions	Performance Measures
1	Nwoya District	33	31
2	Zombo District	33	31
3	Nebbi District	33	31
4	Kasese District	33	31

No. of LGs Assessed = 4

The 2023 assessment covered only the Minimum Conditions and Performance Measures and the scoring was as in the table above. However, due to late release of funds, all the assessed LGs had not yet undertaken any LoCAL investment and thus most of the indicators were not assessed; which explains the uniformity of scores for all the LoCAL LGs.

8.3.4 Emerging Issues and Recommendations for LoCAL Assessment

Table 45 highlights the key emerging issues from the assessment of LoCAL Facility LGs; and recommended actions for improvement.

Table 45: Emerging Issues and Recommended Actions from the LoCAL 2023 Assessment

No.	Emerging Issue	Recommendations	Responsibility Centre
1.	Delayed implementation of LoCAL activities due to delayed disbursement of Performance-Based Climate Resilient Grant (PBCRG) funds for FY2022/2023. As a result, most of the indicators especially under procurement, implementation and reporting could not be assessed for the period under review. However, funds have since been released in Q2 FY2023/2024.	<p>Ensure that the Performance-Based Climate Resilient Grant (PBCRG) is timely released to LGs.</p> <p>Ensure timely implementation of LoCAL activities.</p>	<p>MoLG UNCDF MoFPED</p> <p>LGs</p>

Annex 1

Annex 1: Ranked Overall Performance Results and Scores Per Performance Area for LGMSD 2023 in Comparison to 2022 & 2021 Results

Rank 2023	Vote	Score 2023	Rank 2022	Score 2022	Rank 2021	Score 2021	Crosscutting Measures	Education Measures	Health Measures	Water Measures	Microscale Irrigation Measures
1	Isingiro District	93	1	89	2	77	90	91	94	99	91
2	Ibanda District	90	3	79	1	82	85	99	94	74	98
3	Mubende Municipal Council	88	N/A	N/A	N/A	N/A	92	88	85	N/A	N/A
4	Kiruhura District	87	2	80	42	51	77	85	87	95	92
4	Nansana Municipal Council	87	24	63	39	52	93	79	89	N/A	N/A
6	Apac Municipal Council	86	N/A	N/A	N/A	N/A	76	87	97	N/A	N/A
6	Kira Municipal Council	86	85	49	3	70	88	88	81	N/A	N/A
8	Ibanda Municipal Council	85	7	71	14	59	84	92	80	N/A	N/A
9	Kumi Municipal Council	82	148	29	80	44	60	92	93	N/A	N/A
10	Kamuli District	81	73	51	51	49	72	94	75	70	94
10	Amuru District	81	141	32	65	46	77	84	80	71	91
12	Kayunga District	80	126	38	21	56	83	81	87	72	78
12	Wakiso District	80	42	57	22	56	89	73	73	80	84
14	Namayingo District	79	12	67	44	51	56	64	93	95	90
14	Kamwenge District	79	4	79	7	65	85	63	77	77	96
14	Nakaseke District	79	34	59	33	52	84	75	76	76	86
14	Bugiri District	79	15	66	35	52	58	89	84	77	86
18	Bugiri Municipal Council	78	23	64	83	43	62	79	93	N/A	N/A
18	Kwanja District	78	149	27	107	39	78	62	74	85	89
20	Sembabule District	77	11	68	9	63	64	88	55	93	87
20	Mayuge District	77	5	73	124	34	58	72	86	85	82
20	Mityana Municipal Council	77	64	53	118	36	79	83	67	N/A	N/A
23	Entebbe Municipal Council	76	N/A	N/A	N/A	N/A	60	86	83	N/A	N/A
23	Rukiga District	76	20	64	151	18	59	87	85	65	84
23	Rubanda District	76	19	64	8	64	55	78	86	74	85

Rank 2023	Vote	Score 2023	Rank 2022	Score 2022	Rank 2021	Score 2021	Crosscutting Measures	Education Measures	Health Measures	Water Measures	Microscale Irrigation Measures
26	Kibaale District	75	13	67	20	57	70	95	63	71	79
26	Bushenyi District	75	6	72	31	53	79	64	81	66	85
28	Jinja District	74	41	57	30	53	49	86	66	81	89
28	Rubirizi District	74	25	63	64	46	74	76	63	74	83
28	Kaliro District	74	30	61	78	44	59	94	79	62	76
31	Kazo District	73	68	52	77	44	59	85	71	60	90
32	Iganga District	72	31	61	27	54	48	87	71	76	81
32	Mbarara District	72	26	63	13	60	61	85	79	79	57
32	Kumi District	72	104	46	29	53	63	84	80	53	80
35	Adjumani District	71	72	51	43	51	58	70	69	82	77
35	Kalaki District	71	154	19	146	25	68	62	63	77	83
37	Mukono Municipal Council	70	106	45	34	52	54	81	77	N/A	N/A
37	Mitooma District	70	91	48	89	42	76	71	74	64	67
37	Rukungiri District	70	28	62	113	37	55	77	57	75	87
37	Nebbi District	70	32	60	26	54	60	69	65	79	76
37	Luwero District	70	17	65	76	45	56	86	65	63	79
37	Buyende District	70	63	53	58	48	45	92	62	68	81
43	Nwoya District	69	120	40	40	52	65	82	41	79	81
43	Bushenyi- Ishaka Municipal Council	69	9	68	72	45	68	79	61	N/A	N/A
43	Kamuli Municipal Council	69	N/A	N/A	N/A	N/A	68	94	46	N/A	N/A
43	Mityana District	69	40	57	131	33	50	79	73	50	92
47	Kapchorwa District	68	62	54	87	42	58	79	57	73	75
47	Kapchorwa Municipal Council	68	37	58	18	58	60	60	84	N/A	N/A
47	Masindi Municipal Council	68	47	56	10	62	67	78	58	N/A	N/A
47	Jinja city	68	N/A	N/A	N/A	N/A	73	65	65	N/A	N/A
47	Makindye-Ssabagabo Municipal Council	68	71	52	12	60	73	87	43	N/A	N/A
47	Luuka District	68	49	55	142	27	52	92	63	43	87
53	Kween District	67	145	30	100	41	69	62	69	56	82
53	Kabale Municipal Council	67	N/A	N/A	N/A	N/A	60	69	73	N/A	N/A

Rank 2023	Vote	Score 2023	Rank 2022	Score 2022	Rank 2021	Score 2021	Crosscutting Measures	Education Measures	Health Measures	Water Measures	Microscale Irrigation Measures
55	Mpigi District	66	51	55	4	68	71	78	48	49	83
55	Pakwach District	66	45	56	59	47	60	76	49	79	64
57	Katakwi District	65	117	41	67	46	52	88	55	71	61
58	Kyegegwa District	64	21	64	140	29	56	55	45	72	94
58	Njeru Municipal Council	64	96	47	6	67	74	86	33	N/A	N/A
58	Butambala District	64	111	42	45	51	56	46	69	62	88
61	Buvuma District	63	133	36	73	45	58	75	51	75	59
61	Maracha District	63	16	65	28	53	45	63	57	71	81
61	Kakumiro District	63	95	48	32	53	64	64	51	65	69
61	Bukmansimbi District	63	46	56	84	43	53	73	40	59	87
61	Mbarara city	63	N/A	N/A	N/A	N/A	63	44	81	N/A	N/A
66	Mbale District	62	27	62	128	34	51	69	58	49	85
66	Kalungu District	62	103	46	68	46	56	70	51	40	93
66	Amuria District	62	150	26	119	35	56	80	55	45	74
66	Kiboga District	62	79	50	47	50	48	71	62	66	62
66	Kasese Municipal Council	62	N/A	N/A	N/A	N/A	51	85	49	N/A	N/A
66	Kiryandongo District	62	83	49	82	43	57	72	51	68	61
72	Namutumba District	61	48	56	54	49	43	82	76	85	20
72	Kyankwanzi District	61	88	48	143	26	57	53	67	53	76
72	Kisoro District	61	136	36	46	51	43	73	68	47	73
75	Pallisa District	60	58	54	49	50	64	74	78	65	20
75	Kabale District	60	94	48	93	42	41	61	76	59	64
75	Lwengo District	60	29	62	70	45	53	81	57	50	57
75	Gulu city	60	N/A	N/A	N/A	N/A	54	64	61	N/A	N/A
79	Kyenjojo District	59	54	55	102	40	62	48	65	40	81
79	Buikwe District	59	57	54	55	49	59	49	67	52	69
81	Moyo District	58	110	43	63	47	42	60	46	77	63
82	Mubende District	57	92	48	50	49	68	83	62	43	29
82	Soroti District	57	122	40	71	45	52	83	59	69	21
82	Manafwa District	57	38	58	75	45	25	62	65	38	93

Rank 2023	Vote	Score 2023	Rank 2022	Score 2022	Rank 2021	Score 2021	Crosscutting Measures	Education Measures	Health Measures	Water Measures	Microscale Irrigation Measures
82	Ngora District	57	134	36	79	44	51	82	56	36	58
86	Tororo District	56	90	48	120	35	40	52	48	60	82
86	Kibuku District	56	8	69	19	57	47	80	75	59	20
86	Yumbe District	56	33	59	38	52	47	82	51	79	21
86	Kagadi District	56	53	55	129	33	54	81	46	36	61
86	Budaka District	56	50	55	60	47	52	46	59	48	74
91	Kyotera District	55	87	49	122	35	28	73	35	56	85
91	Kaberaido District	55	114	41	53	49	44	60	69	51	52
91	Rakai District	55	65	53	15	59	36	72	47	45	76
91	Lira city	55	N/A	N/A	N/A	N/A	45	84	36	N/A	N/A
91	Iganga Municipal Council	55	69	52	99	41	54	85	26	N/A	N/A
91	Gulu District	55	10	68	5	67	50	65	49	44	65
97	Pader District	54	119	41	52	49	52	54	28	65	72
97	Lyantonde District	54	102	46	133	32	55	55	44	33	83
97	Zombo District	54	101	46	66	46	65	69	30	85	22
100	Kisoro Municipal Council	53	14	66	95	41	52	45	63	N/A	N/A
100	Hoiima District	53	107	44	24	55	53	55	45	43	70
100	Serere District	53	146	29	136	30	70	58	48	67	21
100	Oyam District	53	75	51	37	52	44	68	53	26	73
104	Nabilatuk District	52	59	54	91	42	46	60	33	62	61
104	Bududa District	52	77	50	88	42	46	71	63	54	26
104	Kitgum Municipal Council	52	N/A	N/A	N/A	N/A	42	79	35	N/A	N/A
104	Kasanda District	52	55	55	104	40	45	71	65	59	20
108	Kanungu District	51	61	54	97	41	48	34	61	38	74
108	Napak District	51	35	59	85	43	43	73	47	44	46
108	Sheema Municipal Council	51	80	50	94	41	38	79	35	N/A	N/A
108	Koboko District	51	44	56	86	42	51	81	41	65	16
112	Rwampara District	50	36	58	96	41	47	71	60	51	23
112	Arua District	50	93	48	92	42	48	39	37	63	65
112	Bukwo District	50	143	31	150	19	31	70	46	28	76
112	Ntungamo District	50	139	34	134	32	46	40	47	35	82

Rank 2023	Vote	Score 2023	Rank 2022	Score 2022	Rank 2021	Score 2021	Crosscutting Measures	Education Measures	Health Measures	Water Measures	Microscale Irrigation Measures
112	Sheema District	50	22	64	109	38	26	50	63	58	52
117	Terego District	49	70	52	148	21	59	67	27	50	43
117	Busia Municipal Council	49	N/A	N/A	N/A	N/A	43	53	51	N/A	N/A
117	Kasee District	49	86	49	125	34	40	46	60	50	48
117	Bulambuli District	49	115	41	111	38	50	76	40	54	23
121	Bundibugyo District	48	127	38	106	39	46	47	67	60	22
121	Lira District	48	124	39	23	56	34	63	49	30	66
121	Kitagwenda District	48	109	44	152	17	44	72	31	69	26
121	Mukono District	48	123	39	61	47	52	43	52	66	27
121	Otuke District	48	67	52	41	51	52	45	24	59	59
121	Bukedea District	48	43	56	117	36	59	43	43	41	52
127	Ntungamo Municipal Council	47	N/A	N/A	N/A	N/A	49	63	31	N/A	N/A
127	Agago District	47	76	50	56	48	44	64	63	43	22
127	Nebbi Municipal Council	47	121	40	48	50	58	84	0	N/A	N/A
127	Masaka District	47	113	42	36	52	45	53	59	59	17
127	Apac District	47	100	47	69	46	32	70	51	58	22
132	Tororo Municipal Council	46	N/A	N/A	N/A	N/A	42	67	31	N/A	N/A
132	Gomba District	46	129	37	116	36	39	65	61	42	24
132	Amolatar District	46	131	37	98	41	43	32	51	46	59
132	Kaabong District	46	81	50	130	33	34	45	44	51	56
132	Obongi District	46	144	30	144	25	49	52	52	54	21
137	Koboko Municipal Council	45	89	48	110	38	39	65	33	N/A	N/A
137	Kole District	45	39	58	11	62	54	83	39	32	20
137	Nakasongola District	45	132	36	141	28	58	20	46	29	71
137	Kalangala District	45	84	49	115	36	40	55	25	36	67
141	Buhweju District	44	128	37	121	35	33	60	24	50	55
141	Butebo District	44	105	46	135	30	42	53	37	66	21
141	Lugazi Municipal Council	44	N/A	N/A	N/A	N/A	46	60	26	N/A	N/A
141	Bugweri District	44	147	29	81	43	35	55	54	52	22
145	Kabarole District	43	97	47	57	48	39	22	63	75	16
146	Kikuube District	42	78	50	139	29	47	63	27	56	19

Rank 2023	Vote	Score 2023	Rank 2022	Score 2022	Rank 2021	Score 2021	Crosscutting Measures	Education Measures	Health Measures	Water Measures	Microscale Irrigation Measures
146	Bunyangabu District	42	130	37	101	40	37	62	45	56	11
146	Soroti city	42	N/A	N/A	N/A	N/A	45	50	29	N/A	N/A
149	Kapelebyong District	41	153	19	145	25	47	53	49	42	17
149	Buliisa District	41	142	31	153	16	40	71	39	42	14
149	Madi-Okollo District	41	108	44	127	34	47	53	24	66	15
149	Alebtong District	41	52	55	90	42	40	47	32	68	16
153	Kitgum District	40	135	36	105	39	40	68	35	36	23
153	Kotido Municipal Council	40	60	54	112	37	47	22	50	N/A	N/A
155	Sironko District	39	66	53	132	32	51	52	50	45	0
155	Omoro District	39	74	51	17	58	35	56	31	16	57
155	Dokolo District	39	98	47	16	58	61	48	33	53	0
158	Rukungiri Municipal Council	38	82	50	74	45	53	40	22	N/A	N/A
159	Mbale city	37	N/A	N/A	N/A	N/A	38	38	37	N/A	N/A
159	Masindi District	37	56	55	25	54	56	20	35	59	16
161	Amudat District	36	116	41	138	30	50	51	25	41	14
161	Karenga District	36	125	38	126	34	32	42	53	37	16
161	Ntoroko District	36	151	23	154	15	38	58	32	32	19
164	Abim District	34	137	35	123	34	27	43	58	33	11
164	Nakapiripit District	34	138	35	137	30	56	20	49	33	13
164	Lamwo District	34	140	33	103	40	29	61	22	39	17
167	Hoima city	33	N/A	N/A	N/A	N/A	35	48	16	N/A	N/A
167	Moroto District	33	18	65	62	47	53	19	26	51	15
169	Moroto Municipal Council	32	N/A	N/A	N/A	N/A	43	19	33	N/A	N/A
169	Masaka city	32	N/A	N/A	N/A	N/A	32	40	24	N/A	N/A
169	Kotido District	32	118	41	108	38	24	20	48	49	17
172	Busia District	31	112	42	147	23	34	19	49	31	23
173	Butaleja District	28	99	47	114	37	28	20	16	28	47
174	Fort-Portal city	27	N/A	N/A	N/A	N/A	27	37	15	N/A	N/A
175	Arua city	25	N/A	N/A	N/A	N/A	13	39	21	N/A	N/A
176	Namisindwa District	18	152	21	149	21	27	24	29	12	0

Annex 2

Annex 2: Ranked Cross-Cutting Performance Assessment Results 2023 in Comparison to 2022 & 2021 Results

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Environment & Social Requirements	Financial Management & Reporting	Human Resource Management & Development	Environment and Social Safeguards	Financial management	Human Resource Management and Development	Investment Management	Local Govt Service Delivery Results	Local Revenues	Management, Monitoring & Supervision of Services	Performance Reporting and Performance Improvement	Transparency and Accountability
1	93	Nansana Municipal Council	11	66	49	44	16	14	26	13	3	4	4	7	4	4	4	5
2	92	Mubende Municipal Council	N/A	N/A	N/A	N/A	12	32	41	13	6	8	13	11	2	4	4	7
3	90	Isingiro District	1	90	3	74	10	13	42	11	6	3	11	14	4	8	4	7
4	89	Wakiso District	42	55	12	57	16	32	29	15	5	4	3	7	3	6	2	7
5	88	Kira Municipal Council	19	63	5	71	14	32	20	15	4	4	15	14	2	0	6	5
6	85	Ibanda District	2	84	1	81	8	32	35	13	4	8	11	14	5	4	2	5
6	85	Kamwenge District	8	67	63	40	16	22	30	16	6	5	20	10	4	6	8	7
8	84	Ibanda Municipal Council	14	64	21	53	16	32	38	16	5	8	18	14	2	10	10	7
8	84	Nakaseke District	64	49	29	49	14	18	23	15	3	2	17	9	2	2	4	4
10	83	Kayunga District	76	46	14	56	16	32	27	8	5	6	14	14	0	8	2	7
11	79	Mityana Municipal Council	94	42	97	32	16	22	32	12	4	8	17	11	2	8	6	6
11	79	Bushenyi District	3	80	14	56	16	22	29	16	5	6	17	9	1	6	4	4
13	78	Kwania District	126	31	82	37	16	32	26	13	6	7	18	14	2	10	2	7
14	77	Kiruhura District	6	71	45	45	16	32	41	13	4	4	15	11	0	10	6	7
14	77	Amuru District	126	31	125	26	16	22	22	9	5	2	18	11	0	6	2	5
16	76	Mitooma District	74	47	74	38	4	22	24	14	3	6	14	8	4	6	4	6
16	76	Apac Municipal Council	N/A	N/A	N/A	N/A	8	22	42	13	6	7	18	11	2	6	12	7
18	74	Njeru Municipal Council	64	49	5	71	14	32	40	13	3	8	15	13	0	8	2	7
18	74	Rubirizi District	7	69	26	50	14	32	26	12	5	8	18	14	4	6	2	5
20	73	Makindye-Ssabagabo Municipal Council	14	64	2	78	8	22	21	12	5	7	13	9	2	4	2	6
20	73	Jinja city	N/A	N/A	N/A	N/A	16	22	39	7	4	9	15	11	2	6	4	7
22	72	Kamuli District	51	53	90	35	16	22	17	7	2	7	19	14	4	6	6	7
23	71	Mpigi District	19	63	7	65	12	22	36	13	4	6	16	13	0	4	4	6
24	70	Serere District	141	24	116	28	14	18	31	13	4	5	11	12	4	2	2	5
24	70	Kibaale District	11	66	29	49	12	32	52	15	5	8	18	11	3	8	8	6

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Environment & Social Requirements	Financial Management & Reporting	Human Resource Management & Development	Environment and Social Safeguards	Financial management	Human Resource Management and Development	Investment Management	Local Govt Service Delivery Results	Local Revenues	Management, Monitoring & Supervision of Services	Performance Reporting & Performance Improvement	Transparency and Accountability
26	69	Kween District	138	27	125	26	12	32	49	13	3	6	15	14	2	8	6	6
27	68	Kamuli Municipal Council	N/A	N/A	N/A	N/A	6	22	22	6	4	3	15	12	4	8	10	6
27	68	Mubende District	94	42	92	34	8	22	27	4	2	6	13	6	0	8	4	6
27	68	Kalaki District	141	24	148	15	16	22	37	13	6	3	17	9	2	6	12	7
27	68	Bushenyi-Ishaka Municipal Council	11	66	110	29	16	22	27	10	2	4	18	14	0	8	4	5
31	67	Masindi Municipal Council	51	53	29	49	14	22	41	9	6	7	17	14	5	2	8	7
32	65	Nwoya District	151	20	74	38	16	22	26	12	2	6	14	14	2	8	6	6
32	65	Zombo District	76	46	38	47	16	32	46	14	5	5	9	14	4	4	4	6
34	64	Kakumiro District	119	35	56	42	16	22	14	13	6	8	19	11	2	6	4	6
34	64	Sembabule District	5	73	12	57	12	22	31	15	6	4	15	14	2	8	6	7
34	64	Pallisa District	74	47	43	46	16	27	30	9	5	9	20	14	2	2	6	6
37	63	Kumi District	119	35	45	45	16	32	37	16	6	9	20	14	6	10	12	7
37	63	Mbarara city	N/A	N/A	N/A	N/A	16	32	50	13	5	8	19	14	4	6	10	7
39	62	Kyenjojo District	72	48	87	36	16	22	29	10	5	8	15	14	0	8	8	3
39	62	Bugiri Municipal Council	14	64	82	37	4	32	39	8	2	7	15	11	4	8	10	7
41	61	Dokolo District	126	31	68	39	16	32	49	16	6	9	19	14	4	8	10	7
41	61	Mbarara District	51	53	34	48	8	32	41	5	5	5	18	6	2	10	4	5
43	60	Kumi Municipal Council	123	34	74	38	16	22	12	13	5	2	16	11	4	4	6	6
43	60	Nebbi District	26	60	7	65	12	32	52	5	2	6	15	2	2	6	0	5
43	60	Entebbe Municipal Council	N/A	N/A	N/A	N/A	16	18	32	13	2	2	14	7	2	6	6	7
43	60	Kabale Municipal Council	N/A	N/A	N/A	N/A	16	14	26	13	6	7	15	13	6	8	4	7
43	60	Pakwach District	51	53	97	32	4	32	33	9	6	8	18	14	2	8	6	7
43	60	Kapchorwa Municipal Council	83	44	107	30	16	32	26	13	6	9	20	14	4	8	6	7
49	59	Bukedea District	113	38	134	23	16	22	42	14	6	8	18	12	4	8	8	7
49	59	Terego District	109	39	119	27	2	18	52	9	2	8	12	11	6	0	2	6
49	59	Kazo District	78	45	56	42	16	32	34	12	6	7	19	7	4	8	2	7
49	59	Rukiga District	29	59	145	18	14	32	37	13	4	7	14	14	2	6	2	6
49	59	Katiro District	51	53	94	33	16	32	35	13	4	6	19	14	2	10	12	7
49	59	Bulkwe District	90	43	21	53	16	32	47	13	6	7	20	14	6	8	8	7

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Environment & Social Requirements	Financial Management & Reporting	Human Resource Management & Development	Environment and Social Safeguards	Financial management	Human Resource Management and Development	Investment Management	Local Govt Service Delivery Results	Local Revenues	Management, Monitoring & Supervision of Services	Performance Reporting and Performance Improvement	Transparency and Accountability
55	58	Bugiri District	42	55	38	47	12	32	34	13	6	7	17	4	0	6	4	5
55	58	Adjumani District	83	44	74	38	16	32	27	8	6	4	17	11	6	10	8	7
55	58	Nebbi Municipal Council	33	58	16	55	16	32	24	15	6	8	20	11	2	8	6	7
55	58	Kapchorwa District	99	41	74	38	16	28	16	10	6	6	15	12	4	10	8	7
55	58	Buvuma District	64	49	34	48	16	28	18	15	2	4	2	14	4	2	4	5
55	58	Nakasongola District	99	41	110	29	14	32	16	13	5	4	20	14	2	2	6	6
55	58	Mayuge District	4	76	16	55	0	18	49	11	3	5	15	6	2	6	6	6
62	57	Kyankwazi District	78	45	92	34	16	32	17	15	6	6	17	9	4	8	8	7
62	57	Kiryandongo District	99	41	103	31	16	22	52	16	5	8	20	14	6	6	10	7
64	56	Kalungu District	83	44	125	26	12	18	38	16	4	9	18	12	3	6	12	7
64	56	Nakapiripiri District	124	33	134	23	12	32	39	10	6	9	20	14	2	8	8	7
64	56	Butambala District	83	44	26	50	12	22	29	12	6	7	20	14	4	4	2	7
64	56	Masindi District	37	57	43	46	12	22	26	13	6	7	18	14	4	4	8	5
64	56	Kyegegwa District	14	64	55	43	16	22	31	13	5	4	20	10	4	2	4	6
64	56	Luwero District	29	59	26	50	16	32	52	13	6	9	20	11	6	6	10	7
64	56	Namayingo District	8	67	38	47	16	32	41	15	6	9	20	8	6	4	12	7
64	56	Amuria District	149	22	116	28	16	22	32	13	4	6	20	14	4	6	8	6
72	55	Rubanda District	51	53	4	72	12	22	34	10	5	4	16	10	3	4	6	5
72	55	Rukungiri District	24	61	25	51	12	22	47	9	4	4	12	14	2	8	6	5
72	55	Lyantonde District	33	58	116	28	4	32	34	10	3	7	11	14	4	4	4	6
75	54	Iganga Municipal Council	51	53	90	35	12	22	24	12	6	6	12	10	4	6	6	7
75	54	Kagadi District	64	49	147	16	14	32	23	13	6	6	14	13	3	10	2	7
75	54	Gulu city	N/A	N/A	N/A	N/A	16	18	23	10	4	8	12	14	6	4	4	6
75	54	Kole District	42	55	34	48	16	32	31	14	5	2	16	10	0	10	6	5
75	54	Mukono Municipal Council	94	42	10	61	12	14	19	6	5	4	12	11	4	2	2	7
80	53	Hoiima District	99	41	20	54	16	22	24	15	5	7	15	11	1	6	8	7
80	53	Bukomansibi District	60	51	9	62	16	22	44	10	6	4	20	14	4	6	8	5
80	53	Moroto District	22	62	21	53	16	18	38	16	6	6	17	13	2	10	8	6
80	53	Rukungiri Municipal Council	39	56	94	33	16	32	43	15	4	9	19	14	2	10	6	7
80	53	Lwengo District	8	67	49	44	16	22	40	16	5	5	19	14	4	10	8	7

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Environment & Social Requirements	Financial Management & Reporting	Human Resource Management & Development	Environment and Social Safeguards	Financial management	Human Resource Management and Development	Investment Management	Local Govt Service Delivery Results	Local Revenues	Management, Monitoring & Supervision of Services	Performance Reporting & Performance Improvement	Transparency and Accountability
85	52	Soroti District	138	27	68	39	14	32	22	13	6	7	17	14	6	6	8	7
85	52	Pader District	109	39	63	40	16	32	24	10	6	7	18	14	4	8	4	7
85	52	Otuke District	78	45	56	42	16	32	32	10	5	8	19	13	2	6	8	7
85	52	Luuika District	33	58	145	18	12	14	22	10	5	6	15	14	0	2	2	5
85	52	Mukono District	29	59	29	49	12	22	17	11	2	6	9	14	0	4	4	7
85	52	Katakwi District	141	24	110	29	12	22	23	9	5	0	15	11	0	10	4	5
85	52	Kisoro Municipal Council	37	57	119	27	16	28	23	10	5	6	17	14	5	8	6	7
85	52	Budaka District	42	55	56	42	14	22	30	15	6	6	20	14	6	8	4	6
93	51	Ngora District	153	18	133	24	16	22	34	12	6	6	16	14	4	6	2	7
93	51	Kasese Municipal Council	N/A	N/A	N/A	N/A	16	32	31	11	6	9	15	14	4	4	2	5
93	51	Mbale District	46	54	130	25	14	32	27	12	6	8	10	5	4	10	2	7
93	51	Koboko District	22	62	38	47	16	32	38	12	6	7	19	14	6	6	8	7
93	51	Sironko District	33	58	151	13	0	22	34	9	3	5	9	2	0	6	4	7
98	50	Mityana District	78	45	97	32	12	22	25	13	6	9	17	14	2	6	4	6
98	50	Gulu District	26	60	34	48	14	32	35	11	6	1	17	13	0	2	2	4
98	50	Bulambuli District	63	50	139	21	16	32	26	12	5	6	16	12	2	6	10	7
98	50	Amudat District	106	40	119	27	16	24	39	16	5	5	20	12	4	8	8	7
102	49	Ntungamo Municipal Council	N/A	N/A	N/A	N/A	16	32	33	9	5	5	19	14	2	8	4	5
102	49	Obongi District	144	23	119	27	12	22	39	9	5	8	17	12	2	6	4	7
102	49	Jinja District	46	54	11	60	12	32	37	15	6	5	18	8	4	6	6	7
105	48	Kanungu District	64	49	49	44	16	32	52	12	5	5	17	11	6	8	6	6
105	48	Arua District	46	54	63	40	14	32	35	13	4	5	14	14	0	2	6	4
105	48	Kiboga District	109	39	45	45	16	32	39	13	6	9	20	14	4	10	8	7
105	48	Iganga District	26	60	16	55	12	22	42	10	5	8	16	13	2	6	4	6
109	47	Yumbe District	58	52	68	39	14	32	24	7	2	5	16	14	2	6	2	6
109	47	Kibuku District	99	41	119	27	12	32	49	13	5	9	20	14	1	6	4	4
109	47	Kikuube District	46	54	97	32	14	32	38	7	6	9	18	14	2	10	8	7
109	47	Rwampara District	46	54	74	38	16	32	32	8	5	4	17	14	2	6	2	7
109	47	Kapelebyong District	150	21	140	20	16	22	47	10	5	7	13	13	3	2	4	6
109	47	Madi-Okollo District	116	36	87	36	16	32	20	11	4	4	16	13	2	6	4	7

PERFORMANCE ASSESSMENT - 2023 - LOCAL GOVERNMENT MANAGEMENT OF SERVICE DELIVERY

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Environment & Social Requirements	Financial Management & Reporting	Human Resource Management & Development	Environment and Social Safeguards	Financial management	Human Resource Management and Development	Investment Management	Local Govt Service Delivery Results	Local Revenues	Management, Monitoring & Supervision of Services	Performance Reporting and Performance Improvement	Transparency and Accountability
109	47	Kotido Municipal Council	60	51	68	39	16	22	37	14	6	9	15	12	4	6	2	7
116	46	Lugazi Municipal Council	N/A	N/A	N/A	N/A	16	32	44	15	6	8	20	14	5	8	8	7
116	46	Ntungamo District	137	28	107	30	14	32	21	10	5	6	20	14	6	6	12	7
116	46	Bundibugyo District	132	30	103	31	16	22	27	12	6	5	20	14	4	10	8	7
116	46	Nabilatuk District	99	41	49	44	16	22	9	11	3	7	12	9	0	4	6	5
116	46	Bududa District	109	39	150	14	4	24	33	7	6	7	16	11	2	10	6	6
121	45	Lira city	N/A	N/A	N/A	N/A	16	32	52	13	6	9	18	14	4	10	12	7
121	45	Maracha District	14	64	45	45	4	32	34	12	4	5	13	10	4	6	2	6
121	45	Masaka District	72	48	38	47	14	22	40	13	6	6	18	9	6	10	4	7
121	45	Soroti city	N/A	N/A	N/A	N/A	12	32	32	12	6	8	16	13	2	8	4	7
121	45	Buyende District	24	61	56	42	16	22	21	16	6	7	19	14	2	8	8	7
121	45	Kasanda District	113	38	56	42	16	22	49	16	6	7	18	13	4	6	8	7
127	44	Kaberaido District	132	30	68	39	12	18	32	10	3	3	13	6	2	6	12	6
127	44	Agago District	126	31	82	37	12	22	35	14	4	5	11	11	0	6	10	6
127	44	Kitagwenda District	83	44	153	8	16	32	32	9	5	9	15	14	4	10	8	7
127	44	Oyam District	83	44	82	37	12	32	31	13	4	7	7	14	2	10	4	4
131	43	Napak District	64	49	87	36	16	32	15	10	3	3	9	14	2	4	4	7
131	43	Moroto Municipal Council	N/A	N/A	N/A	N/A	14	32	31	12	6	5	13	11	4	6	4	7
131	43	Namutumba District	60	51	49	44	12	22	33	13	4	2	12	14	4	6	4	6
131	43	Amolatar District	138	27	137	22	14	22	40	16	5	7	13	13	0	4	4	7
131	43	Kisoro District	116	36	16	55	12	32	37	11	6	6	20	13	2	6	4	6
131	43	Busia Municipal Council	N/A	N/A	N/A	N/A	16	22	47	14	3	8	15	12	2	10	4	7
137	42	Butebo District	94	42	130	25	2	32	32	7	6	3	11	14	2	4	2	6
137	42	Moyo District	78	45	74	38	12	22	37	14	6	8	17	14	2	6	6	5
137	42	Tororo Municipal Council	N/A	N/A	N/A	N/A	16	28	46	15	3	8	19	12	4	6	8	7
137	42	Kitgum Municipal Council	N/A	N/A	N/A	N/A	12	22	38	16	6	8	16	14	0	6	10	6
141	41	Kabale District	94	42	63	40	12	22	36	12	6	6	20	14	6	6	4	5
142	40	Kalangala District	29	59	143	19	12	22	38	12	6	6	13	12	6	6	6	6
142	40	Kasese District	99	41	110	29	12	32	23	10	3	5	17	14	2	8	6	5
142	40	Alebong District	106	40	110	29	14	32	36	15	6	7	16	14	6	4	4	6
142	40	Kitgum District	106	40	134	23	16	32	33	15	6	6	17	14	4	10	8	7

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Environment & Social Requirements	Financial Management & Reporting	Human Resource Management & Development	Environment and Social Safeguards	Financial management	Human Resource Management and Development	Investment Management	Local Govt Service Delivery Results	Local Revenues	Management, Monitoring & Supervision of Services	Performance Reporting & Performance Improvement	Transparency and Accountability
142	40	Tororo District	132	30	119	27	8	18	21	13	2	5	17	5	0	4	4	6
142	40	Bulisa District	132	30	148	15	12	18	31	7	4	4	11	14	4	6	6	7
148	39	Gomba District	113	38	140	20	16	22	26	9	4	6	19	14	4	8	8	7
148	39	Kabarole District	64	49	29	49	12	22	27	16	6	7	17	11	2	8	12	7
148	39	Koboko Municipal Council	90	43	94	33	16	32	32	12	4	6	17	11	4	10	4	6
151	38	Sheema Municipal Council	39	56	21	53	14	22	21	15	6	8	11	14	0	6	4	6
151	38	Ntoroko District	124	33	125	26	16	32	52	13	6	9	18	14	4	6	12	7
151	38	Mbale city	N/A	N/A	N/A	N/A	12	32	21	13	6	7	12	14	2	8	4	7
154	37	Bunyangabu District	90	43	82	37	16	32	27	16	6	8	20	11	4	10	4	7
155	36	Rakai District	19	63	74	38	16	32	22	12	5	2	18	11	4	4	4	4
156	35	Omoro District	119	35	97	32	12	22	45	14	6	7	11	14	2	6	4	4
156	35	Bugweri District	144	23	63	40	8	32	47	11	6	8	14	7	2	8	6	7
156	35	Hoima city	N/A	N/A	N/A	N/A	12	22	33	11	5	2	8	2	2	2	6	3
159	34	Busia District	83	44	143	19	12	22	33	16	6	5	7	14	4	2	2	6
159	34	Lira District	136	29	56	42	8	32	31	11	5	4	15	8	4	6	2	6
159	34	Kaabong District	90	43	140	20	16	32	26	7	5	2	11	8	2	2	4	6
162	33	Buhweju District	144	23	137	22	14	22	34	15	5	7	8	7	6	6	12	7
163	32	Karenga District	144	23	103	31	12	32	24	11	6	8	18	7	2	8	6	6
163	32	Apac District	126	31	68	39	12	14	34	1	3	4	5	7	0	0	0	2
163	32	Masaka city	N/A	N/A	N/A	N/A	14	32	31	6	0	2	12	11	2	8	4	4
166	31	Bukwo District	126	31	152	9	16	22	31	12	6	2	20	11	2	6	2	6
167	29	Lamwo District	144	23	107	30	16	22	49	15	6	5	18	4	2	6	8	5
168	28	Kyotera District	39	56	110	29	12	22	31	6	3	4	10	11	4	2	6	3
168	28	Butaleja District	64	49	130	25	16	32	52	15	6	9	18	13	6	10	8	7
170	27	Fort-Portal city	N/A	N/A	N/A	N/A	8	22	41	11	4	3	12	11	4	6	8	5
170	27	Abim District	152	19	97	32	12	22	41	15	2	8	19	11	4	6	12	7
170	27	Namisingwa District	154	8	153	8	16	32	41	15	6	4	20	13	4	6	10	7
173	26	Sheema District	58	52	49	44	16	18	47	13	4	6	19	10	6	8	12	6
174	25	Manafwa District	119	35	125	26	8	22	36	8	4	7	13	9	4	4	8	6
175	24	Kotido District	116	36	103	31	16	32	39	13	6	6	18	14	4	8	8	7
176	13	Arua city	N/A	N/A	N/A	N/A	16	32	34	10	2	3	12	13	0	4	2	6

Annex 3

Annex 3: Ranked Education Performance Assessment Results 2023 in Comparison to 2022 & 2021 Results

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023			Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 12)	Human Resource Management and Development (Max. Score: 16)	Investment Management (Max. Score: 13)	Local Government Service Delivery Results (Max. Score: 23)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Performance Improvement (Max. Score: 16)	
1	99	Ibanda District	5	87	3	87	30	70	12	16	13	22	20	16	
2	95	Kibaale District	10	84	15	80	30	70	12	16	13	23	15	16	
3	94	Kamuli Municipal Council	N/A	N/A	N/A	N/A	30	70	12	14	11	21	20	16	
3	94	Kamuli District	32	75	34	70	30	70	12	16	13	21	20	12	
3	94	Kaliro District	50	70	101	46	30	70	12	16	13	17	20	16	
6	92	Luuka District	1	90	98	47	30	70	11	12	13	20	20	16	
6	92	Kumi Municipal Council	150	19	115	40	30	70	11	16	12	17	20	16	
6	92	Ibanda Municipal Council	37	74	78	52	30	70	9	16	13	22	18	14	
6	92	Buyende District	57	67	63	57	30	70	12	12	12	20	20	16	
10	91	Isingiro District	3	88	9	82	30	70	12	16	12	17	18	16	
11	89	Bugiri District	15	81	78	52	30	70	12	10	13	18	20	16	
12	88	Mubende Municipal Council	N/A	N/A	N/A	N/A	30	70	11	16	12	15	18	16	
12	88	Sembabule District	99	52	18	78	30	70	12	14	11	19	16	16	
12	88	Kira Municipal Council	120	45	21	77	30	70	12	16	13	17	14	16	
12	88	Katakwi District	76	60	26	75	30	70	12	14	13	13	20	16	
16	87	Apac Municipal Council	N/A	N/A	N/A	N/A	30	70	10	16	13	16	16	16	
16	87	Rukiga District	26	76	141	20	30	70	12	16	12	15	16	16	

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 12)	Human Resource Management and Development (Max. Score: 16)	Investment Management (Max. Score: 13)	Local Government Service Delivery Results (Max. Score: 23)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Performance Improvement (Max. Score: 16)
16	87	Makindye-Ssabagabo Municipal Council	68	63	18	78	30	70	12	16	11	18	14	16
16	87	Iganga District	37	74	23	76	30	70	11	12	12	20	20	12
20	86	Entebbe Municipal Council	N/A	N/A	N/A	N/A	30	70	12	14	13	17	14	16
20	86	Njeru Municipal Council	116	47	1	91	30	70	12	14	13	19	12	16
20	86	Luwero District	32	75	123	36	30	70	11	16	11	19	13	16
20	86	Jinja District	26	76	63	57	30	70	8	12	12	18	20	16
24	85	Kasese Municipal Council	N/A	N/A	N/A	N/A	30	70	12	16	11	14	16	16
24	85	Mbarara District	42	73	37	68	30	70	10	16	10	17	16	16
24	85	Kiruhura District	3	88	45	65	30	70	10	16	13	14	16	16
24	85	Kazo District	95	54	133	24	30	70	12	16	13	16	16	12
24	85	Iganga Municipal Council	12	82	36	69	30	70	7	14	12	18	18	16
29	84	Lira city	N/A	N/A	N/A	N/A	30	70	9	16	9	20	18	12
29	84	Nebbi Municipal Council	105	50	91	49	30	70	8	12	12	20	16	16
29	84	Kumi District	68	63	5	84	30	70	12	12	13	11	20	16
29	84	Amuru District	74	61	28	74	30	70	10	14	12	19	13	16
33	83	Soroti District	111	49	18	78	30	70	11	14	12	10	20	16
33	83	Mubende District	26	76	105	44	30	70	6	16	11	18	16	16
33	83	Mityana Municipal Council	42	73	110	43	30	70	9	16	11	19	16	12
33	83	Kole District	37	74	5	84	30	70	12	10	12	14	19	16

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 12)	Human Resource Management and Development (Max. Score: 16)	Investment Management (Max. Score: 13)	Local Government Service Delivery Results (Max. Score: 23)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performing and Reporting and Performance Improvement (Max. Score: 16)
37	82	Yumbe District	12	82	23	76	30	70	10	16	8	18	20	10
37	82	Nwoya District	95	54	47	63	30	70	11	14	9	17	17	14
37	82	Ngora District	86	56	37	68	30	70	9	12	12	15	18	16
37	82	Namutumba District	37	74	85	51	30	70	4	10	13	19	20	16
41	81	Mukono Municipal Council	102	51	93	48	30	70	10	14	12	15	14	16
41	81	Lwengo District	45	72	85	51	30	70	6	12	12	19	16	16
41	81	Koboko District	17	80	105	44	30	70	12	14	10	12	17	16
41	81	Kayunga District	86	56	59	58	30	70	11	10	12	16	16	16
41	81	Kagadi District	22	77	72	54	30	70	12	7	11	19	16	16
46	80	Kibuku District	6	86	2	88	30	70	11	16	11	19	15	8
46	80	Amuria District	116	47	31	73	30	70	10	12	12	12	18	16
48	79	Kitgum Municipal Council	N/A	N/A	N/A	N/A	30	70	12	10	9	20	18	10
48	79	Sheema Municipal Council	54	68	48	62	30	70	7	12	11	17	16	16
48	79	Nansana Municipal Council	78	59	40	67	30	70	9	14	11	17	16	12
48	79	Mityana District	52	69	101	46	30	70	11	12	12	18	14	12
48	79	Kapchorwa District	60	66	78	52	30	70	11	12	11	11	18	16
48	79	Bushenyi- Ishaka Municipal Council	21	79	31	73	30	70	12	10	11	14	16	16
48	79	Bugiri Municipal Council	12	82	88	50	30	70	7	10	12	20	18	12
55	78	Rubanda District	26	76	40	67	30	70	9	16	9	15	13	16

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 12)	Human Resource Management and Development (Max. Score: 16)	Investment Management (Max. Score: 13)	Local Government Service Delivery Results (Max. Score: 23)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Performance Improvement (Max. Score: 16)
55	78	Mpigi District	132	38	26	75	30	70	7	16	12	15	12	16
55	78	Masindi Municipal Council	111	49	5	84	30	70	6	12	11	19	16	14
58	77	Rukungiri District	62	65	141	20	30	70	11	10	11	14	15	16
59	76	Rubirizi District	32	75	50	61	30	70	12	12	11	13	16	12
59	76	Pakwach District	17	80	85	51	30	70	10	12	11	14	17	12
59	76	Bulambuli District	105	50	133	24	30	70	5	14	12	11	18	16
62	75	Nakaseke District	74	61	40	67	30	70	6	16	10	18	17	8
62	75	Buvuma District	123	43	37	68	30	70	9	14	9	19	12	12
64	74	Pallisa District	62	65	93	48	30	70	8	14	9	13	14	16
65	73	Wakiso District	62	65	50	61	30	70	6	14	10	18	13	12
65	73	Napak District	11	83	9	82	30	70	5	14	11	11	16	16
65	73	Kyotera District	114	48	88	50	30	70	8	14	10	19	14	8
65	73	Kisoro District	145	25	93	48	30	70	9	12	9	11	16	16
65	73	Bukomansimbi District	76	60	78	52	30	70	9	10	11	17	14	12
70	72	Rakai District	123	43	4	85	30	70	8	12	9	13	14	16
70	72	Mayuge District	42	73	130	28	30	70	8	10	11	19	12	12
70	72	Kitagwenda District	57	67	137	23	30	70	12	7	10	14	15	14
70	72	Kinyadongo District	86	56	40	67	30	70	6	8	12	14	16	16
74	71	Rwampara District	32	75	116	39	30	70	12	7	8	16	16	12
74	71	Mitooma District	72	62	59	58	30	70	9	10	10	11	15	16
74	71	Kiboga District	116	47	98	47	30	70	9	14	10	16	12	10
74	71	Kasanda District	52	69	78	52	30	70	6	14	11	14	10	16

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 12)	Human Resource Management and Development (Max. Score: 16)	Investment Management (Max. Score: 13)	Local Government Service Delivery Results (Max. Score: 23)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performing and Reporting and Performance Improvement (Max. Score: 16)
74	71	Buliisa District	136	35	146	18	30	70	5	10	12	17	11	16
74	71	Bududa District	45	72	74	53	30	70	11	14	12	12	6	16
80	70	Kalungu District	102	51	44	66	30	70	5	8	9	18	14	16
80	70	Bukwo District	132	38	141	20	30	70	7	11	11	18	11	12
80	70	Apac District	97	53	116	39	30	70	8	10	12	12	16	12
80	70	Adjumani District	68	63	17	79	30	70	9	16	9	12	16	8
84	69	Kabale Municipal Council	N/A	N/A	N/A	N/A	30	70	8	11	8	15	15	12
84	69	Nebbi District	22	77	78	52	30	70	10	10	11	9	17	12
84	69	Mbale District	91	55	78	52	30	70	6	12	13	13	17	8
84	69	Zombo District	136	35	105	44	15	70	9	12	13	12	19	16
88	68	Oyam District	22	77	31	73	30	70	6	10	13	15	12	12
88	68	Kitgum District	130	39	110	43	30	70	6	10	12	14	14	12
90	67	Tororo Municipal Council	N/A	N/A	N/A	N/A	30	70	9	12	11	17	10	8
90	67	Terego District	32	75	151	16	30	70	12	12	12	11	12	8
92	65	Jinja city	N/A	N/A	N/A	N/A	30	40	11	14	12	20	20	16
92	65	Koboko Municipal Council	60	66	125	35	30	70	12	12	9	15	7	10
92	65	Gulu District	17	80	9	82	30	70	7	12	10	13	15	8
92	65	Gomba District	121	44	72	54	30	70	9	9	11	14	10	12
96	64	Kakumiro District	102	51	28	74	30	40	12	16	12	20	16	16
96	64	Gulu city	N/A	N/A	N/A	N/A	30	70	8	10	9	14	15	8
96	64	Bushenyi District	48	71	74	53	30	70	11	16	6	13	8	10
96	64	Agago District	50	70	45	65	30	70	7	12	9	16	14	6

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 12)	Human Resource Management and Development (Max. Score: 16)	Investment Management (Max. Score: 13)	Local Government Service Delivery Results (Max. Score: 23)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performing and Reporting and Performance Improvement (Max. Score: 16)
96	64	Namayingo District	91	55	55	60	30	40	11	14	12	19	19	16
101	63	Ntungamo Municipal Council	N/A	N/A	N/A	N/A	30	70	9	16	8	12	12	6
101	63	Maracha District	8	85	28	74	30	70	12	14	10	11	10	6
101	63	Lira District	123	43	9	82	30	70	5	10	10	14	10	14
101	63	Kikuube District	17	80	119	38	30	70	6	7	11	17	12	10
101	63	Kamwenge District	2	89	14	81	30	40	12	14	13	19	20	12
106	62	Kwania District	153	0	139	22	30	40	12	16	12	15	18	16
106	62	Kalaki District	153	0	146	18	30	40	10	16	13	14	20	16
106	62	Manafwa District	6	86	21	77	30	70	9	10	11	12	8	12
106	62	Bunyangabu District	128	41	50	61	30	70	3	12	8	17	10	12
106	62	Kween District	152	10	74	53	30	40	11	14	11	16	20	16
111	61	Lamwo District	72	62	119	38	30	70	6	10	10	11	16	8
111	61	Kabale District	127	42	103	45	30	70	5	10	10	10	14	12
113	60	Kaberamaido District	142	32	103	45	30	40	12	10	12	16	20	16
113	60	Nabilatuk District	26	76	58	59	30	70	10	9	7	12	14	8
113	60	Moyo District	81	58	50	61	30	70	9	8	8	17	12	6
113	60	Lugazi Municipal Council	N/A	N/A	N/A	N/A	15	70	12	6	11	21	10	10
113	60	Kapchorwa Municipal Council	48	71	5	84	30	40	8	16	10	15	20	16
113	60	Buhweju District	54	68	91	49	15	70	5	10	11	16	16	12
119	58	Serere District	138	34	145	19	30	40	11	14	13	13	16	16

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 12)	Human Resource Management and Development (Max. Score: 16)	Investment Management (Max. Score: 13)	Local Government Service Delivery Results (Max. Score: 23)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performing and Reporting and Performance Improvement (Max. Score: 16)
119	58	Ntoroko District	130	39	151	16	30	70	6	14	9	9	12	8
121	56	Omoro District	54	68	9	82	15	70	5	16	10	15	8	12
122	55	Lyantonde District	111	49	112	41	30	40	9	14	12	12	16	16
122	55	Kalangala District	105	50	59	58	0	70	8	14	10	19	12	16
122	55	Bugweri District	135	37	63	57	30	40	8	10	11	20	18	12
122	55	Kyegegwa District	114	48	131	27	30	40	6	12	10	18	16	16
122	55	Hoima District	105	50	15	80	30	40	8	14	11	13	16	16
127	54	Pader District	91	55	63	57	30	40	8	14	12	23	12	8
128	53	Busia Municipal Council	N/A	N/A	N/A	N/A	30	40	9	16	11	16	16	8
128	53	Masaka District	129	40	55	60	30	40	12	14	9	13	12	16
128	53	Butebo District	146	23	148	17	30	40	6	14	13	17	18	8
128	53	Madi-Okollo District	86	56	74	53	30	70	7	12	10	14	2	8
128	53	Kyankwanzi District	57	67	154	0	30	40	9	16	11	14	9	16
128	53	Kapelebyong District	147	20	123	36	30	40	12	10	10	7	20	16
134	52	Obongi District	138	34	125	35	30	70	10	7	8	11	10	6
134	52	Tororo District	78	59	131	27	30	40	6	12	13	18	13	12
134	52	Sironko District	99	52	98	47	30	40	8	12	12	12	14	16
137	51	Amudat District	86	56	116	39	30	40	9	12	11	17	16	8
138	50	Soroti city	N/A	N/A	N/A	N/A	30	40	9	10	9	12	16	16
138	50	Sheema District	62	65	129	29	30	40	5	12	12	15	16	12
140	49	Buikwe District	62	65	93	48	30	30	12	10	13	21	13	12
141	48	Dokolo District	99	52	50	61	30	70	7	10	5	11	7	8
141	48	Hoima city	N/A	N/A	N/A	N/A	30	40	5	7	9	18	13	16

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 12)	Human Resource Management and Development (Max. Score: 16)	Investment Management (Max. Score: 13)	Local Government Service Delivery Results (Max. Score: 23)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performing and Reporting and Performance Improvement (Max. Score: 16)
141	48	Kyenjojo District	105	50	112	41	30	40	11	9	12	16	10	10
144	47	Bundibugyo District	144	26	127	34	30	40	9	14	9	9	14	12
144	47	Alebtong District	37	74	105	44	30	40	12	10	12	10	15	8
146	46	Butambala District	123	43	105	44	30	30	11	11	12	15	14	14
146	46	Budaka District	121	44	63	57	30	30	7	14	10	13	16	16
146	46	Kasee District	78	59	63	57	30	40	8	10	9	12	16	10
149	45	Otuke District	62	65	55	60	30	40	11	12	11	9	13	8
149	45	Kisoro Municipal Council	22	77	48	62	30	40	9	14	8	13	10	10
149	45	Kaabong District	91	55	148	17	30	40	7	10	13	10	12	12
152	44	Mbarara city	N/A	N/A	N/A	N/A	30	30	11	16	12	14	12	8
153	43	Bukedea District	8	85	34	70	0	70	3	12	9	15	15	8
153	43	Abim District	147	20	122	37	30	40	8	12	6	9	14	12
153	43	Mukono District	81	58	112	41	30	30	12	7	12	16	12	12
156	42	Karenga District	119	46	148	17	30	40	7	7	8	12	10	16
157	40	Rukungiri Municipal Council	45	72	88	50	30	30	11	10	7	9	16	14
157	40	Ntungamo District	138	34	127	34	30	40	8	10	8	9	10	12
157	40	Masaka city	N/A	N/A	N/A	N/A	30	30	1	12	7	18	12	16
160	39	Arua city	N/A	N/A	N/A	N/A	30	70	1	12	4	12	6	4
160	39	Arua District	83	57	59	58	30	40	5	10	11	11	10	8
162	38	Mbale city	N/A	N/A	N/A	N/A	30	40	8	10	9	13	6	8
163	37	Fort-Portal city	N/A	N/A	N/A	N/A	30	40	6	10	10	11	8	8
164	34	Kanungu District	68	63	133	24	30	30	4	10	5	13	15	10

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 12)	Human Resource Management and Development (Max. Score: 16)	Investment Management (Max. Score: 13)	Local Government Service Delivery Results (Max. Score: 23)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performing Reporting and Performance Improvement (Max. Score: 16)
165	32	Amolatar District	97	53	69	56	30	30	11	12	6	10	8	6
166	24	Namisindwa District	151	18	137	23	0	40	1	10	11	13	12	12
167	22	Kotido Municipal Council	83	57	139	22	30	0	8	12	11	13	14	16
167	22	Kabarole District	138	34	70	55	30	0	8	12	9	14	16	14
169	20	Butaleja District	83	57	93	48	0	40	3	12	7	9	12	8
169	20	Nakasongola District	132	38	119	38	30	0	4	12	10	19	10	12
169	20	Masindi District	26	76	23	76	30	0	6	10	9	14	16	12
169	20	Kotido District	105	50	141	20	30	0	9	12	7	16	11	12
169	20	Nakapiripirit District	147	20	153	13	30	0	5	14	8	12	14	12
174	19	Moroto Municipal Council	N/A	N/A	N/A	N/A	30	0	5	8	11	14	12	14
174	19	Moroto District	15	81	70	55	30	0	6	10	11	11	14	12
174	19	Busia District	143	27	133	24	30	0	3	10	11	16	12	12

Annex 4

Annex 4: Ranked Health Performance Assessment Results 2023 in Comparison to 2022 & 2021 Results

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Investment Management (Max. Score: 14)	Local Government Service Delivery Results (Max. Score: 16)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performing and Reporting and Performance Improvement (Max. Score: 15)	Human Resource Management and Development (Max. Score: 15)	Environment and Social Safeguards (Max. Score: 15)
1	97	Apac Municipal Council	N/A	N/A	N/A	N/A	30	70	14	16	19	13		
2	94	Isingiro District	1	95	3	79	30	70	14	14	16	15		
2	94	Ibanda District	3	91	2	80	30	70	14	15	19	15		
4	93	Namayingo District	9	76	32	55	30	70	13	16	19	15		
4	93	Kumi Municipal Council	126	33	38	53	30	70	11	14	20	15		
4	93	Bugiri Municipal Council	88	45	83	43	30	70	13	15	17	15		
7	89	Nansana Municipal Council	18	66	78	44	30	70	12	15	17	13		
8	87	Kiruhura District	2	92	78	44	30	70	13	15	14	15		
8	87	Kayunga District	74	49	11	69	30	70	12	14	16	15		
10	86	Rubanda District	7	78	7	72	30	70	12	14	16	13		
10	86	Mayuge District	57	54	128	26	30	60	13	16	20	15		
12	85	Mubende Municipal Council	N/A	N/A	N/A	N/A	30	70	13	14	17	12		
12	85	Rukiga District	10	75	128	26	30	70	10	14	16	15		
14	84	Bugiri District	29	61	51	51	30	60	14	15	20	15		
14	84	Kapchorwa Municipal Council	34	60	23	59	30	70	12	14	19	11		
16	83	Entebbe Municipal Council	N/A	N/A	N/A	N/A	30	70	13	12	12	14		
17	81	Mbarara city	N/A	N/A	N/A	N/A	30	70	13	10	15	15		
17	81	Kira Municipal Council	112	39	17	63	30	70	12	12	12	15		
17	81	Bushenyi District	13	73	53	50	30	70	10	13	14	15		
20	80	Ibanda Municipal Council	12	74	5	74	30	70	13	10	15	14		
20	80	Amuru District	131	30	38	53	30	70	12	13	14	11		

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 15)	Human Resource Management and Development (Max. Score: 15)	Investment Management (Max. Score: 14)	Local Government Service Delivery Results (Max. Score: 16)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Improvement (Max. Score: 15)
20	80	Kumi District	108	40	30	57	30	60	13	10	14	18	15	
23	79	Mbarara District	7	78	21	60	30	70	13	11	14	11	10	
23	79	Kalero District	16	68	21	60	30	60	14	11	12	16	15	
25	78	Pallisa District	77	48	16	65	30	70	8	14	12	18	12	
26	77	Mukono Municipal Council	99	42	61	48	30	70	11	13	11	12	14	
26	77	Kamwenge District	4	90	1	86	30	60	13	7	13	19	15	
28	76	Namutumba District	88	45	23	59	30	70	6	9	14	15	15	
28	76	Nakaseke District	62	53	78	44	30	60	11	14	12	15	13	
28	76	Kabale District	29	61	61	48	30	70	9	11	10	16	14	
31	75	Kamuli District	52	55	109	34	30	50	15	14	13	16	15	
31	75	Kibuku District	5	83	14	66	30	60	10	12	13	18	13	
33	74	Kwanja District	126	33	64	47	30	60	15	11	14	16	8	
33	74	Mitooma District	77	48	78	44	30	70	15	11	7	14	11	
35	73	Kabale Municipal Council	N/A	N/A	N/A	N/A	30	70	15	8	7	13	12	
35	73	Wakiso District	37	59	109	34	30	70	14	14	12	11	4	
35	73	Mityana District	16	68	144	20	30	70	15	12	13	12	8	
38	71	Kazo District	46	56	73	45	30	60	15	11	12	13	15	
38	71	Iganga District	74	49	53	50	30	50	12	15	10	20	14	
40	69	Adjumani District	41	57	58	49	30	60	15	9	11	16	11	
40	69	Kween District	69	51	84	42	30	50	15	9	11	19	15	
40	69	Kaberaido District	28	62	38	53	30	50	15	11	12	19	13	
40	69	Butambala District	140	24	35	54	30	50	13	14	14	16	15	
44	68	Kisoro District	129	31	35	54	30	60	11	9	12	15	15	
45	67	Mityana Municipal Council	94	44	117	31	30	50	13	13	11	20	11	
45	67	Bundibugyo District	57	54	86	41	30	60	15	9	9	14	14	
45	67	Kyankwanzi District	96	43	99	38	30	50	13	13	12	13	15	
45	67	Buikwe District	99	42	44	52	30	50	13	13	10	14	15	

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 15)	Human Resource Management and Development (Max. Score: 15)	Investment Management (Max. Score: 14)	Local Government Service Delivery Results (Max. Score: 16)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Improvement (Max. Score: 15)
49	66	Jinja District	41	57	31	56	30	60	8	11	13	12	18	8
50	65	Nebbi District	99	42	68	46	30	60	15	9	12	10	13	10
50	65	Manafwa District	62	53	99	38	30	60	9	12	9	10	15	14
50	65	Luwero District	29	61	38	53	30	70	6	8	11	13	16	8
50	65	Kyenjojo District	10	75	14	66	30	70	12	4	12	12	14	8
50	65	Jinja city	N/A	N/A	N/A	N/A	30	40	13	15	14	15	16	15
50	65	Kasanda District	46	56	149	17	30	50	13	11	12	11	15	15
56	63	Sheema District	14	71	115	33	30	60	5	9	13	12	13	15
56	63	Rubirizi District	24	63	86	41	30	60	15	7	11	9	10	15
56	63	Luuka District	20	65	149	17	30	40	10	12	14	15	20	15
56	63	Kalaki District	149	16	99	38	30	40	15	11	14	13	20	13
56	63	Kisoro Municipal Council	24	63	109	34	30	50	13	10	13	13	11	15
56	63	Bududa District	29	61	53	50	15	70	13	15	11	7	12	12
56	63	Kibaale District	24	63	19	61	30	60	15	11	9	9	13	9
56	63	Kabarole District	38	58	141	21	30	60	13	8	11	9	11	14
56	63	Agago District	57	54	84	42	30	60	13	11	12	11	14	5
65	62	Mubende District	52	55	19	61	30	50	13	13	11	13	15	9
65	62	Kiboga District	14	71	44	52	30	50	13	13	13	11	13	11
65	62	Buyende District	83	46	73	45	30	40	13	15	12	13	17	14
68	61	Gomba District	135	29	93	39	30	50	13	7	12	10	16	15
68	61	Bushenyi- Ishaka Municipal Council	34	60	109	34	30	50	15	8	11	14	15	10
68	61	Kanungu District	41	57	99	38	30	70	9	7	8	13	12	9
68	61	Gulu city	N/A	N/A	N/A	N/A	30	70	13	4	7	12	20	2
72	60	Rwampara District	29	61	99	38	30	50	15	9	6	15	13	13
72	60	Kasese District	41	57	149	17	30	60	11	8	8	10	13	13
74	59	Masaka District	22	64	12	68	30	70	10	7	11	10	10	8
74	59	Budaka District	34	60	27	58	30	50	10	10	9	10	18	13

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023						
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 15)	Human Resource Management and Development (Max. Score: 15)	Investment Management (Max. Score: 14)	Local Government Service Delivery Results (Max. Score: 16)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Improvement (Max. Score: 15)	
74	59	Soroti District	96	43	38	53	30	60	13	11	10	14	10	10	4
77	58	Masindi Municipal Council	18	66	38	53	30	40	13	11	12	13	16	14	14
77	58	Abim District	38	58	91	40	30	60	11	11	9	9	13	8	8
77	58	Mbale District	62	53	141	21	15	60	9	13	10	13	14	14	14
80	57	Rukungiri District	69	51	44	52	30	50	9	8	12	13	14	12	12
80	57	Maracha District	6	79	23	59	30	70	13	10	11	9	9	2	2
80	57	Lwengo District	46	56	44	52	30	70	9	11	9	9	8	8	8
80	57	Kapchorwa District	52	55	64	47	30	40	15	9	11	11	20	11	11
84	56	Ngora District	69	51	17	63	30	60	13	5	10	11	14	6	6
85	55	Amuria District	142	22	109	34	30	40	13	7	12	11	18	14	14
85	55	Sembabule District	24	63	58	49	30	50	15	11	12	11	11	5	5
85	55	Katakwi District	46	56	86	41	30	50	15	9	9	7	19	6	6
88	54	Bugweri District	153	11	61	48	30	30	12	11	13	14	20	15	15
89	53	Oyam District	22	64	4	76	30	60	11	3	11	11	13	7	7
89	53	Karenga District	112	39	109	34	30	60	9	10	6	10	13	8	8
91	52	Obongi District	62	53	135	23	30	50	15	10	13	11	9	4	4
91	52	Mukono District	83	46	27	58	30	40	15	10	10	12	10	13	13
93	51	Yumbe District	74	49	73	45	30	50	13	10	9	9	11	9	9
93	51	Kalungu District	108	40	68	46	30	50	11	8	11	9	11	11	11
93	51	Kakumiro District	57	54	78	44	30	50	12	9	12	12	7	9	9
93	51	Apac District	66	52	9	71	30	50	13	9	11	9	12	7	7
93	51	Kiryandongo District	20	65	53	50	30	60	9	4	11	10	11	9	9
93	51	Buvuma District	119	37	133	24	30	40	8	9	10	13	15	14	14
93	51	Busia Municipal Council	N/A	N/A	N/A	N/A	15	50	11	13	8	11	16	15	15
93	51	Amolatar District	124	34	73	45	30	50	11	11	10	10	12	6	6
101	50	Kotido Municipal Council	52	55	44	52	30	40	10	15	9	11	12	11	11
101	50	Sironko District	126	33	135	23	30	30	13	12	13	12	20	9	9

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 15)	Human Resource Management and Development (Max. Score: 15)	Investment Management (Max. Score: 14)	Local Government Service Delivery Results (Max. Score: 16)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Improvement (Max. Score: 15)
103	49	Pakwach District	108	40	35	54	30	40	13	10	13	8	10	
103	49	Gulu District	66	52	10	70	30	40	11	10	13	16	5	
103	49	Kasese Municipal Council	N/A	N/A	N/A	N/A	30	30	13	11	10	15	15	
103	49	Lira District	131	30	5	74	30	60	11	6	10	11	5	
103	49	Kapelebyong District	150	15	126	28	30	30	15	7	10	20	13	
103	49	Nakapiripit District	96	43	108	35	30	50	9	10	12	12	4	
103	49	Busia District	46	56	146	18	30	50	3	11	10	9	14	
110	48	Tororo District	94	44	64	47	15	70	9	11	12	6	10	
110	48	Kotido District	88	45	27	58	15	60	15	15	7	12	6	
110	48	Mpigi District	112	39	32	55	30	50	11	13	10	6	7	
110	48	Serere District	131	30	86	41	30	40	9	9	12	15	9	
114	47	Rakai District	77	48	23	59	30	70	7	7	9	6	4	
114	47	Ntungamo District	116	38	107	36	30	40	15	9	7	11	11	
114	47	Napak District	81	47	135	23	30	40	11	13	10	11	8	
117	46	Moyo District	88	45	73	45	30	60	8	6	10	9	6	
117	46	Kagadi District	81	47	121	30	30	40	11	9	12	12	7	
117	46	Bukwo District	146	19	152	16	30	40	9	7	10	18	11	
117	46	Nakasongola District	116	38	141	21	30	30	11	10	11	14	14	
117	46	Kamuli Municipal Council	N/A	N/A	N/A	N/A	30	20	15	13	13	18	13	
122	45	Kyegegwa District	38	58	133	24	30	30	13	9	13	11	13	
122	45	Hoima District	52	55	93	39	30	50	6	12	9	10	6	
122	45	Bunyangabu District	116	38	117	31	30	50	7	7	6	13	13	
125	44	Lyantonde District	83	46	105	37	30	40	13	9	10	7	11	
125	44	Kaabong District	57	54	53	50	15	40	11	13	12	11	15	
127	43	Bukedea District	83	46	91	40	0	70	7	9	9	11	12	
127	43	Makindye-Ssabagabo Municipal Council	137	28	132	25	30	20	15	13	13	14	15	
129	41	Nwoya District	105	41	32	55	30	40	12	10	11	9	4	

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 15)	Human Resource Management and Development (Max. Score: 15)	Investment Management (Max. Score: 14)	Local Government Service Delivery Results (Max. Score: 16)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Improvement (Max. Score: 15)
129	41	Koboko District	112	39	117	31	30	20	15	11	12	18	9	
131	40	Bulambuli District	151	13	105	37	30	30	9	10	12	13	10	
131	40	Bukomansimbi District	105	41	116	32	30	50	11	7	11	5	3	
133	39	Buliisa District	99	42	124	29	30	50	6	5	11	10	4	
133	39	Kole District	41	57	7	72	30	30	13	7	12	16	6	
135	37	Butebo District	73	50	51	51	0	60	4	12	14	8	8	
135	37	Arua District	129	31	99	38	30	30	11	9	12	10	3	
135	37	Mbale city	N/A	N/A	N/A	N/A	15	50	10	12	9	5	8	
138	36	Lira city	N/A	N/A	N/A	N/A	30	30	11	11	5	15	6	
139	35	Kitgum District	124	34	58	49	30	40	9	4	10	11	4	
139	35	Kitgum Municipal Council	N/A	N/A	N/A	N/A	30	20	15	11	10	10	10	
139	35	Sheema Municipal Council	138	27	153	9	30	20	13	10	11	13	13	
139	35	Masindi District	77	48	68	46	30	40	6	4	12	13	2	
139	35	Kyotera District	145	20	128	26	30	40	8	4	9	10	5	
144	33	Moroto Municipal Council	N/A	N/A	N/A	N/A	30	20	15	13	11	7	6	
144	33	Njeru Municipal Council	83	46	93	39	30	20	7	8	11	13	13	
144	33	Nabilatuk District	99	42	127	27	15	30	13	14	11	10	10	
144	33	Koboko Municipal Council	122	35	64	47	30	20	10	12	11	15	4	
144	33	Dokolo District	122	35	12	68	0	50	13	13	7	14	8	
149	32	Ntoroko District	147	18	153	9	30	30	8	11	9	9	6	
149	32	Alebong District	66	52	93	39	0	50	14	9	10	12	4	
151	31	Kitagwenda District	88	45	146	18	30	40	9	3	9	5	6	
151	31	Omoro District	88	45	44	52	15	60	2	6	7	11	2	
151	31	Tororo Municipal Council	N/A	N/A	N/A	N/A	30	20	6	10	11	13	7	
151	31	Ntungamo Municipal Council	N/A	N/A	N/A	N/A	30	20	10	9	11	12	6	
155	30	Zombo District	121	36	68	46	30	20	13	8	12	7	6	
156	29	Soroti city	N/A	N/A	N/A	N/A	30	20	15	5	11	11	3	

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023				
							Environment and Social Requirements (Max. Score: 30)	Human Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 15)	Human Resource Management and Development (Max. Score: 15)	Investment Management (Max. Score: 14)	Local Government Service Delivery Results (Max. Score: 16)	Management, Monitoring and Supervision of Services (Max. Score: 20)
156	29	Namisindwa District	140	24	121	30	15	30	8	8	13	16	9
158	28	Pader District	148	17	93	39	30	10	15	6	13	14	7
159	27	Kikuube District	135	29	135	23	30	10	11	7	14	7	13
159	27	Terego District	46	56	140	22	30	30	9	5	9	6	2
161	26	Iganga Municipal Council	142	22	146	18	30	0	13	13	14	16	15
161	26	Lugazi Municipal Council	N/A	N/A	N/A	N/A	15	20	9	11	12	14	14
161	26	Moroto District	69	51	124	29	0	40	10	10	11	14	6
164	25	Amudat District	131	30	117	31	15	30	7	4	11	10	10
164	25	Kalangala District	119	37	121	30	0	60	4	5	7	10	3
166	24	Otuke District	105	41	86	41	0	50	5	9	7	9	6
166	24	Madi-Okollo District	108	40	135	23	30	20	10	9	7	7	6
166	24	Buhweju District	139	26	145	19	30	20	6	3	11	13	4
166	24	Masaka city	N/A	N/A	N/A	N/A	30	50	0	2	8	6	4
170	22	Lamwo District	151	13	93	39	30	10	7	11	6	16	6
170	22	Rukungiri Municipal Council	144	21	44	52	30	0	11	9	13	12	13
172	21	Arua city	N/A	N/A	N/A	N/A	30	40	2	6	8	3	4
173	16	Hoima city	N/A	N/A	N/A	N/A	30	0	10	4	10	9	10
173	16	Butaleja District	99	42	128	26	0	30	6	8	11	9	8
175	15	Fort-Portal city	N/A	N/A	N/A	N/A	30	0	8	5	9	11	10
176	0	Nebbi Municipal Council	153	11	68	46	0	0	0	2	2	1	0

Annex 5

Annex 5: Ranked Water and Environment Performance Assessment Results 2023 in Comparison to 2022 & 2021 Results

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 16)	Human Resource Management and Development (Max. Score: 10)	Investment Management (Max. Score: 28)	Local Government Service Delivery Results (Max. Score: 16)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Performance Improvement (Max. Score: 10)
1	99	Isingiro District	2	84	3	75	30	70	16	10	28	15	20	10
2	95	Namayingo District	5	71	58	42	30	70	16	10	28	11	20	10
2	95	Kiruhura District	9	68	27	52	30	70	16	10	28	14	17	10
4	93	Sembabule District	4	76	7	67	30	70	16	10	24	14	19	10
5	85	Zombo District	10	67	45	47	30	70	14	7	28	8	20	8
5	85	Namutumba District	39	53	66	40	30	70	12	10	28	10	17	8
5	85	Mayuge District	1	88	109	27	30	70	13	10	26	7	19	10
5	85	Kwania District	66	45	38	49	30	60	16	10	28	10	20	10
9	82	Adjumani District	79	42	70	39	30	70	10	10	26	9	17	10
10	81	Jinja District	77	43	75	37	30	70	11	10	26	11	15	8
11	80	Wakiso District	53	47	4	71	20	70	16	10	28	10	15	10
12	79	Yumbe District	112	31	45	47	30	60	16	10	28	7	17	10
12	79	Mbarara District	60	46	10	65	20	70	14	7	26	14	17	10
12	79	Pakwach District	41	51	25	53	30	55	14	10	28	11	20	10
12	79	Nwoya District	92	37	31	50	30	70	10	10	24	6	19	10
12	79	Nebbi District	18	63	22	55	30	70	13	7	26	5	18	10
17	77	Kalaki District	101	35	105	28	30	60	14	7	26	11	18	10
17	77	Bugiri District	13	66	14	60	30	55	16	7	28	11	19	10
17	77	Moyo District	121	25	58	42	30	70	8	4	26	9	20	10
17	77	Kamwenge District	8	69	31	50	20	70	13	7	26	12	17	10

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environ-ment and Social Safe-guards (Max. Score: 16)	Human Resource Management and Development (Max. Score: 10)	Investment Management (Max. Score: 28)	Local Government Service Delivery Results (Max. Score: 16)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Per-formance Improvement (Max. Score: 10)
21	76	Iganga District	26	58	81	35	30	70	16	4	26	8	14	8
21	76	Nakaseke District	45	50	31	50	20	70	13	10	28	9	14	10
23	75	Rukungiri District	34	54	113	25	20	70	16	7	22	13	15	10
23	75	Kabarole District	53	47	10	65	20	70	16	10	26	5	18	8
23	75	Buvuma District	130	16	62	41	20	70	11	7	26	10	19	10
26	74	Ibanda District	53	47	1	80	30	45	16	10	28	16	19	10
26	74	Rubanda District	41	51	52	46	20	70	16	10	22	10	19	5
26	74	Rubirizi District	60	46	85	34	20	60	16	10	24	12	20	10
29	73	Kapchorwa District	51	48	94	32	30	60	16	7	24	9	17	8
30	72	Kyegegwa District	23	60	113	25	20	70	14	4	26	11	17	8
30	72	Kayunga District	128	18	62	41	20	70	13	5	24	11	19	8
32	71	Kibaale District	53	47	75	37	20	70	13	7	26	10	15	8
32	71	Maracha District	103	34	85	34	30	55	13	10	26	7	17	10
32	71	Katakwi District	123	23	70	39	30	55	13	7	28	9	18	8
32	71	Amuru District	92	37	94	32	30	55	16	10	28	8	13	8
36	70	Kamuli District	119	27	19	56	30	55	16	10	28	10	13	5
37	69	Kitagwenda District	81	41	127	17	30	60	13	7	24	6	19	8
37	69	Soroti District	85	40	130	11	30	55	16	4	28	11	14	8
39	68	Alebong District	34	54	22	55	30	60	13	4	26	8	17	8
39	68	Buyende District	85	40	45	47	30	55	16	4	26	13	13	8
39	68	Kiryandongo District	100	36	110	26	20	70	16	7	24	9	9	10
42	67	Serere District	115	30	90	33	30	55	13	7	28	6	17	8
43	66	Mukono District	134	7	66	40	20	60	13	7	26	10	19	8
43	66	Kiboga District	77	43	18	57	10	70	13	7	28	8	17	10
43	66	Madi-Okollo District	71	44	119	23	30	55	13	10	24	7	14	10

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environ-ment and Social Safe-guards (Max. Score: 16)	Human Resource Management and Development (Max. Score: 10)	Investment Management (Max. Score: 28)	Local Government Service Delivery Results (Max. Score: 16)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Performance Improvement (Max. Score: 10)
43	66	Bushenyi District	13	66	27	52	20	70	10	10	18	10	15	10
43	66	Butebo District	10	67	105	28	30	50	11	10	28	9	17	7
48	65	Pader District	40	52	15	59	30	55	16	0	24	11	16	10
48	65	Rukiga District	60	46	133	9	20	55	13	10	22	14	20	8
48	65	Pallisa District	29	56	70	39	20	60	12	10	28	6	18	7
48	65	Kakumiro District	45	50	30	51	20	60	10	7	26	10	18	10
48	65	Koboko District	71	44	45	47	30	55	16	10	22	7	11	10
53	64	Mitooma District	101	35	105	28	20	70	11	7	20	11	15	7
54	63	Luwero District	71	44	73	38	20	70	7	10	26	4	15	8
54	63	Arua District	50	49	94	32	30	45	13	10	26	13	12	10
56	62	Kaliro District	31	55	75	37	30	35	16	10	26	13	20	10
56	62	Nabilatuk District	27	57	75	37	30	45	14	10	24	10	16	8
56	62	Butambala District	130	16	19	56	30	45	10	7	26	13	16	10
59	60	Tororo District	24	59	66	40	30	45	14	7	28	8	15	8
59	60	Kazo District	31	55	7	67	20	45	16	10	28	14	17	7
59	60	Bundibugyo District	81	41	31	50	20	45	13	10	28	13	18	10
62	59	Bukomansimbi District	34	54	113	25	20	70	7	7	22	8	12	10
62	59	Kibuku District	15	65	38	49	30	45	14	7	26	12	12	8
62	59	Masaka District	88	38	85	34	20	60	13	7	24	12	10	8
62	59	Otuke District	24	59	13	63	20	70	14	4	20	5	14	8
62	59	Masindi District	92	37	31	50	20	70	7	4	26	6	12	10
62	59	Kasanda District	29	56	43	48	20	45	16	7	28	11	18	10
62	59	Kabale District	66	45	94	32	20	70	10	7	20	8	10	10
69	58	Apac District	41	51	81	35	30	45	16	4	26	10	13	8
69	58	Sheema District	10	67	43	48	20	60	3	10	28	9	14	8

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environ-ment and Social Safe-guards (Max. Score: 16)	Human Resource Manage-ment and Develop-ment (Max. Score: 10)	Investment Manage-ment (Max. Score: 28)	Local Government Service Delivery Results (Max. Score: 16)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Per-formance Improvement (Max. Score: 10)
71	56	Kyotera District	66	45	90	33	20	60	13	7	24	3	15	8
71	56	Kween District	112	31	62	41	30	60	13	4	22	8	8	7
71	56	Bunyangabu District	120	26	94	32	20	70	10	7	20	6	11	8
71	56	Kikuube District	88	38	113	25	20	55	13	4	26	8	15	8
75	54	Bududa District	22	61	31	50	20	60	11	7	18	12	18	2
75	54	Bulambuli District	45	50	5	70	30	45	6	10	24	8	18	6
75	54	Obongi District	133	9	128	16	30	40	9	10	18	10	20	10
78	53	Kumi District	60	46	110	26	30	35	13	7	28	9	17	8
78	53	Dokolo District	6	70	10	65	30	45	12	4	22	6	19	8
78	53	Kyankwanzi District	92	37	90	33	10	50	16	7	28	12	15	10
81	52	Buikwe District	45	50	62	41	20	45	10	7	24	11	20	8
81	52	Bugweri District	53	47	104	29	20	50	16	4	24	9	13	8
83	51	Kaberaimaido District	79	42	15	59	20	45	16	4	22	12	17	8
83	51	Kaabong District	51	48	57	44	30	35	14	4	26	13	14	8
83	51	Moroto District	15	65	31	50	20	50	5	7	22	12	19	8
83	51	Rwampara District	71	44	38	49	20	55	10	7	16	8	17	10
87	50	Mityana District	115	30	81	35	20	50	10	4	28	5	15	10
87	50	Lwengo District	60	46	81	35	20	70	7	7	12	7	15	8
87	50	Buhweju District	108	32	38	49	20	60	6	4	24	15	6	8
87	50	Terego District	92	37	125	19	20	45	13	7	24	8	17	8
87	50	Kasese District	92	37	94	32	0	70	9	4	20	11	17	10
92	49	Mpigi District	6	70	2	77	20	45	4	10	24	11	17	10
92	49	Mbale District	17	64	80	36	20	45	8	7	26	12	16	7
92	49	Kotido District	108	32	55	45	20	45	16	7	22	7	15	8
95	48	Budaka District	19	62	90	33	30	55	11	5	20	7	10	3

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 16)	Human Resource Management and Development (Max. Score: 10)	Investment Management (Max. Score: 28)	Local Government Service Delivery Results (Max. Score: 16)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Performance Improvement (Max. Score: 10)
96	47	Kisoro District	45	50	55	45	20	50	7	6	26	10	13	5
97	46	Amolatar District	106	33	66	40	20	45	11	4	22	11	15	8
98	45	Sironko District	19	62	45	47	30	45	10	4	18	8	15	5
98	45	Rakai District	88	38	27	52	20	70	5	4	12	7	14	8
98	45	Amuria District	132	13	134	6	30	50	8	4	24	7	10	3
101	44	Napak District	31	55	101	30	20	40	13	10	24	6	15	6
101	44	Gulu District	3	80	6	68	20	45	14	0	24	15	11	3
103	43	Mubende District	85	40	19	56	20	35	7	10	28	13	11	10
103	43	Agago District	60	46	45	47	20	50	11	8	20	8	13	2
103	43	Hoima District	108	32	52	46	20	70	4	7	18	8	11	0
103	43	Luuka District	106	33	110	26	30	25	16	2	28	6	18	8
107	42	Buliisa District	124	20	135	2	20	45	10	4	20	10	11	10
107	42	Kapelebyong District	127	19	129	15	30	25	13	4	22	13	16	8
107	42	Gomba District	88	38	94	32	20	30	10	10	26	8	19	10
110	41	Amudat District	92	37	121	22	20	35	8	10	22	14	13	8
110	41	Bukedea District	27	57	130	11	0	50	11	4	28	13	18	8
112	40	Kalungu District	124	20	52	46	20	60	7	2	24	8	4	5
112	40	Kyenjojo District	115	30	125	19	20	30	13	4	26	10	16	10
114	39	Lamwo District	103	34	22	55	20	45	9	8	18	8	14	3
115	38	Manafwa District	19	62	75	37	20	45	3	4	26	5	13	8
115	38	Kanungu District	53	47	15	59	20	40	13	2	18	9	13	8
117	37	Karenga District	71	44	25	53	20	45	8	4	14	7	16	8
118	36	Kalangala District	41	51	73	38	0	60	7	3	16	11	15	8
118	36	Kagadi District	53	47	85	34	20	30	13	4	26	6	13	10
118	36	Ngora District	124	20	124	20	30	35	8	7	18	8	9	5

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021	Minimum Conditions 2023		Performance Measures 2023					
							Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environ-ment and Social Safe-guards (Max. Score: 16)	Human Resource Management and Development (Max. Score: 10)	Investment Management (Max. Score: 28)	Local Government Service Delivery Results (Max. Score: 16)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Performance Improvement (Max. Score: 10)
118	36	Kitgum District	108	32	58	42	30	25	16	0	22	6	13	8
122	35	Ntungamo District	122	24	101	30	20	45	10	0	18	8	13	5
123	33	Lyantonde District	112	31	119	23	30	25	10	7	18	11	11	3
123	33	Abim District	66	45	105	28	30	25	11	4	16	8	13	8
123	33	Nakapipirit District	71	44	38	49	20	45	3	4	14	10	14	5
126	32	Ntoroko District	135	4	132	10	30	30	11	7	16	7	8	5
126	32	Kole District	66	45	58	42	20	25	16	3	22	10	13	6
128	31	Busia District	81	41	85	34	30	20	12	4	26	8	9	3
129	30	Lira District	34	54	113	25	30	20	6	4	20	9	15	6
130	29	Nakasongola District	118	28	118	24	10	25	10	10	28	11	15	10
131	28	Butaleja District	81	41	45	47	0	50	9	3	14	11	11	8
131	28	Bukwo District	92	37	101	30	20	55	3	4	14	7	6	3
133	26	Oyam District	129	17	121	22	30	10	13	0	22	9	14	6
134	16	Omoro District	34	54	9	66	10	25	6	0	16	10	8	6
135	12	Namisindwa District	103	34	121	22	0	25	5	4	18	10	7	3

Annex 6

Annex 6: Ranked Microscale Irrigation Performance Assessment Results 2023 for the 135 DLGs

Rank 2023	Score 2023	Vote	Minimum Conditions			Performance Measures							
			Environment and Social Requirements (Max score. 30)	Human Resource Management and Development (Max score. 70)	Environment and Social Requirements (Max score. 6)	Environment and Social Safeguards (Max score. 6)	Human Resource Management and Development (Max score. 10)	Investment Management (Max score. 26)	Local Government Service Delivery Results (Max score. 20)	Management, Monitoring and Supervision of Services (Max score. 22)	Performance Reporting and Improvement (Max score. 10)		
1	98	Ibanda District	30	70	6	6	6	10	26	18	22	10	
2	96	Kamwenge District	30	70	6	5	9	26	18	22	10		
3	94	Kyegegwa District	30	70	6	5	9	24	18	22	10		
3	94	Kamuli District	30	70	6	6	9	26	18	22	7		
5	93	Manafwa District	30	70	3	6	8	26	18	22	10		
5	93	Kalungu District	30	70	5	6	7	24	19	22	10		
7	92	Mityana District	30	70	6	2	8	26	18	22	10		
7	92	Kiruhura District	30	70	5	6	7	24	18	22	10		
9	91	Isingiro District	30	70	6	6	7	26	15	22	9		
9	91	Amuru District	30	70	6	6	9	26	18	16	10		
11	90	Namayingo District	30	70	6	6	9	26	17	18	8		
11	90	Kazo District	30	70	6	6	8	22	20	18	10		
13	89	Kwania District	30	70	6	6	8	24	18	18	9		
13	89	Jinja District	30	70	5	2	8	24	18	22	10		
15	88	Butambala District	30	70	3	6	8	23	18	22	8		
16	87	Sembabule District	30	70	6	5	10	22	15	22	7		
16	87	Rukungiri District	30	70	5	4	4	24	18	22	10		
16	87	Luuka District	30	70	5	6	9	24	12	22	9		
16	87	Bukomansimbi District	30	70	4	6	6	24	18	22	7		

Rank 2023	Score 2023	Vote	Minimum Conditions			Performance Measures									
			Environment and Social Re-quirements (Max score. 30)	Human Resource Man-agement and Development (Max score. 70)	Environment and Social Re-quirements (Max score. 6)	Environment and Social Safeguards (Max score. 6)	Human Resource Management and Development (Max score. 10)	Investment Management (Max score. 26)	Local Government Service Delivery Results (Max score. 20)	Management, Monitoring and Supervision of Services (Max score. 22)	Performing and Reporting and Performance Improvement (Max score. 10)				
20	86	Nakaseke District	30	70	3	2	9	25	18	20	9				
20	86	Bugiri District	30	70	5	6	7	26	16	18	8				
22	85	Rubanda District	30	70	6	5	5	24	17	18	10				
22	85	Mbale District	30	70	4	2	9	24	18	18	10				
22	85	Kyotera District	30	70	5	4	8	20	18	22	8				
22	85	Bushenyi District	30	70	5	6	5	23	18	20	8				
26	84	Wakiso District	30	70	3	2	9	25	17	18	10				
26	84	Rukiga District	30	70	6	6	7	24	15	18	8				
28	83	Rubirizi District	30	70	6	6	7	22	18	18	6				
28	83	Mpigi District	30	70	5	0	8	22	17	22	9				
28	83	Lyantonde District	30	70	6	4	9	23	18	16	7				
28	83	Kalaki District	30	70	6	5	8	22	14	18	10				
32	82	Tororo District	30	70	5	6	5	24	16	20	6				
32	82	Ntungamo District	30	70	4	6	4	18	18	22	10				
32	82	Mayuge District	30	70	3	6	7	21	16	22	7				
32	82	Kween District	30	70	6	6	9	21	18	12	10				
36	81	Nwoya District	30	70	5	6	9	19	16	20	6				
36	81	Maracha District	30	70	5	6	8	18	16	18	10				
36	81	Kyenjojo District	30	70	6	5	8	21	13	20	8				
36	81	Iganga District	30	70	1	6	8	22	16	20	8				
36	81	Buyende District	30	70	6	6	7	21	17	16	8				
41	80	Kumi District	30	70	6	6	8	20	16	14	10				
42	79	Luwero District	30	70	3	5	9	23	17	12	10				
42	79	Kibaale District	30	70	6	5	7	21	12	22	6				
44	78	Kayunga District	30	70	5	2	9	22	15	16	9				

Rank 2023	Score 2023	Vote	Minimum Conditions			Performance Measures							
			Environment and Social Requirements (Max score. 30)	Human Resource Management and Development (Max score. 70)	Environment and Social Requirements (Max score. 6)	Environment and Social Safeguards (Max score. 6)	Human Resource Management and Development (Max score. 10)	Investment Management (Max score. 26)	Local Government Service Delivery Results (Max score. 20)	Management, Monitoring and Supervision of Services (Max score. 22)	Performance Reporting and Improvement (Max score. 10)		
45	77	Adjumani District	30	70	5	6	8	20	12	18	8		
46	76	Rakai District	30	70	4	0	7	22	16	18	9		
46	76	Nebbi District	30	70	3	6	8	18	18	16	7		
46	76	Kyankwanzhi District	30	70	0	6	9	23	18	10	10		
46	76	Kaliro District	30	70	3	6	7	20	18	14	8		
46	76	Bukwo District	30	70	2	6	8	22	16	18	4		
51	75	Kapchorwa District	30	70	4	6	7	23	7	20	8		
52	74	Kanungu District	30	70	3	0	4	24	17	18	8		
52	74	Budaka District	30	70	5	0	7	20	18	18	6		
52	74	Amuria District	30	70	5	6	7	23	14	12	7		
55	73	Oyam District	30	70	6	4	9	19	15	12	8		
55	73	Kisoro District	30	70	5	5	4	15	16	20	8		
57	72	Pader District	30	70	2	4	7	23	13	16	7		
58	71	Nakasongola District	30	70	3	0	8	25	18	10	7		
59	70	Hoima District	30	70	3	2	7	22	13	16	7		
60	69	Kakumiro District	30	70	6	2	8	20	13	14	6		
60	69	Buikwe District	30	70	3	6	6	15	16	16	7		
62	67	Mitooma District	30	70	6	3	5	20	11	14	8		
62	67	Kalangala District	30	70	5	0	7	18	17	14	6		
64	66	Lira District	30	70	4	0	7	20	11	16	8		
65	65	Gulu District	30	70	6	4	7	16	18	8	6		
65	65	Arua District	30	70	2	4	4	23	12	14	6		
67	64	Pakwach District	30	70	6	6	9	14	9	14	6		
67	64	Kabale District	30	70	4	0	4	20	14	16	6		
69	63	Moyo District	30	70	3	6	8	10	12	16	8		

Rank 2023	Score 2023	Vote	Minimum Conditions				Performance Measures						
			Environment and Social Requirements (Max score. 30)	Human Resource Management and Development (Max score. 70)	Environment and Social Requirements (Max score. 6)	Environment and Social Safeguards (Max score. 6)	Human Resource Management and Development (Max score. 10)	Investment Management (Max score. 26)	Local Government Service Delivery Results (Max score. 20)	Management, Monitoring and Supervision of Services (Max score. 22)	Performance Reporting and Improvement (Max score. 10)		
70	62	Kiboga District	30	70	1	4	8	20	13	8	8		
71	61	Nabiatuk District	30	70	6	0	9	8	17	12	9		
71	61	Kiryandongo District	30	70	2	2	8	14	11	16	8		
71	61	Katakwi District	30	70	6	6	8	11	12	10	8		
71	61	Kagadi District	30	70	2	5	7	18	12	10	7		
75	59	Otuke District	30	70	4	4	7	19	11	10	4		
75	59	Buvuma District	30	70	2	4	6	13	16	10	8		
75	59	Amolatar District	30	70	6	6	6	12	13	10	6		
78	58	Ngora District	30	70	2	6	7	20	9	8	6		
79	57	Lwengo District	0	70	2	0	10	21	17	22	10		
79	57	Omoro District	30	70	5	4	6	15	13	6	8		
79	57	Mbarara District	0	70	2	6	5	20	18	22	8		
82	56	Kaabong District	30	70	4	0	9	13	14	14	2		
83	55	Buhweju District	0	70	4	4	4	22	16	20	8		
84	52	Kaberamaido District	30	70	6	6	1	11	12	8	8		
84	52	Sheema District	0	70	2	0	6	22	18	18	8		
84	52	Bukedeja District	0	70	3	0	6	22	17	18	8		
87	48	Kasese District	0	70	0	6	6	14	15	20	8		
88	47	Butaleja District	0	70	2	4	7	16	14	18	6		
89	46	Napak District	0	70	2	0	10	14	16	16	8		
90	43	Terego District	30	70	0	0	6	13	8	12	4		
91	29	Mubende District	30	0	6	6	9	26	18	22	10		
92	27	Mukono District	30	0	5	6	9	22	16	22	10		
93	26	Bududa District	30	0	4	6	7	23	18	22	8		
93	26	Kitagwenda District	30	0	6	5	9	21	16	22	6		

Rank 2023	Score 2023	Vote	Minimum Conditions			Performance Measures						
			Environment and Social Requirements (Max score. 30)	Human Resource Management and Development (Max score. 70)	Environment and Social Requirements (Max score. 6)	Environment and Social Safeguards (Max score. 6)	Human Resource Management and Development (Max score. 10)	Investment Management (Max score. 26)	Local Government Service Delivery Results (Max score. 20)	Management, Monitoring and Supervision of Services (Max score. 22)	Performance Reporting and Improvement (Max score. 10)	
95	24	Gomba District	30	0	5	0	9	18	18	20	10	
96	23	Rwampara District	30	0	6	3	5	22	15	16	10	
96	23	Kitgum District	30	0	3	4	9	18	18	16	8	
96	23	Busia District	30	0	2	4	7	22	16	18	7	
96	23	Bulambuli District	30	0	4	6	9	23	14	12	8	
100	22	Bugweri District	30	0	6	4	4	18	16	18	8	
100	22	Agago District	30	0	2	4	8	21	11	22	6	
100	22	Zombo District	30	0	5	4	7	25	16	12	4	
100	22	Bundibugyo District	30	0	4	6	6	18	15	16	8	
100	22	Apac District	30	0	5	4	8	24	11	14	6	
105	21	Butebo District	30	0	2	0	6	15	18	20	10	
105	21	Soroti District	30	0	6	4	5	18	15	14	8	
105	21	Yumbe District	30	0	6	4	9	14	14	16	6	
105	21	Serere District	30	0	6	6	9	15	11	14	8	
105	21	Obongi District	30	0	2	6	5	18	15	18	5	
110	20	Pallisa District	30	0	2	4	7	15	16	17	7	
110	20	Namutumba District	30	0	3	4	7	20	10	16	8	
110	20	Kasanda District	30	0	2	6	9	22	15	4	10	
110	20	Kibuku District	30	0	5	4	9	15	11	16	6	
110	20	Kole District	30	0	6	6	10	17	14	8	4	
115	19	Ntoroko District	30	0	1	4	4	15	16	14	8	
115	19	Kikuube District	30	0	2	2	8	23	11	10	6	
117	17	Kotido District	30	0	6	6	8	9	4	16	7	
117	17	Masaka District	30	0	5	0	6	20	16	4	4	
117	17	Lamwo District	30	0	2	0	7	11	10	18	7	

Rank 2023	Score 2023	Vote	Minimum Conditions				Performance Measures						
			Environment and Social Re-quirements (Max score. 30)	Human Resource Man-agement and Development (Max score. 70)	Environment and Social Re-quirements (Max score. 6)	Environment and Social Safeguards (Max score. 6)	Human Resource Management and Development (Max score. 10)	Investment Management (Max score. 26)	Local Government Service Delivery Results (Max score. 20)	Management, Monitoring and Supervision of Services (Max score. 22)	Performance Reporting and Improvement (Max score. 10)		
117	17	Kapelebyong District	30	0	6	6	3	10	10	10	12	8	
121	16	Masindi District	30	0	6	2	6	10	9	16	5		
121	16	Alebtong District	30	0	6	6	10	5	11	10	6		
121	16	Karenga District	30	70	4	0	6	2	0	2	2		
121	16	Koboko District	30	0	3	4	8	6	12	14	6		
121	16	Kabarole District	30	0	4	4	4	16	14	8	3		
126	15	Moroto District	30	0	4	0	6	5	12	16	6		
126	15	Madi-Okollo District	30	0	3	4	6	15	5	10	6		
128	14	Buliisa District	30	0	2	0	5	14	11	8	6		
128	14	Amudat District	30	0	6	0	6	6	10	12	6		
130	13	Nakapiripit District	30	0	2	0	8	8	10	14	2		
131	11	Bunyangabu District	30	0	1	0	3	8	6	16	3		
131	11	Abim District	30	0	4	4	7	1	4	10	5		
133	0	Sironko District	0	0	2	6	9	22	15	16	6		
133	0	Namisindwa District	0	0	0	2	7	15	10	20	6		
133	0	Dokolo District	0	0	0	0	7	0	1	0	2		

Annex 7

Annex 7: Ranked Microscale Irrigation Performance Assessment Results 2023 in Comparison to 2022 & 2021 Results for 40 Piloted LGs

Rank 2023	Score 2023	Vote	Rank 2022	Score 2022	Rank 2021	Score 2021
1	98	Ibanda District	1	89	20	53
2	96	Kamwenge District	8	80	5	79
3	94	Kyegegwa District	1	89	10	70
3	94	Kamuli District	30	47	14	64
5	93	Manafwa District	27	56	17	57
5	93	Kalungu District	12	74	29	22
7	92	Mityana District	10	76	22	48
8	91	Amuru District	40	0	35	19
9	89	Jinja District	27	56	23	45
10	88	Butambala District	5	83	5	79
11	87	Sembabule District	12	74	1	90
11	87	Rukungiri District	9	77	11	69
11	87	Luuka District	33	31	19	55
11	87	Bukomansimbi District	12	74	8	74
15	86	Nakaseke District	7	81	29	22
16	85	Mbale District	3	85	15	63
16	85	Kyotera District	16	73	32	20
16	85	Bushenyi District	16	73	18	56
19	84	Wakiso District	6	82	24	44
20	83	Mpigi District	22	67	3	81
21	82	Tororo District	24	60	9	71
21	82	Ntungamo District	30	47	38	11
21	82	Mayuge District	16	73	25	40
24	81	Nwoya District	30	47	11	69
24	81	Kyenjojo District	19	71	7	75
24	81	Iganga District	23	65	21	49
27	79	Luwero District	3	85	11	69
27	79	Kibaale District	11	75	16	59
29	78	Kayunga District	36	23	26	25
30	76	Rakai District	12	74	4	80
31	75	Kapchorwa District	25	59	36	18
32	69	Buikwe District	19	71	27	24
33	57	Lwengo District	21	68	2	83
33	57	Omoro District	29	54	29	22
35	29	Mubende District	34	26	39	0
36	27	Mukono District	35	25	32	20
37	26	Bududa District	39	18	37	16
37	26	Kitagwenda District	37	21	32	20
39	17	Masaka District	38	20	28	23
40	0	Sironko District	26	58	39	0

Annex 8

Annex 8: Credibility of the Lower Local Government Performance Assessment Results 2023 by the OPM Independent Verification Teams

Local Government	IVA Sampled LLGs	LG Score	IVA Score	Variance	Overall Rating
CENTRAL CLUSTER					
Buvuma District	Buvuma TC	58	73	-15	Not Credible
	Busamuzi SC	63	71	-8	
	Buwooya SC	65	58	7	
	Nairambi SC	67	61	6	
Mpigi District	Kiringente SC	86	91	-5	Not Credible
	Buwama SC	78	89	-11	
	Nkozi SC	79	68	11	
	Buwama TC	85	86	-1	
Njeru Municipal Council	Wakisi Division	92	84	8	Credible
	Nyenga Division	76	76	0	
Kalangala District	Bujumba SC	76	87	-11	Not Credible
	Mugoye SC	82	94	-12	
	Kalangala TC	79	60	19	
	Bufumira SC	86	77	9	
Buikwe District	Ngogwe SC	83	83	0	Credible
	Najja SC	81	84	-3	
	Ssi Bukunja SC	84	84	0	
	Kiyindi TC	78	71	7	
Rakai District	Kibanda SC	85	86	-1	Not Credible
	Ddwaniro SC	87	86	1	
	Ntantamuki TC	85	68	17	
	Kifamba SC	78	62	16	
Mukono District	Nakifuma - Nagalama TC	74	60	14	Not Credible
	Nama SC	71	72	-1	
	Kyampisi SC	83	69	14	
	Seeta Namuganga SC	59	63	-4	
Kyotera District	Lwankoni SC	63	88	-25	Not Credible
	Kyotera TC	85	87	-2	
	Nabigasa SC	50	56	-6	
	Kasasa SC	57	75	-18	
Nakaseke District	Kikamulo SC	51	37	14	Not Credible
	Ngoma SC	66	87	-21	
	Wakyato SC	69	73	-4	
	Ngoma TC	64	86	-22	
Luwero District	Bamunanika SC	61	76	-15	Not Credible
	Luwero SC	83	84	-1	
	Makulubita SC	85	86	-1	
	Bombo TC	67	86	-19	
Nansana Municipal Council	Gombe Division	78	83	-5	Credible
	Nabweru Division	83	88	-5	
Mukono Municipal Council	Goma Division	86	72	14	Not Credible
	Central Division	88	86	2	
Lyantonde District	Lyakajura SC	88	90	-2	Not Credible
	Mpumudde SC	77	64	13	
	Kinuuka SC	97	62	35	
	Lyantonde TC	78	87	-9	

Local Government	IVA Sampled LLGs	LG Score	IVA Score	Variance	Overall Rating
Wakiso Distric	Masulita SC	93	95	-2	Credible
	Mende SC	91	94	-3	
	Wakiso SC	88	90	-2	
	Masulita TC	78	80	-2	
Lwengo District	Ndagwe SC	84	77	7	Not Credible
	Kkingo SC	88	94	-6	
	Kyazanga SC	59	51	8	
	Lwengo TC	85	68	17	
Kayunga District	Kayunga SC	95	86	9	Credible
	Busaana SC	80	79	1	
	Kayonza SC	87	87	0	
	Busana SC	90	89	1	
Nakasongola District	Kakooge SC	83	92	-9	Credible
	Lwampanga SC	69	75	-6	
	Nakitooma SC	61	62	-1	
	Kakooge TC	86	92	-6	
Sembabule District	Lwemiyaga SC	94	95	-1	Not Credible
	Lwebitakuli SC	89	74	15	
	Mabindo SC	18	51	-33	
	Sembabule TC	93	91	2	
Kyankwanzi District	Butemba SC	61	60	1	Not Credible
	Kyankwanzi SC	80	91	-11	
	Nsyambya SC	94	92	2	
	Ntwetwe TC	80	86	-6	
Kira Municipal Council	Namugongo Division	96	96	0	Credible
	Kira Division	95	93	2	
Kiboga District	Kyomya SC	65	82	-17	Not Credible
	Lwamata SC	79	76	3	
	Nkandwa SC	79	67	12	
	Lwamata TC	85	88	-3	
Gomba District	Kabulasoke SC	89	95	-6	Not Credible
	Kyegonza SC	73	80	-7	
	Maddu SC	60	75	-15	
	Kanoni TC	87	74	13	
Bukomansimbi District	Kibinge SC	74	84	-10	Not Credible
	Bukango SC	53	52	1	
	Butenga SC	91	71	20	
	Kigangazi TC	81	85	-4	
Mityana Municipal Council	Busimbi Division	86	72	14	Not Credible
	Ttamu Division	89	87	2	
Kalungu District	Lwabenge SC	70	77	-7	Not Credible
	Kalungu SC	73	77	-4	
	Kyamulibwa SC	65	79	-14	
	Kalungu TC	89	56	33	
Butambala District	Bulo SC	92	91	1	Credible
	Gombe SC	93	85	8	
	Ngando SC	93	86	7	
	Kalamba SC	90	89	1	
Mityana District	Bulera SC	77	62	15	Not Credible
	Kakindu SC	89	87	2	
	Maanyi SC	72	59	13	
	Sekanyonyi TC	52	73	-21	
Makindye-Ssabagabo Mun.	Ndejje Division	80	80	0	Not Credible
	Massajja Division	85	72	13	

Local Government	IVA Sampled LLGs	LG Score	IVA Score	Variance	Overall Rating
Masaka District	Buwunga SC	97	93	4	Not Credible
	Kyesiiga SC	80	90	-10	
	Bukakata SC	92	60	32	
	Kyanamukaka SC	91	78	13	
Kasanda District	Bukuya SC	84	85	-1	Credible
	Kalwana SC	74	76	-2	
	Myanzi SC	80	78	2	
	Kasanda TC	85	91	-6	
Masaka City	Nyendo - Mukungwe Division	99	93	6	Credible
	Kimaanya - Kabonera Division	98	92	6	
Lugazi Municipal Council	Central Division	86	61	25	Not Credible
	Najjembe Division	83	63	20	
Mubende District	Kasambya SC	71	76	-5	Not Credible
	Kitenga SC	90	66	24	
	Nabingoola SC	98	81	17	
	Kasambya TC	95	86	9	
Entebbe Municipal Council	Division A	67	76	-9	Credible
	Division B	67	70	-3	
Mubende Municipal Council	East Division	84	68	16	Not Credible
	West Division	90	84	6	
EASTERN CLUSTER					
Kaberamaido District	Okile S/C	33	49	-16	Not Credible
	Oriamo S/C	77	79	-2	
	Ochero T/C	54	55	-1	
	Kobulubulu S/C	70	57	13	
Namayingo District	Bukana sc	96	94	2	Credible
	Banda tc	76	67	9	
	Buhemba sc	97	97	0	
	Buyinja sc	68	65	3	
Bukwo District	Chesower S/C	53	24	29	Not Credible
	Chepkwasta S/C	69	73	-4	
	Kapnandi S/C	60	51	9	
	Kortek T/C	81	52	29	
Namisindwa District	Bubutu S/C	74	49	25	Not Credible
	Namitsa S/C	56	41	15	
	Magale T/C	71	71	0	
	Bupoto S/C	68	70	-2	
Kalaki District	Kalaki S/C	97	98	-1	Not Credible
	Anyara S/C	92	95	-3	
	Ogworu S/C	89	78	11	
	Otuboi T/C	88	89	-1	
Amuria District	Kuju S/C	78	92	-14	Not Credible
	Orungo T/C	84	81	3	
	Abia S/C	54	55	-1	
	Apeduru S/C	87	82	5	
Katakwi District	Palam S/C	66	81	-15	Not Credible
	Toroma T/C	81	80	1	
	Ongongoja S/C	71	67	4	
	Katakwi S/C	59	60	-1	
Kapelebyong District	Okungur S/C	53	68	-15	Not Credible
	Obalanga S/C	62	69	-7	
	Acowa S/C	73	82	-9	
	Obalanga S/C	52	69	-17	

Local Government	IVA Sampled LLGs	LG Score	IVA Score	Variance	Overall Rating
Soroti District	Katine S/C	86	87	-1	Credible
	Tubur S/C	64	69	-5	
	Gweri S/C	77	87	-10	
	Tubur S/C	77	72	5	
Bugiri District	Buwuni tc	86	92	-6	Not Credible
	Buwunga sc	81	80	1	
	Iwemba sc	79	89	-10	
	Muterere sc	80	90	-10	
Bududa District	Bukigai S/C	75	87	-12	Not Credible
	Bubiita S/C	51	51	0	
	Bukibino S/C	35	72	-37	
	Nangako T/C	85	81	4	
Soroti City	West Div	82	81	1	Not Credible
	Easter Div	79	95	-16	
Serere District	Kadungulu S/C	39	57	-18	Not Credible
	Serere T/C	83	89	-6	
	Atiira S/C	67	77	-10	
	Bugondo S/C	79	88	-9	
Bugiri Municipal Council	Western Div	72	84	-12	Not Credible
	Eastern Div	76	51	25	
Manafwa District	Bukhofu S/C	62	53	9	Not Credible
	Weswa S/C	43	72	-29	
	Bugobero T/C	80	88	-8	
	Buwagogo S/C	86	67	19	
Mayuge District	Baitambogwe sc	63	93	-30	Not Credible
	Buwaaya sc	77	94	-17	
	Magamaga tc	90	96	-6	
	Busakira sc	64	78	-14	
Mbale District	Bungokho S/C	91	92	-1	Not Credible
	Bumasikye S/C	56	70	-14	
	Jewa T/C	68	72	-4	
	Lukhonge S/C	62	85	-23	
Iganga District	Namungalwe tc	70	73	-3	Credible
	Bulamagi sc	77	80	-3	
	Nakigo sc	93	96	-3	
	Nakalama sc	75	76	-1	
Iganga Municipal Council	Central Div	82	89	-7	Credible
	Northern Div	74	79	-5	
Mbale City	Northern Div	100	77	23	Not Credible
	Industrial Div	98	74	24	
Bukedea District	Kocheka S/C	98	85	13	Not Credible
	Koena S/C	90	57	33	
	Kongunga T/C	88	91	-3	
	Kachumbala S/C	94	90	4	
Ngora District	Atoot S/C	44	45	-1	Not Credible
	Mukura T/C	47	53	-6	
	Odwarat S/C	69	84	-15	
	Morukakise S/C	52	73	-21	
Bugweri District	Bugweri tc	76	78	-2	Not Credible
	Makuutu sc	64	81	-17	
	Buyanga sc	80	79	1	
	Ibulanku sc	50	83	-33	
Namutumba District	Kibaale sc	75	81	-6	Credible
	Nsinze sc	49	56	-7	
	Namutumba tc	83	92	-9	
	Nabweyo	67	74	-7	

Local Government	IVA Sampled LLGs	LG Score	IVA Score	Variance	Overall Rating
Kumi District	Kadami S/C	100	100	0	Not Credible
	Ogooma S/C	90	86	4	
	Kamacha S/C	88	90	-2	
	Ongino T/C	76	92	-16	
Kumi Municipal Council	Northern Div	84	85	-1	Credible
	Southern Div	81	90	-9	
Kween District	Kwosir S/C	84	86	-2	Not Credible
	Kapnarkut T/C	93	92	1	
	Kaptum S/C	64	92	-28	
	Benet S/C	92	99	-7	
Kapchorwa Municipal Council	Central Div	83	82	1	Not Credible
	Eastern Div	75	79	-4	
	Western Div	70	88	-18	
Butebo District	Kadokolene S/C	53	54	-1	Not Credible
	Petete S/C	83	69	14	
	Kanginima T/C	85	65	20	
	Maizimasa S/C	97	84	13	
Kapchorwa District	Gamogo S/C	83	84	-1	Not Credible
	Sipi S/C	45	60	-15	
	Chema S/C	78	82	-4	
	Sipi T/C	80	90	-10	
Bulambuli District	Bulambuli T/C	60	61	-1	Not Credible
	Bwikhonge S/C	84	89	-5	
	Kamu S/C	71	90	-19	
	Bulegeni S/C	70	87	-17	
Sironko District	Budadiri T/C	87	89	-2	Not Credible
	Buhugu S/C	73	79	-6	
	Bukhulo S/C	73	94	-21	
	Bukiyi S/C	72	92	-20	
Pallisa District	Obutet S/C	12	17	-5	Not Credible
	Kibaale S/C	60	76	-16	
	Agule T/C	66	72	-6	
	Boliso S/C	74	80	-6	
Kaliro District	Kaliro tc	77	90	-13	Not Credible
	Namwiwa sc	74	78	-4	
	Kasokwe sc	84	93	-9	
	Namugongo	82	96	-14	
Buyende District	Kidera sc	57	63	-6	Credible
	Nkondo sc	63	71	-8	
	Buyende tc	85	93	-8	
	Buyende sc	84	82	2	
Kibuku District	Nankodo S/C	80	82	-2	Credible
	Bulangira S/C	67	71	-4	
	Tirinyi T/C	90	85	5	
	Kakutu S/C	93	89	4	
Kamuli District	Nawanyago sc	54	65	-11	Not Credible
	Kisozi sc	54	68	-14	
	Magogo sc	87	96	-9	
	Kasambira tc	76	70	6	
Kamuli Municipal Council	Southern Div.	83	88	-5	Credible
	Northern Div.	75	82	-7	
Tororo Municipal Council	Eastern Div	86	78	8	Credible
	Western Div	77	76	1	

Local Government	IVA Sampled LLGs	LG Score	IVA Score	Variance	Overall Rating
Butaleja District	Himutu S/C	91	75	16	Not Credible
	Busabi S/C	88	54	34	
	Butaleja T/C	88	72	16	
	Busolwe S/C	81	69	12	
Budaka District	Budaka S/C	77	77	0	Not Credible
	Mugiti S/C	88	77	11	
	Tademeru S/C	23	60	-37	
	Iki - Iki T/C	81	80	1	
Tororo District	Sere S/C	54	52	2	Not Credible
	Nyangole S/C	97	91	6	
	Nabuyoga S/C	30	50	-20	
	Magodes T/C	83	79	4	
Jinja District	Buwenge sc	91	93	-2	Not Credible
	Buwenge tc	71	89	-18	
	Kakira tc	96	98	-2	
	Busede sc	91	90	1	
Jinja City	Southern Div	81	93	-12	Not Credible
	Northern Div	83	96	-13	
Busia District	Lunyo S/C	53	46	7	Credible
	Buhehe S/C	43	35	8	
	Lumino - Majanji T/C	59	66	-7	
	Busitema S/C	76	80	-4	
Luuka District	Waibuga sc	71	81	-10	Credible
	Luuka tc	80	84	-4	
	Bukanga sc	71	80	-9	
	Bukoma sc	76	86	-10	
Busia Municipal Council	Western Div	80	68	12	Not Credible
	Eastern Div	99	84	15	
NORTHERN CLUSTER					
Amudat District	Amudat S/C	68	42	26	Not Credible
	Karita T/C	73	24	49	
	Lokales S/C	79	83	-4	
	Losidok Sub County	56	0	56	
Pakwach District	Panyimur TC	81	70	11	Not Credible
	Ragem SC	82	67	15	
	Dei SC	81	38	43	
	Wadelai SC	93	67	26	
Zombo District	Zeu SC	68	58	10	Not Credible
	Zombo TC	78	66	12	
	Atyak SC	61	62	-1	
	Akaa SC	38	51	-13	
Pader District	Lunyiri SC	83	29	54	Not Credible
	Puranga T/C	44	41	3	
	Puranga S/C	77	59	18	
	Pader S/C	56	47	9	
Nabilatuk District	Lolachat S/C	86	86	0	Not Credible
	Natirae S/C	79	33	46	
	Kosike S/C	79	91	-12	
	Nabilatuk T/C	70	90	-20	
Nebbi District	Parombo TC	66	32	34	Not Credible
	Nebbi SC	61	48	13	
	Acana SC	62	57	5	
	Jupangira	79	72	7	

Local Government	IVA Sampled LLGs	LG Score	IVA Score	Variance	Overall Rating
Moroto District	Nadunget S/C	69	81	-12	Not Credible
	Nadunget T/C	67	76	-9	
	Katikekile S/C	88	93	-5	
	Rupa S/C	87	80	7	
Nakapiripirit District	Tokora S/C	49	39	10	Not Credible
	Nakapiripirit T/C	60	42	18	
	Kakamongole S/C	64	20	44	
	Moruita S/C	91	92	-1	
Agago District	Lira Palwo S/C	69	52	17	Not Credible
	Kuywee S/C	80	47	33	
	Kalongo T/C	33	50	-17	
	Omot S/C	66	65	1	
Amuru District	Layima S/C	68	50	18	Not Credible
	Pabo S/C	57	56	1	
	Pabbo T/C	37	39	-2	
	Guru-Guru S/C	91	76	15	
Napak District	Iriiri S/C	89	76	13	Not Credible
	Ngoleriet S/C	65	61	4	
	Matany S/C	53	89	-36	
	Napak Town Council	87	97	-10	
Moroto Municipal Council	North Div	74	60	14	Not Credible
	South Div	78	73	5	
Lamwo District	Palabek Gem	83	24	59	Not Credible
	Paloga S/C	50	29	21	
	Madi Opei S/C	56	39	17	
	Palabek kal T/C	41	42	-1	
Kitgum District	Kitgum-Matidi TC	78	55	23	Not Credible
	Mucwini S/C	61	86	-25	
	Omiya Anyima	98	76	22	
	Lagoro S/C	83	80	3	
Nebbi Municipal Council	Abindu Div	72	50	22	Not Credible
	Central Div	71	63	8	
Kitgum Municipal Council	Pager Div	82	45	37	Not Credible
	Central Div	84	43	41	
	Pandwong Div	88	34	54	
Karenga District	Karenga S/C	76	73	3	Not Credible
	Kawakakol S/C	81	46	35	
	Kapedo Sub County	84	92	-8	
	Karenga T/C	89	87	2	
Terego District	Leju TC	96	85	11	Not Credible
	Katrini SC	91	83	8	
	Uriama SC	81	33	48	
	Aii-vu SC	65	26	39	
Kaabong District	Kathile S/C	87	55	32	Not Credible
	Lodiko S/C	94	89	5	
	Kaabong East S/C	85	96	-11	
	Kathile T/C	58	81	-23	
Gulu City	Bardege-Layibi Div	98	89	9	Not Credible
	Lano- Pece Div	99	82	17	
Gulu District	Owoo S/C	98	65	33	Not Credible
	Unyama S/C	58	35	23	
	Patiko S/C	86	55	31	
	Paibona S/C	79	59	20	
Koboko Municipal Council	South Div	82	62	20	Not Credible
	North Div	87	70	17	

Local Government	IVA Sampled LLGs	LG Score	IVA Score	Variance	Overall Rating
Kotido District	Kacheri S/C	70	60	10	Not Credible
	Panyagara S/C	67	60	7	
	Rengen S/C	81	94	-13	
	Kacheri T/C	62	85	-23	
Omoror District	Acet T/C	84	36	48	Not Credible
	Koro S/C	84	49	35	
	Bobo S/ C	92	69	23	
	Odek S/C	74	32	42	
Kotido Municipal Council	Central Div	60	77	-17	Not Credible
	North Div	48	72	-24	
	South Div	50	70	-20	
	West Div	60	71	-11	
Madi-Okollo District	Okollo TC	21	13	8	Not Credible
	Pawor SC	59	3	56	
	Anyiribu SC	65	30	35	
Otuke District	Adware T/C	88	57	31	Not Credible
	Orum S/C	75	47	28	
	Adwari S/C	72	93	-21	
	Olilim S/C	79	95	-16	
Abim District	Abim S/C	78	72	6	Not Credible
	Morulem S/C	93	83	10	
	Abim T/C	67	66	1	
	Nyakwae S/C	71	97	-26	
Oyam District	Iceme S/C	96	70	26	Not Credible
	Loro S/C	98	58	40	
	kamdini S/C	100	64	36	
	Iceme T/C	70	44	26	
Arua District	Arivu SC	94	69	25	Not Credible
	Vurra SC	87	57	30	
	Logiri SC	80	42	38	
	Ajia SC	88	66	22	
Lira District	Amach T/C	62	54	8	Not Credible
	Wiodyek S/C	83	72	11	
	Agali S/C	55	67	-12	
	Itek S/C	68	68	0	
Lira City	West Div	96	91	5	Not Credible
	East Div	91	45	46	
Kole District	Alito S/C	56	72	-16	Not Credible
	Bala S/C	87	77	10	
	Alito T/C	40	50	-10	
	Ayer S/C	97	83	14	
Dokolo District	Agwata S/C	74	55	19	Not Credible
	Kangai S/C	33	41	-8	
	Agwata T/C	68	41	27	
	Dokolo S/C	88	65	23	
Alebtong District	Akura S/C	82	73	9	Not Credible
	Aloi T/C	89	79	10	
	Abia S/C	93	96	-3	
	Aloi S/C	73	92	-19	
Kwania District	Ayabi S/C	62	54	8	Not Credible
	Aduku T/C	66	89	-23	
	Akali S/C	57	55	2	
	Aduku S/C	90	82	8	
Arua City	Ayivu Div	88	47	41	Not Credible
	Central Div	89	74	15	

Local Government	IVA Sampled LLGs	LG Score	IVA Score	Variance	Overall Rating
Apac District	Apac S/C	67	61	6	Not Credible
	Akokoro S/C	81	72	9	
	Akokoro T/C	82	61	21	
	Chegere S/C	57	69	-12	
Apac Municipal Council	Agulu Div	90	89	1	Not Credible
	Akere Div	95	83	12	
Amolatar District	Agwingiri S/C	82	70	12	Not Credible
	Namasale S/C	69	34	35	
	Arwoteck Sub County	93	80	13	
	Namasale T/C	99	99	0	
Maracha District	Awiziru SC	88	51	37	Not Credible
	Nyadri South SC	78	48	30	
	Okokoro TC	80	50	30	
	Oleba SC	75	59	16	
Koboko District	Abuku SC	90	66	24	Not Credible
	Kuluba Sc	71	67	4	
	Midia SC	84	70	14	
	Keri TC	85	73	12	
Obongi District	Obongi TC	94	52	42	Not Credible
	Palorinya SC	91	45	46	
	Aliba SC	91	76	15	
	Itula SC	84	51	33	
Yumbe District	Arafa SC	83	48	35	Not Credible
	Lobe TC	84	50	34	
	Drajini SC	93	54	39	
	Lori	33	38	-5	
Moyo District	Otce SC	66	56	10	Not Credible
	Moyo SC	45	31	14	
	Aluru SC	29	0	29	
	Laropi TC	85	76	9	
Adjumani District	Adropi SC	64	78	-14	Not Credible
	Adjumani SC	75	71	4	
	Pachara SC	73	75	-2	
	Dzaipi SC	86	70	16	
Nwoya District	Alero SC	73	39	34	Not Credible
	Got Apwoyo SC	79	53	26	
	Koch Goma TC	72	27	45	
	Koch Goma SC	80	51	29	
WESTERN CLUSTER					
Bundibugyo District	Ntandi TC	88	72	16	Not Credible
	Mabere SC	66	66	0	
	Bubandi SC	89	84	5	
	Kirumya SC	75	77	-2	
Ntoroko District	Kibuku TC	51	56	-5	Credible
	Nombe SC	55	56	-1	
	Bweramule	70	74	-4	
	Rwesingo	58	59	-1	
Kabarole District	Mugusu TC	84	84	0	Credible
	Hakibale SC	63	63	0	
	Busoro SC	98	98	0	
	Rwengaju SC	78	77	1	
Masindi Municipal Council	Masindi Central Division	93	83	10	Credible
	Nyagahya Division	88	80	8	
Fort-Portal City	Central Division	66	70	-4	Credible
	Nothern Division	85	85	0	

Local Government	IVA Sampled LLGs	LG Score	IVA Score	Variance	Overall Rating
Bunyangabu District	Nyakigumba TC	72	70	2	Not Credible
	Kiyombya SC	29	33	-4	
	Kibiito SC	50	65	-15	
	Kabonero SC	40	44	-4	
Buliisa District	Kihungya SC	64	79	-15	Not Credible
	Butiaba SC	52	59	-7	
	Biiso TC	84	97	-13	
	Buliisa SC	44	57	-13	
Masindi District	Kijunjuba TC	72	72	0	Credible
	Pakanyi SC	51	56	-5	
	Bundongo SC	86	90	-4	
	Bwijanga SC	67	75	-8	
Kiryandongo District	Kicwabugingo SC	61	65	-4	Not Credible
	Kigumba SC	36	58	-22	
	Kiryandongo TC	80	91	-11	
	Kiryandongo SC	76	88	-12	
Kasese District	Bugoye SC	55	60	-5	Credible
	Hima TC	96	95	1	
	Kisinga SC	90	91	-1	
	Kyondo SC	42	50	-8	
Kasese Municipal Council	Nyamwamba Division	82	87	-5	Credible
	Bulembia Division	91	90	1	
Hoima District	Kapapi SC	33	87	-54	Not Credible
	Bulindi TC	42	72	-30	
	Kigoroby SC	84	96	-12	
	Bombo SC	66	91	-25	
Rubirizi District	Kichwamba SC	93	96	-3	Credible
	Kirugu SC	87	91	-4	
	Katerera SC	85	89	-4	
	Katerera TC	88	88	0	
Hoima City	Hoima East Division	74	61	13	Not Credible
	West Division	27	57	-30	
Kikuube District	Kyangwali SC	87	85	2	Not Credible
	Buhimba SC	58	73	-15	
	Bugambe SC	74	92	-18	
	Buhimba TC	79	91	-12	
Buhweju District	Bihanga SC	92	88	4	Not Credible
	Kashenyi Kajani TC	49	79	-30	
	Nyakishana SC	76	86	-10	
	Engaju SC	89	92	-3	
Kagadi District	Kagadi SC	76	88	-12	Not Credible
	Muhorro TC	81	84	-3	
	Isunga SC	65	86	-21	
	Kyaterekera SC	40	89	-49	
Sheema District	Shuuku TC	94	90	4	Credible
	Kitagata SC	61	60	1	
	Masheruka SC	67	71	-4	
	Rugarama SC	71	76	-5	
Rukungiri District	Kebisoni TC	97	85	12	Not Credible
	Bwambara SC	74	83	-9	
	Bugangari SC	84	82	2	
	Kebisoni SC	87	83	4	
Kanungu District	Nyakinoni SC	39	41	-2	Credible
	Nyamirama SC	41	47	-6	
	Kanungu TC	70	74	-4	
	kanyantorogo SC	82	81	1	

Local Government	IVA Sampled LLGs	LG Score	IVA Score	Variance	Overall Rating
Ntungamo Municipal Council	Central Division	92	87	5	Credible
	Eastern Division	84	82	2	
Ntungamo District	RwamabondoTC	80	81	-1	Credible
	Kayonza SC	88	92	-4	
	Ngoma SC	87	83	4	
	Ntungamo SC	71	71	0	
Rukiga District	Muhanga TC	88	94	-6	Credible
	Bukinda SC	93	92	1	
	Kamwezi SC	96	94	2	
	Rwamucucu SC	92	90	2	
Kabale Municipal Council	Central Division	97	96	1	Credible
	Southern Division	98	96	2	
Kabale District	Ryakarimira TC	69	81	-12	Not Credible
	Kyanamira SC	69	79	-10	
	Rubaya SC	50	53	-3	
	Kaharo SC	86	86	0	
Rubanda District	Hamurwa TC	70	75	-5	Credible
	Hamurwa SC	80	83	-3	
	Kacerere TC	69	73	-4	
	Nyamweru SC	92	91	1	
Kisoro Municipal Council	Southern Division	92	90	2	Credible
	Central Division	94	92	2	
Kisoro District	Kanaba SC	81	84	-3	Credible
	Nyundo SC	30	29	1	
	Nyakinama SC	60	61	-1	
	Bunagana TC	71	72	-1	
Sheema Municipal Council	Central Division	70	78	-8	Credible
	Kagango Division	87	89	-2	
Rukungiri Municipal Council	Western Division	78	74	4	Credible
	Southern Division	82	91	-9	
Kazo District	Kanoni SC	87	93	-6	Credible
	Kazo SC	88	91	-3	
	Buremba TC	83	84	-1	
	Kyampangara SC	60	65	-5	
Mitooma District	Mitooma TC	77	87	-10	Credible
	Kabira SC	90	82	8	
	Mutara SC	78	75	3	
	Mitooma SC	70	70	0	
Bushenyi District	Kakanju SC	100	92	8	Credible
	Kyamuhunga TC	98	96	2	
	Ibaare SC	99	92	7	
	Nyabubare	97	89	8	
Kiruhura District	Kiruhura TC	92	90	2	Credible
	Kitura SC	100	100	0	
	Sanga SC	94	94	0	
	Nyakashashara SC	90	92	-2	
Bushenyi- Ishaka Municipal Council	Central Division	92	87	5	Credible
	Nyakabirizi Division	80	82	-2	
Kyenjojo District	Kyarusozi TC	90	90	0	Credible
	Kitega SC	69	73	-4	
	Kyembogo SC	90	96	-6	
	Butiiti SC	87	92	-5	
Kyegegwa District	Happuyo SC	65	74	-9	Not Credible
	Kyetega SC	50	73	-23	
	Hapuyo TC	66	86	-20	
	Kakabara SC	77	83	-6	

Local Government	IVA Sampled LLGs	LG Score	IVA Score	Variance	Overall Rating
Kakumiro District	Igayaza TC	74	84	-10	Not Credible
	Nkooko SC	59	78	-19	
	Kibijjo SC	79	91	-12	
	Kikwaya	92	96	-4	
Kibaale District	Matale SC	90	91	-1	Credible
	Kabasekende SC	86	94	-8	
	Nyamarunda TC	76	84	-8	
	Karama SC	69	82	-13	
Mbarara District	Rwanyamahembe TC	94	91	3	Credible
	Bukiiro SC	87	88	-1	
	Kashare SC	89	91	-2	
	Rubindi SC*	91	92	-1	
Kamwenge District	Kabambiro SC	82	88	-6	Not Credible
	Kahunge SC	68	84	-16	
	Kahunge TC	92	97	-5	
	Kamwenge SC	83	97	-14	
Mbarara City	South Division	94	98	-4	Credible
	North Division	97	99	-2	
Isingiro District	Bireere SC	100	100	0	Credible
	Kaberebere	97	97	0	
	Kabingo SC	100	100	0	
	Ngarama SC	94	94	0	
Rwampara District	Rugando SC	100	97	3	Credible
	Rweibogo- Kibingo TC	97	92	5	
	Bugamba SC	97	90	7	
	Buterano- NyeihangaTC	94	87	7	
Kitagwenda District	Kicheche SC	82	83	-1	Not Credible
	Ruhunga SC	77	79	-2	
	Mahyoro TC	70	76	-6	
	Mahyoro SC	73	86	-13	
Ibanda District	Rukiri SC	98	99	-1	Credible
	Ishongororo SC	99	100	-1	
	Isongorero TC	99	99	0	
	Kikyekye SC	97	98	-1	
Ibanda Municipal Council	Bisheshe Division	87	86	1	Credible
	Bufunda Division	99	96	3	



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