



# LOCAL GOVERNMENT **PERFORMANCE ASSESSMENT MANUAL**

**June 2018**





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## ACKNOWLEDGEMENT

The Government of Uganda is committed to improving the delivery of services to all citizens. This is manifested in a number of initiatives key among which are those that deliver services closer to the population.

Since FY 2015/16, Government started to implement reforms to improve the way Local Governments (LGs) are financed to implement their mandates as enshrined in the law(s) governing them. These reforms focus on ensuring that the resources transferred to LGs are objectively distributed to finance local needs, focus on national priorities and are duly accounted for.

In order to ensure that public resources for service delivery are properly accounted for, Government has designed a system for assessing the performance of LGs to establish adherence to budgeting and accountability requirements and provide incentives to improve LG institutional and service delivery performance.

The Local Government Performance Assessment Manual has been jointly developed by relevant Ministries, Departments and Agencies (MDAs) in close consultation with local governments. It provides detailed information and guidelines on the objectives, processes, organisation and management of the performance assessment system to be applied, including activities prior to, during and after assessment.

It is my hope that this Manual will be put to good use so that it can contribute to efforts to improve LG performance and service delivery. I urge LGs to embrace the Manual as a key tool to not only prepare for the assessment process but also use it as a basis for continuous improvements in the execution of their mandated service delivery roles and responsibilities. I equally urge all concerned MDAs to carry out their respective institutional roles of providing the required support and coordinated capacity building to Local Governments. Based on the lessons learnt, and to incorporate revised sector requirements, the LGPAM of June 2017 has been revised and this new version dated June 2018 was elaborated.

My office extends special gratitude to all representatives from various MDAs that made the production of this Manual possible. These include; Ministry of Finance, Planning and Economic Development, Ministry of Local Government, Local Government Finance Commission, Ministry of Education and Sports, Ministry of Health, Ministry of Water and Environment, Ministry of Gender, Labour and Social Development, Ministry of Lands, Housing and Urban Development/USMID, Ministry of Public Service, Uganda Bureau of Statistics and the National Planning Authority.

My office also acknowledges the contribution of Local Governments towards the development of the Manual, and last - but not least - the financial contribution from UK Aid, to the development of this important document, including the funding of the Overseas Development Institute – Budget Strengthening Initiative (ODI-BSI) technical assistance team. I call upon all stakeholders to commit to improve service delivery in the country.

For God and My Country



**Christine Guwatudde Kintu**  
**Permanent Secretary, Office of the Prime Minister**

## ACRONYMS/ABBREVIATIONS

|       |                                              |
|-------|----------------------------------------------|
| AFA   | Annual Final Accounts                        |
| AO    | Accounting Officer                           |
| APA   | Annual Performance Assessment                |
| AWP   | Annual Work Plan                             |
| B&A   | Budget and Accountability                    |
| BFP   | Budget Framework Paper                       |
| BoQs  | Bills of Quantities                          |
| BTI   | Budget Transparency Initiative               |
| CAO   | Chief Administrative Officer                 |
| CC    | Contracts Committee                          |
| CB    | Capacity Building                            |
| CD    | Capacity Development                         |
| CDOs  | Community Development Officers               |
| CDWs  | Community Development Workers                |
| CFO   | Chief Finance Officer                        |
| DDEG  | Discretionary Development Equalisation Grant |
| DEO   | District Education Officer                   |
| DEC   | District Environment Committee               |
| DES   | Directorate of Education Standards           |
| DHO   | District Health Officer                      |
| DHT   | District Health Teams                        |
| DPs   | Development Partners                         |
| DPU   | District Procurement Unit                    |
| DSC   | District Service Commission                  |
| DWO   | District Water Office                        |
| EIAs  | Environment Impact Assessments               |
| EMIS  | Education Management Information System      |
| ENR   | Environment and Natural Resources            |
| ESM   | Environment and Social Management            |
| ESMP  | Environmental and Social Management Plan     |
| FDA   | Fiscal Decentralisation Architecture         |
| FDS   | Fiscal Decentralisation Strategy             |
| FD TC | Fiscal Decentralisation Technical Committee  |
| FD SC | Fiscal Decentralisation Steering Committee   |
| FY    | Financial Year Financial Year                |

|                   |                                                            |
|-------------------|------------------------------------------------------------|
| <b>GAPR</b>       | Government Annual Performance Report                       |
| <b>GFP</b>        | Gender Focal Point                                         |
| <b>GoU</b>        | Government of Uganda                                       |
| <b>HC</b>         | Health Centre                                              |
| <b>HIS</b>        | Health Information Systems                                 |
| <b>HLG</b>        | Higher Local Government                                    |
| <b>HMIS</b>       | Health Management Information System                       |
| <b>HoD</b>        | Head of Department                                         |
| <b>HPMAs</b>      | Hand Pump Mechanics Associations                           |
| <b>HRM &amp;D</b> | Human Resource Management and Development                  |
| <b>HSD</b>        | Health Sub-district                                        |
| <b>HUMC</b>       | Health Unit Management Committee                           |
| <b>IA</b>         | Internal Audit                                             |
| <b>IFMIS</b>      | Integrated Financial Management Information System         |
| <b>IGFT</b>       | Intergovernmental Fiscal Transfer                          |
| <b>IGG</b>        | Inspector General of Government                            |
| <b>IPF</b>        | Indicative Planning Figure                                 |
| <b>IPPS</b>       | Integrated Personnel and Payroll System                    |
| <b>JAR</b>        | Joint Annual Review                                        |
| <b>LDG</b>        | Local Development Grant                                    |
| <b>LEC</b>        | Local Environment Committee                                |
| <b>LGs</b>        | Local Governments                                          |
| <b>LGDP</b>       | Local Government Development Programme                     |
| <b>LG FAR</b>     | Local Governments Financial and Accounting Regulations     |
| <b>LGFC</b>       | Local Government Finance Commission                        |
| <b>LGMSDP</b>     | Local Government Management and Service Delivery Programme |
| <b>LGPAM</b>      | Local Government Performance Assessment Manual             |
| <b>LLG</b>        | Lower Local Government                                     |
| <b>LMs</b>        | Line Ministries                                            |
| <b>LRDP</b>       | Luweero Rwenzori Development Programme                     |
| <b>LST</b>        | Local Service Tax                                          |
| <b>MDAs</b>       | Ministries Departments and Agencies                        |
| <b>M&amp;E</b>    | Monitoring and Evaluation                                  |
| <b>MIS</b>        | Management Information System                              |
| <b>MoLHUD</b>     | Ministry of Lands Housing and Urban Development            |
| <b>MoFPED</b>     | Ministry of Finance, Planning and Economic Development     |

|       |                                                            |
|-------|------------------------------------------------------------|
| MoES  | Ministry of Education and Sports                           |
| MoH   | Ministry of Health                                         |
| MoLG  | Ministry of local Government                               |
| MoWE  | Ministry of Water and Environment                          |
| MoPS  | Ministry of Public Service                                 |
| MTEF  | Medium-Term Expenditure Framework                          |
| NAADS | National Agricultural Advisory Services                    |
| NDP   | National Development Plan                                  |
| NMS   | National Medical Stores                                    |
| NPA   | National Planning Authority                                |
| NRM   | Natural Resources Management                               |
| NRO   | Natural Resources Officer                                  |
| NWR   | Non-wage Recurrent                                         |
| OAG   | Office of the Auditor General                              |
| OBT   | Output Budgeting Tool                                      |
| O&M   | Operation and Management                                   |
| OPAMS | On-line Performance Assessment Monitoring System           |
| OPM   | Office of the Prime Minister                               |
| OSR   | Own Source Revenue                                         |
| OTIMs | Online Transfer Information Management System              |
| PA    | Performance Assessment                                     |
| PAC   | Public Accounts Committee                                  |
| PAF   | Poverty Action Fund                                        |
| PBGS  | Performance-Based Grant System                             |
| PBS   | Programme Budgeting System                                 |
| PDU   | Procurement and Disposal Unit                              |
| PFM   | Public Finance Management                                  |
| PFMAA | Public Finance Management and Accountability Act           |
| PfR   | Program for Results                                        |
| PHC   | Primary Health Care                                        |
| PLE   | Primary Leaving Examinations                               |
| PMs   | Performance Measures                                       |
| PNFP  | Private Not For Profit                                     |
| PPDA  | Public Procurement and Disposal of Public Assets Authority |
| PRDP  | Peace, Recovery and Development Plan for Northern Uganda   |
| PS    | Permanent Secretary                                        |

|       |                                                                |
|-------|----------------------------------------------------------------|
| PSM   | Public Sector Management                                       |
| PWDs  | Persons with Disabilities                                      |
| QA    | Quality Assurance                                              |
| QBPR  | Quarterly Budget Performance Report                            |
| RGC   | Rural Growth Centre                                            |
| SC    | Steering Committee                                             |
| SMART | Simple, Measurable, Achievable, Result-oriented and Time-bound |
| SMC   | School Management Committee                                    |
| ST    | Secretary Treasury                                             |
| STP   | Straight Through Processing                                    |
| TA    | Technical Assistance                                           |
| TC    | Town Council                                                   |
| TEC   | Technical Evaluation Committee                                 |
| TPC   | Technical Planning Committee                                   |
| TOR   | Terms of Reference                                             |
| UBOS  | Uganda Bureau of Statistics                                    |
| UCG   | Unconditional Grant                                            |
| UPE   | Universal Primary Education                                    |
| USMID | Uganda Support to Municipal Infrastructure Development         |
| WASH  | Water Sanitation and Hygiene                                   |
| WB    | World Bank                                                     |
| WSCs  | Water and Sanitation Committees                                |
| WSS   | Water Supply and Sanitation                                    |
| WSSBs | Water Supply and Sanitation Boards                             |

# EXECUTIVE SUMMARY

## 1. Introduction

This Local Government Performance Assessment Manual has been designed through a consultative process as part of the intergovernmental fiscal transfer reforms. The overall objective of the Local Government Performance Assessment system is to promote effective behaviour, systems and procedures in order improve LG's administration and service delivery. The system has three dimensions: (1) Budget (1a) and accountability requirements (1b); (2) crosscutting and sector functional processes and systems broken down in measures for districts and municipalities (2a) and for sub-counties, town councils and divisions (2b); and (3) service delivery results.

This LG PA Manual outlines the requirements/indicators and elaborates processes and procedures for assessing (i) budget and accountability requirements (1a and 1b); and (ii) crosscutting and sector functional processes and systems for districts and municipalities (dimension 2a).

The indicators (performance measures), process and procedure for assessing dimension 2b for sub-counties, town councils and divisions and dimension 3-service delivery results will be developed later and are not yet included in this Manual.

Please also note that the revised LG PA Manual (2018) has maintained the structure, main content, performance measures, etc. from the 2017 version of the LG PA Manual. The major changes are related with clarifications and refinements of indicators, and changes are explained where they have been issued.

## 2. Budget and Accountability Requirements

### Budget requirements – Dimension 1a

Four areas for budget requirements have been selected from the budgeting guidelines issued by each of the sector Ministries, which Local Governments will be required to fulfil (see Section 9 for a detailed overview per sector).

The assessment of the budget requirements will be the responsibility of the respective MDAs through the review of performance contracts and budget preparation between March and April each year with a final check of the budgets in May/June. The results of the assessment will inform the signing of the performance contract between the LG accounting officer and the PS/ST. Below is a summary of the budget requirements that will be assessed (Refer to sections 7 and 8 for further details).

### **Budget requirements**

LGs will be assessed on compliance with budget requirements in the following four areas:

1. Whether the total work plan revenues and expenditures balance, and are divided correctly between wage, non-wage recurrent, GoU and donor development;
2. Whether the sum of the revenue allocations for the sector wage conditional grants are equal to the wage recurrent expenditure including the total wage provision in the department staff recruitment plan.
3. Whether the annual work plan complies with the sector guidelines for non-wage recurrent grants. For example: (i) in health, whether the annual work plan indicates allocations to Lower Level Health Facilities and hospitals, private not for profit facilities; and (ii) in education, whether the transfers for Primary (including inspection and DEO's operations), Secondary and Tertiary Institutions comply with indicative planning figures.
4. Whether the LG annual work plan for the development grant adheres to the investment menu as well as allocations across categories as provided for in the respective grant information and budget guidelines for the coming FY.

### **Accountability requirements – Dimension 1b**

Five areas for accountability requirements have been selected, which Local Government will be required to fulfil (see Section 8 for a detailed overview). Below is an overview of the accountability requirements that will be assessed. These will be assessed together with the performance measures (Dimension 2) from August – December (reviewing performance for previous FY) and based on the most recent audit findings in January. The results will inform the appointment of LG Accounting Officers<sup>1</sup> (the list of Accounting Officers is submitted together with the budget to Parliament by the Minister of Finance, Planning and Economic Development latest April 1).

### **Accountability requirements**

LGs will be assessed on compliance with accountability requirements in the following five areas:

1. LG has submitted an annual performance contract of the forthcoming year by June 30 on the basis of the PFMAA and LG Budget guidelines for the coming Financial Year
2. LG has submitted a Budget that includes a Procurement Plan for the forthcoming FY (LG PPDA Regulations, 2006) by June 30.
3. LG has submitted the annual performance report for the previous FY on or before 31st July (PFMA Act, 2015)
4. LG has submitted the quarterly budget performance report for all the four quarters of the previous FY by end of the FY; PFMA Act, 2015).
5. The LG has provided information to the PS/ST on the status of implementation of Internal Auditor General and Auditor General findings for the previous financial year by February (PFMA Section 11. 2g). This statement includes actions against all findings where the Auditor General recommended the Accounting Officer to take action in line with applicable laws.
6. The LG audit opinion for the previous FY is neither adverse nor disclaimer (to be assessed in December/January)

<sup>1</sup> The results of these will be combined with other information on performance of the accounting officers, especially from MoLG and its current review of performance of the chief administrative officers and town clerks.

### 3. Performance Measures – Dimension 2a: Crosscutting and Sector Functional Processes and Systems

Performance Measures have been developed for Crosscutting LG aspects, as well as for the sectors of Education, Health and Water. The Performance Measures and scoring system are developed in a manner whereby the maximum score for each assessment is 100 points, and where each point has an impact on the allocation for a LG for the coming FY. For the DDEG, each LG's performance will be compared with the performance of other LGs in each group (window) applied for the allocation. For districts: PRDP districts, LRDP districts, Local Government Grant (other Districts) and for municipalities – USMID and non-USMID - performance above average is rewarded and below average penalised. For the sector grants, each LG's performance is compared with the performance of all LGs across the country.

The Annual Performance Assessments will also be conducted by an externally contracted firm through a review of secondary data as well as a field-based assessment between August and November each year. The results of the assessment will impact on the size of the respective development grant for the following FY. Below is a summary overview of the Performance Measures that will be assessed including their scores and the grants to which they will impact. The detailed criteria and scoring guide is included in Section 9.

#### Crosscutting Performance Measures

The cross-cutting performance measures impact on the size of the Discretionary Development Grant for the coming FY. Below is a summary of the measures:

##### **A) Planning, budgeting and execution – 20 points**

1. All new infrastructure projects in a municipality / District are approved by the respective Physical Planning Committees and are consistent with the approved Physical Plans – maximum 4 points
2. The prioritized investment activities in the approved AWP for the current FY are derived from the approved five-year Development Plan, are based on discussions in annual reviews and budget conferences and have project profiles – maximum 5 points
3. Annual statistical abstract, with gender-disaggregated data has been compiled and presented to the TPC to support budget allocation and decision-making- maximum 1 point.
4. Investment activities in the previous FY were implemented as per AWP – maximum 6 points
5. The LG has executed the budget for construction of investment projects and O&M for all major infrastructure projects and assets during the previous FY – maximum 4 points

##### **B) Human resource management – maximum 14 points**

6. LG has substantively recruited and appraised all Heads of Departments – maximum 5 points
7. The LG DSC has considered all staff that have been submitted for recruitment, confirmation and disciplinary actions during the previous FY – maximum 4 points
8. Staff recruited and retiring access the salary and pension payroll respectively within two months – maximum 5 points

**C) Revenue mobilization – maximum 10 points**

- 9. The LG has increased LG own source revenues in the last Financial Year compared to the one before the last Financial Year (last FY year but one) – maximum 4 points
- 10. LG has collected local revenues as per budget (collection ratio) – maximum 2 points
- 11. Local revenue administration, allocation and transparency – maximum 4 points

**D) Procurement and contract management – maximum 16 points**

- 12. The LG has in place the capacity to manage the procurement function – maximum 4 points
- 13. The LG has a comprehensive Procurement and Disposal Plan covering infrastructure activities in the approved AWP, which is followed – maximum 2 points
- 14. The LG has prepared bid documents, maintained contract registers and procurement activities files and adheres with established thresholds – maximum 6 points
- 15. The LG has certified and provided detailed project information on all investments – maximum 4 points

**E) Financial management – maximum 20 points**

- 16. The LG makes monthly and up to-date bank reconciliations – maximum 4 points
- 17. The LG made timely payment of suppliers during the previous FY – maximum 2 points
- 18. The LG executes the Internal Audit function in accordance with the LGA section 90 and LG procurement regulations - maximum 6 points
- 19. The LG maintains a detailed and updated assets register – maximum 4 points
- 20. The LG has obtained an unqualified or qualified Audit opinion – maximum 4 points

**F) Governance, oversight, transparency, and accountability – maximum 10 points**

- 21. The LG Council meets and discusses service delivery related issues – maximum 2 points
- 22. The LG has responded to the feedback/complaints provided by citizens – maximum 2 points
- 23. The LG shares information with citizens (Transparency) – maximum 4 points
- 24. The LG communicates guidelines, circulars and policies to LLGs and organizes discussions to receive/provide feedback to/from citizens – maximum 2 points

**G) Social and environmental safeguards – maximum 10 points**

- 25. The LG has mainstreamed gender into their planned activities to strengthen women's roles and facilitate empowerment – maximum 4 points
- 26. LG has established and maintains a functional system and staff for environmental and social impact assessments and land acquisitions – maximum 6 points

## Education performance measures

Education Performance Measures have been developed to impact on Education Development Grant for the coming FY. Below is a summary of the measures:

### A) Human resource planning and management – maximum 30 points

1. The LG Education department has budgeted and deployed teachers as per guidelines (a Head Teacher and minimum of 7 teachers per school) – maximum 8 points
2. LG has substantively recruited all primary school teachers where there is a wage bill provision – maximum 6 points
3. LG has substantively recruited all positions of school inspectors as per staff structure where there is a wage bill provision – maximum 6 points
4. The LG Education department has submitted a recruitment plan covering primary teachers and school inspectors to HRM for the current FY – maximum 4 points
5. The LG Education department has conducted performance appraisal for school inspectors and ensured that all primary school head teachers are appraised during the previous FY – maximum 6 points

### B) Monitoring and inspection – maximum 35 points

6. The LG Education department has effectively communicated and explained guidelines, policies, circulars issued by the central government level in the previous FY to schools – maximum 3 points
7. The LG Education department has effectively inspected all registered primary schools – maximum 12 points
8. LG Education department has discussed the results/reports of school inspections, used them to make recommendations for corrective actions and followed recommendations – maximum 10 points
9. The LG Education department has submitted accurate/consistent reports/data for school lists and enrollment as per formats provided by MoES – maximum 10 points

### C) Governance, oversight, transparency and accountability – maximum 12 points

10. The LG committee responsible for education met, discussed service delivery issues and presented issues that require approval to Council – maximum 4 points
11. Primary schools in a LG have functional SMCs – maximum 5 points
12. The LG has publicised all schools receiving non-wage recurrent grants – maximum 3 points

### D) Procurement and contract management – maximum 7 points

13. The LG Education department has submitted input to the procurement plan to the Procurement Unit that cover all items in the approved Sector annual work plan and budget – maximum 4 points
14. The LG Education department has certified and initiated payment for works and supplies on time – 3 maximum points

**E) Financial management and reporting – maximum 8 points**

15. The LG education department has submitted annual reports (including all quarterly reports) in time to the Planning Unit – maximum 4 points
16. The LG Education department has acted on Internal Audit recommendations (if any) – maximum 4 points

**F) Social and environment safeguards – maximum 8 points**

17. The LG Education department has disseminated and promoted adherence to gender guidelines – 5 points
18. The LG Education department has ensured that guidelines on environmental management are disseminated and complied with – 3 points

**Health performance measures**

Health Performance Measures have been developed to impact on the size of the Health Development Grant for the coming FY. Below is a summary of the measures:

**A) Human resource planning and management – maximum 26 points**

1. LG has substantively recruited primary health care workers with a wage bill provision from PHC wage – maximum 8 points
2. The LG Health department has submitted a comprehensive recruitment plan for primary health care workers to the HRM departments – maximum 6 points
3. The LG Health department has conducted performance appraisal for the health centre IVs and Hospital in-charges and ensured performance appraisals for HC II and II in charges are conducted – 8 points
4. The LG Health department has deployed health workers across health facilities and in accordance with the staff lists submitted together with the budget in the current FY – maximum 4 points

**B) Monitoring and supervision – 32 points**

5. The DHO/MHO has effectively communicated and explained guidelines, policies, circulars issued by the national level in the previous FY to health facilities – maximum 6 points
6. The LG Health department has effectively provided support supervision to district health services – maximum 6 points
7. The LG Health department (including HSDs) has discussed the results/reports of the support/supervision and monitoring visits, used them to make recommendations for corrective actions and followed up – maximum 10 points
8. The LG Health department has submitted accurate/consistent reports/data for health facility lists receiving PHC funding as per formats provided by MoH – maximum 10 points

**C) Governance, oversight, transparency and accountability – maximum 14 points**

- 9. The LG committee responsible for health met, discussed service delivery issues and presented issues that require approval to Council – maximum 4 points
- 10. The Health Unit Management Committees and Hospital Board(s) are operational/functional – maximum 6 points
- 11. The LG has publicised all health facilities receiving PHC non-wage recurrent grants – maximum 4 points

**D) Procurement and contract management – maximum 8 points**

- 12. The LG Health department has submitted input to procurement plan and requests to PDU that cover all items in the approved Sector annual work plan and budget – maximum 4 points
- 13. The LG Health department has certified and initiated payment for supplies on time – maximum 4 points

**E) Financial management and reporting – maximum 8 points**

- 14. The LG Health department has submitted annual reports (including all quarterly reports) in time to the Planning Unit – maximum 4 points
- 15. The LG Health department has acted on Internal Audit recommendations (if any) – maximum 4 points

**F) Social and environment safeguards – maximum 12 points**

- 16. Compliance with gender composition of HUMC and promotion of gender sensitive sanitation in health facilities – maximum 4 points
- 17. LG Health department has ensured that guidelines on environmental management are disseminated and complied with- maximum 4 points
- 18. The LG Health department has issued guidelines on medical waste management – maximum 4 points

## Water Performance Measures

Water Performance Measures have been developed to impact on the Rural Water Development Grant for the coming FY. Below is a summary of the measures:

### A) Planning, budgeting and execution – maximum 25 points

1. The DWO has targeted budget/grant allocations to sub-counties with safe water coverage below the district average – maximum 10 points
2. The district Water department has implemented budgeted water projects in the targeted sub-counties (i.e. sub-counties with safe water coverage below the district average) – maximum 15 points

### B) Monitoring and supervision – maximum 25 points

3. The district Water department carries out monthly monitoring of project investments in the sector – maximum 15 points
4. The district Water department has submitted accurate/consistent reports/data lists of water facilities as per formats provided by MoWE – maximum 10 points

### C) Procurement and contract management – maximum 15 points

5. The district Water department has submitted in put for LG procurement plan complete with all technical requirements that cover all items in the approved Sector annual work plan and budget to PDU– maximum 4 points
6. The LG has appointed a contract manager and has effectively managed the WSS contracts – maximum 8 points
7. The district Water department has certified and initiated payment for works and supplies on time – maximum 3 points

### D) Financial management and reporting – maximum 10 points

8. The district Water department has submitted annual reports (including all quarterly reports) in time to the Planning Unit – maximum 5 points
9. The district Water department has acted on Internal Audit recommendations (if any) – maximum 5 points

### E) Governance, oversight, transparency and accountability – maximum 15 points

10. The district committee responsible for water met, discussed service delivery issues and presented issues that require approval to Council – maximum 6 points
11. The district Water department has shared information widely to the public to enhance transparency – maximum 6 points
12. Participation of communities in WSS programmes – maximum 3 points

### F) Social and environmental safeguards – maximum 10 points

13. The district Water department has devised strategies for environmental conservation and management – maximum 4 points
14. The district Water department has promoted gender equity in WSC composition – maximum 3 points
15. Gender and special needs sensitive sanitation facilities in public places/RGCs provided by the water department– maximum 3 points

# SECTION I INTRODUCTION

## 1 Background and Objectives

### 1.1 Background to Local Government Performance Assessment

The Constitution of the Republic of Uganda and the LG Act Cap 243 mandates the Local Governments (LGs) to deliver a wide range of services to citizens. To perform their mandates, LGs require systems and capacities as well as resources (human, financial etc.). Whereas several efforts have been put in place to assess, support, and finance LGs, the systems, procedures and effectiveness of LGs in local service delivery need to be improved. Government has embarked on reforms to finance LGs to enable them to better deliver the mandated services. Among these is the reform of IGFT that started in FY 2014/15.

The Government's Intergovernmental Fiscal Transfers Reform Program focuses on three main objectives. These are:

- 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.

The goal of this program is to improve the quantity and quality of service delivery outcomes. This Manual deals with the third element, the means and tools to support efficiency.

### 1.2 Overall and Specific Objectives of the LG Performance Assessment system

Within the intergovernmental fiscal transfer reform process, the LG Performance Assessment (PA) system is aimed at attaining the third objective of the reform: using the fiscal transfer system to provide incentives for improved institutional and service delivery performance of Local Governments. The overall objective of the LG PA system is to promote effective behaviour, systems and procedures of importance for LG's efficient administration and service delivery.

The specific objectives of the PA-system are to:

- a) Provide incentives and promote good practice in administration, resource management, accountability and service delivery through rewarding and sanctioning good and bad practices respectively.
- b) 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.
- c) Contribute to the general LG monitoring and evaluation (M&E) system. The LG PA process and results will provide: (i) Information LGs use to make management decisions that are intended to enhance their performance; and (ii) inputs to other M&E and assessment systems such as the Government Annual Performance Review (GAPR) and various sector/subject specific assessments and M&E systems.

### 1.3 Overview of the main dimensions/components of the LG PA system

The LG PA system has three dimensions/elements, which are mutually reinforcing:

- Dimension 1** is strengthening accountability and the linkage of expenditure to national and local priorities for service delivery by linking the appointment of Accounting Officers and signing of Performance Contracts to adherence to core budget requirements (sub-dimension 1a) and accountability requirements (sub-dimension 1b);
- Dimension 2** is strengthening the management of service delivery and development projects at the local level. This will be by subjecting the allocation of a share of the discretionary and sectoral<sup>2</sup> development grants to the results of LG performance assessment of cross cutting and sectoral institutional processes and systems (dimension 2a consists of performance measures for districts and municipalities, whereas 2b focuses on measures for sub-counties, town councils and divisions. These are yet to be developed; and
- Dimension 3** is incentivizing the provision of service delivery results and processes in individual service delivery units (schools, health facilities), by linking the size of operational transfers to these units to the actual performance of these service delivery units<sup>3</sup>.

The figure below provides an overview of the linkages between the three dimensions.

**Table 1: Linking Transfers to Performance**



The three dimensions of performance assessment are further summarised in table 1.

<sup>2</sup> Education, Health and Water

<sup>3</sup> To be designed later.

**Table 2: The Three Dimensions of Performance Assessment**

| Issue                     | 1a. Adherence to Core Budget Requirements                                                                | 1b Adherence to the Accountability requirements                                                                                        | 2a. Functionality of crosscutting and sector LG Process and Systems for districts and municipalities                                        | 2b. Functionality of cross-cutting and sector LG Processes and Systems for sub-counties/TC/ Divisions              | 3. Service Delivery Results                                                                                        |
|---------------------------|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| What is assessed?         | <ul style="list-style-type: none"> <li>Budget requirements</li> </ul>                                    | <ul style="list-style-type: none"> <li>Accountability requirements</li> </ul>                                                          | <ul style="list-style-type: none"> <li>Core/generic/crosscutting processes &amp; systems</li> <li>Sector processes &amp; systems</li> </ul> | <ul style="list-style-type: none"> <li>Core/generic/crosscutting processes &amp; systems</li> </ul>                | <ul style="list-style-type: none"> <li>Service delivery results</li> </ul>                                         |
| Institution/unit assessed | <ul style="list-style-type: none"> <li>Accounting Officer's adherence to performance contract</li> </ul> | <ul style="list-style-type: none"> <li>Accounting officer compliance to accountability requirements</li> </ul>                         | <ul style="list-style-type: none"> <li>District or Municipal Administration</li> <li>District or Municipal sector departments</li> </ul>    | <ul style="list-style-type: none"> <li>Sub-counties, town councils and divisions</li> </ul>                        | <ul style="list-style-type: none"> <li>Service Delivery Unit (Health facilities &amp; Schools)</li> </ul>          |
| Timing                    | <ul style="list-style-type: none"> <li>March – April and final review May/June</li> </ul>                | <ul style="list-style-type: none"> <li>August- January</li> </ul>                                                                      | <ul style="list-style-type: none"> <li>August – January (main effort Sept-Oct)</li> </ul>                                                   | <ul style="list-style-type: none"> <li>August – January (main effort Sept-Oct)</li> </ul>                          | <ul style="list-style-type: none"> <li>To be defined</li> </ul>                                                    |
| Impact                    | <ul style="list-style-type: none"> <li>Signing of the performance contract (safeguard)</li> </ul>        | <ul style="list-style-type: none"> <li>Inform /Impact on appointment of Accounting Officer and release of funds (safeguard)</li> </ul> | <ul style="list-style-type: none"> <li>Performance element of DDEG</li> <li>Sector development grants</li> </ul>                            | <ul style="list-style-type: none"> <li>Performance element of DDEG</li> </ul>                                      | <ul style="list-style-type: none"> <li>Performance allocation for NWR grants for service delivery units</li> </ul> |
| Provide incentives for    | <ul style="list-style-type: none"> <li>Budgets linked to national and local priorities</li> </ul>        | <ul style="list-style-type: none"> <li>Stronger accountability</li> </ul>                                                              | <ul style="list-style-type: none"> <li>Stronger HLG management of service delivery and development projects</li> </ul>                      | <ul style="list-style-type: none"> <li>Stronger management of service delivery and development projects</li> </ul> | <ul style="list-style-type: none"> <li>Better results in schools and health facilities</li> </ul>                  |

As the Reform process is implemented in a phased manner, this PA Manual focuses on dimensions 1 and 2, the assessment of: (1) budgeting and accountability requirements; and (2a) functionality of the cross-cutting and sector LG processes and systems for district and municipalities (the bold text in Table 1). Dimension 2b for sub-counties, town councils and divisions and Dimension 3, service delivery results, will be developed in a subsequent phase of the reforms.

## 1.4 Principles for the Design of the LG PA system

The Cardinal Design Principal for a Performance Assessment System is that it is robust, focused and effective: i.e. it is pertinent that the Local Government Performance Assessment system is credible, objective and focused on core performance areas. Building upon previous LG assessment systems in Uganda and international good practice, for the design of the PA system the following principles have been applied:

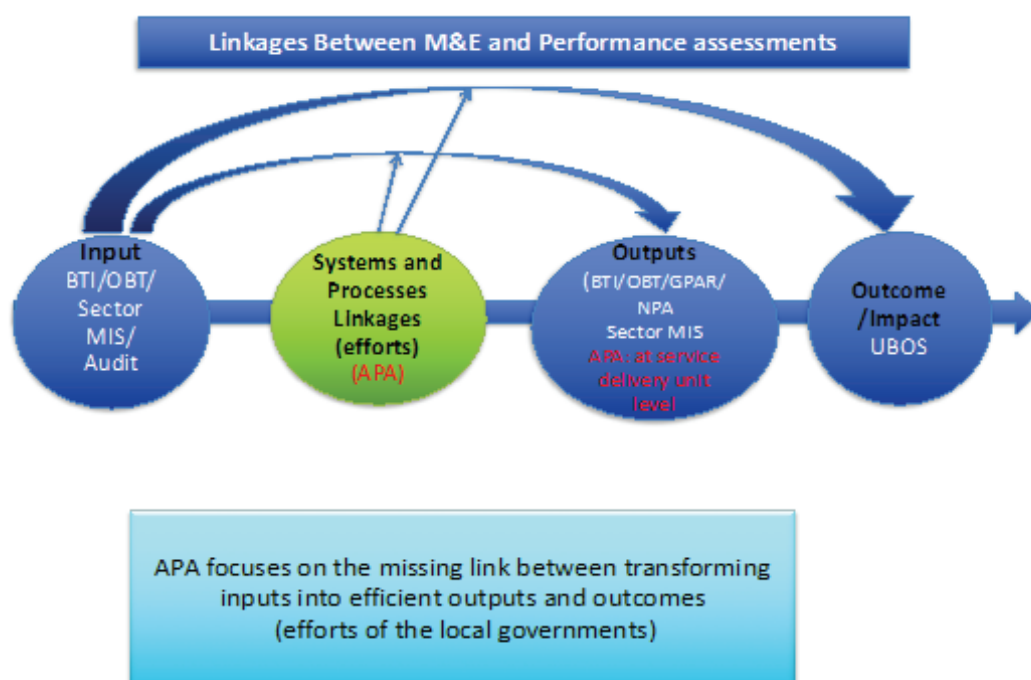
- a) **Objectivity and attribution of performance measures:** The performance measures that have been selected are those that can be objectively verified (SMART), are under attribution of LGs, and which can be assessed in a standardized manner across the country.
- b) **Target essential improvements in LG performance (drivers of change):** The performance measures are designed to a) have an impact on LG performance and address key blockages in service delivery; b) be based on statutory requirements and best practices; and c) be challenging but achievable in the short and medium term.
- c) **Ensure effective and timely administration of rewards and sanctions:** The local government performance assessment will be conducted in a timely manner to: inform the appointment of Accounting Officers and to inform the annual planning and budgeting process, including the performance-based calculation and announcement of the indicative planning figures on the grants.
- d) **Credibility and neutrality of the assessment process:** To ensure neutrality and credibility, the assessment process will be contracted out to independent private firm(s) with capacity and an adequate quality assurance process. In addition, there will be a system for LG complaints handling and verification; and a Task Force will review with approval by the Fiscal Decentralisation Technical Committee (FD-TC) and subsequently the Fiscal Decentralisation Steering Committee (FD-SC), which will ultimately verify and approve the overall assessment results.
- e) **Cost-effectiveness and sustainability:** The Local Government Performance Assessment system has, to the extent possible, been designed with Performance Measures, which can be assessed based on data collected from LGs through existing M&E systems. The number of (qualitative) Performance Measures on which inadequate M&E data is available, and for which additional field verification work is required<sup>4</sup> as part of the annual PA, has been kept to a minimum.
- f) **Transparency in all processes around the performance assessment.** To ensure high credibility in the assessment process and strong buy in from all stakeholders driven towards enhanced incentives for performance.

<sup>4</sup> This concerns also areas where there is a risk that Local Governments manipulate the system to achieve a high score, without actually improving their performance or service delivery.

## 2 Links between LG PA and other M&E Systems

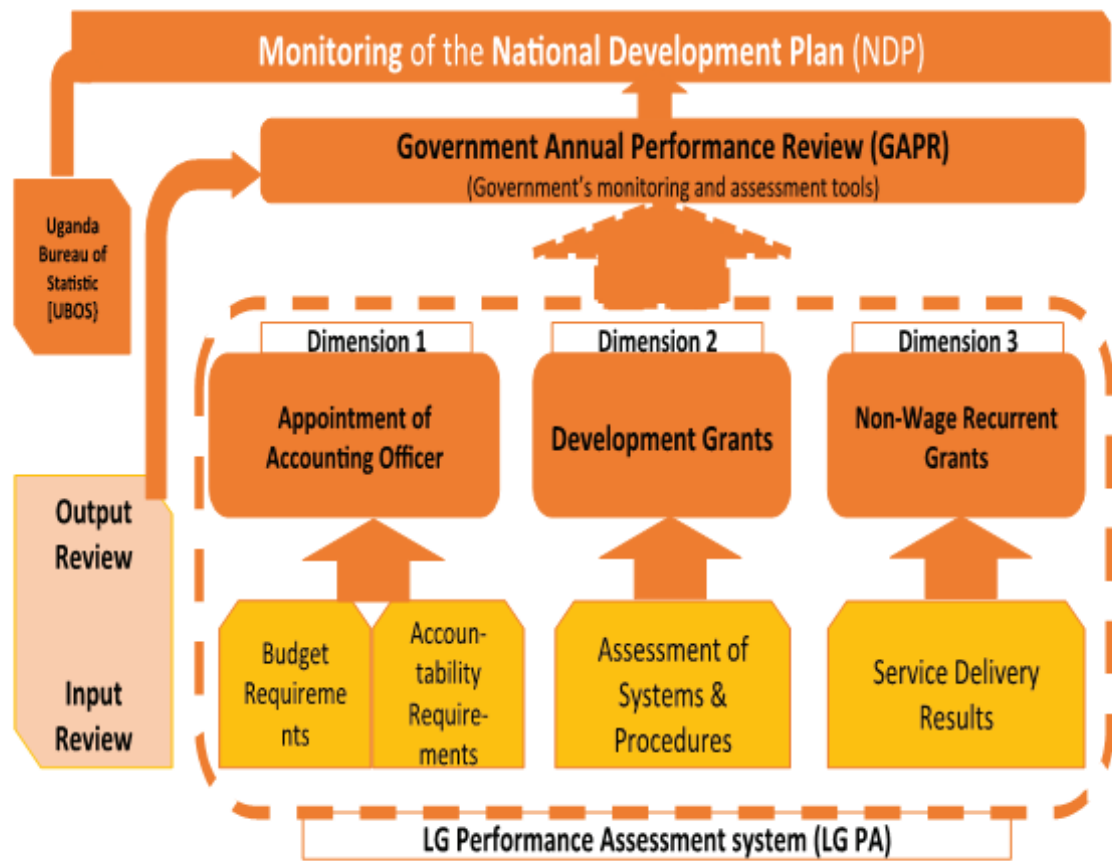
It is important to note that the LG Performance Assessment is not intended to replace existing M&E systems. The LG PA functions as a useful subset of other LG and national M&E systems. Information obtained through the PA is often complementary and mutually reinforcing with other M&E data. The Performance Measures under Dimensions 1 and 2 for the development grants will target the missing ‘process’ link between inputs and outputs/outcomes, and focus on the core “drivers of change” – i.e. focus on major LG procedures, systems, practices and potential bottlenecks, which impinge/impact on efficient service delivery. Figure 2 illustrates the contribution of the Annual Performance Assessment (APA) to strengthening the LG processes for transforming inputs into service delivery outputs/results.

**Table 3: Focus of the Annual Performance Assessment**



The Local Government Performance Assessment system is thus designed to link with other monitoring, evaluation and accountability systems, such as the GPAR, the NPA review, budget progress reports, etc. and to supplement these systems. The complementarity of the Performance Assessment and other M&E systems is further illustrated in the figure below.

Table 4: Complementarity of the Performance Assessment with other M&E Systems



## 3 Overview of the LG PA Manual

### 3.1 Objectives of the LG PA Manual

The LG PA Manual is intended to provide guidance and support to the implementation of the LG PA system to ensure it is effective, timely, credible, robust, and trusted by all stakeholders involved by:

- a) Providing detailed information and guidelines on the objectives, processes, organization and management of the Annual Performance Assessments to be applied, including activities prior to, during and after the assessment;
- b) Guiding the LGs and raising awareness on the system for performance assessments;
- c) Guiding Government officials and the assessors on the system and procedures for the assessment, including the guiding principles, the specific performance measures and the way the assessment impacts on the size of the grants.

### 3.2 The Process of developing and up-dating the LG PA Manual

The LG PA Manual has been developed by an inter-ministerial Task Force chaired by the Office of the Prime Minister, with membership from the relevant Ministries, Departments and Agencies. The starting point was to draw lessons learnt from the previous LG PA Manuals (for example those used by MoLHUD/USMID and MoLG/LGMSDP) consolidating the good practices whilst, addressing the weaknesses.

The Task Force then conducted field work in 5 districts and 5 municipalities and identified key successes and opportunities; blockages to service delivery and possible strategies to address them. They also documented LG's views on how to improve the LG performance assessment system. The Task Force used inputs from the field reports, secondary data, other assessment and M&E tools (nationally as well as internationally) to compile a comprehensive draft Local Government Performance Assessment Manual detailing: the proposed performance assessment indicators; the LG performance assessment processes; and the institutional arrangements. The performance measures were carefully selected and prioritised to address the internal blockages that hinder the LGs from performing their service delivery mandates effectively.

The performance measures and the assessment process were discussed with the respective sectors and staff selected from LGs to incorporate the views of those with the supervision/support mandates as well as those to be assessed using the Manual. The draft LG PA Manual was thereafter piloted in 4 (four) districts and 4 (four) municipalities to test the appropriateness and comprehensiveness of both the processes and indicators, upon which the Manual was further improved, focused and sharpened.

The LG PA Manual was technically reviewed by the LG PA Task Force before a final review and approval by FD-TC and by the FD Steering Committee chaired by the PS/ST MoFPED with representatives of PSs from MoLG, OPM, MoPS, MoLHUD, MoWE, MoES, MoH and the Secretary from LGFC. The intention is that the LG PA Manual will remain stable for 2-3 years, and only be up-dated with approval of the relevant committees as stipulated in the institutional framework.

Based on the LGPA of 144 LGs and lessons learnt, the LGPAM, and newly issued budget guidelines for various sectors, the Manual was then revised after a consultative process in April – June 2018 to be ready for the assessment in September 2018 of the performance of LGs during the FY 2017/18.

### 3.3 Users of the LG PA Manual

The users of the LG PA Manual are multiple ranging from the core representatives at central government level involved and interested in LGs' performance, the local governments, experts contracted to perform the actual assessments, quality assurance and providers of CB support as outlined in the table below.

**Table 5: Users of the LG Performance Assessment System and Manual**

| Stakeholders    | Benefits                                                                                                                                                                                                                                                                                                                                                           |
|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MoFPED          | <ul style="list-style-type: none"> <li>Use the results of assessment of budgeting and accountability requirements to appoint the Accounting Officers.</li> <li>Use for adjustment of grants based on the relative performance of each LG</li> <li>Use the results as general input to other Local Government Monitoring and Evaluation systems.</li> </ul>         |
| MoLG            | <ul style="list-style-type: none"> <li>Guide to provide inputs to the inspection, mentoring functions and CB support of LGs</li> </ul>                                                                                                                                                                                                                             |
| OPM             | <ul style="list-style-type: none"> <li>Provide inputs to the GAPR and other M&amp;E tools and monitoring frameworks (the PBGS will provide important inputs to expansion of the GAPR)</li> </ul>                                                                                                                                                                   |
| LGFC            | <ul style="list-style-type: none"> <li>Use the results to explore areas where support and mentoring could be targeted and where advice may be required, e.g. on LG revenue mobilisation.</li> </ul>                                                                                                                                                                |
| NPA             | <ul style="list-style-type: none"> <li>Provide inputs on the operations of LG planning procedures and needs for revisions of guidelines and procedures.</li> <li>Monitoring of the implementation of the NDP</li> </ul>                                                                                                                                            |
| Line ministries | <ul style="list-style-type: none"> <li>Contribute to the LG M&amp;E system and identify blockages and challenges to be addressed in guidelines, and other forms of support and provide inputs to operations of various programmes such as the USMID Programme.</li> <li>Develop mitigation measures to overcome challenges identified in the assessment</li> </ul> |
| TA providers    | <ul style="list-style-type: none"> <li>Inform where CD support is needed</li> </ul>                                                                                                                                                                                                                                                                                |
| DPs             | <ul style="list-style-type: none"> <li>Inform about fiduciary risks, including environmental and social need for CD support</li> </ul>                                                                                                                                                                                                                             |
| LGs             | <ul style="list-style-type: none"> <li>Provide information about their capacity and areas where improvements are needed.</li> <li>Provide information on indicators and how they will be assessed</li> <li>Provide stronger incentives to improve performance.</li> <li>Apply good practices from other districts.</li> </ul>                                      |
| CSOs            | <ul style="list-style-type: none"> <li>Use the manual to demand for accountability and to support LGs in identified weaker areas</li> <li>Inform the respective communities of the objective and content of the PA</li> </ul>                                                                                                                                      |
| Assessors       | <ul style="list-style-type: none"> <li>Guide the entire performance assessment process to ensure common standards and high quality in the assessment.</li> </ul>                                                                                                                                                                                                   |

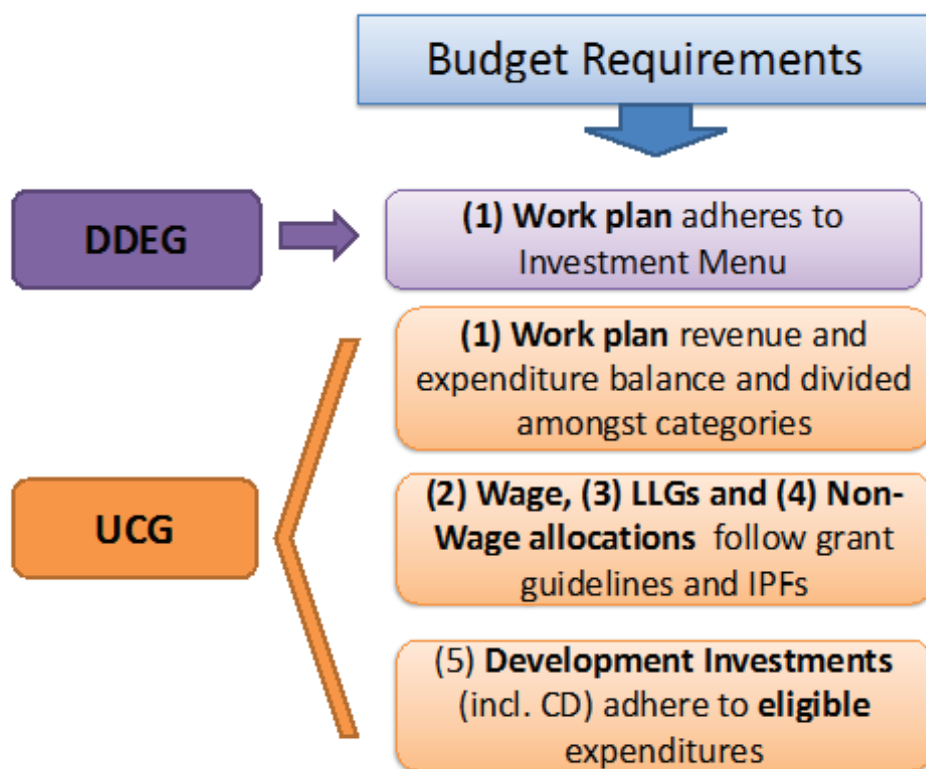
# SECTION 2 LG PA PROCESS

## 4 Assessment Process: an overview

### 4.1 Assessment of Budget and Accountability Requirements – Dimension One

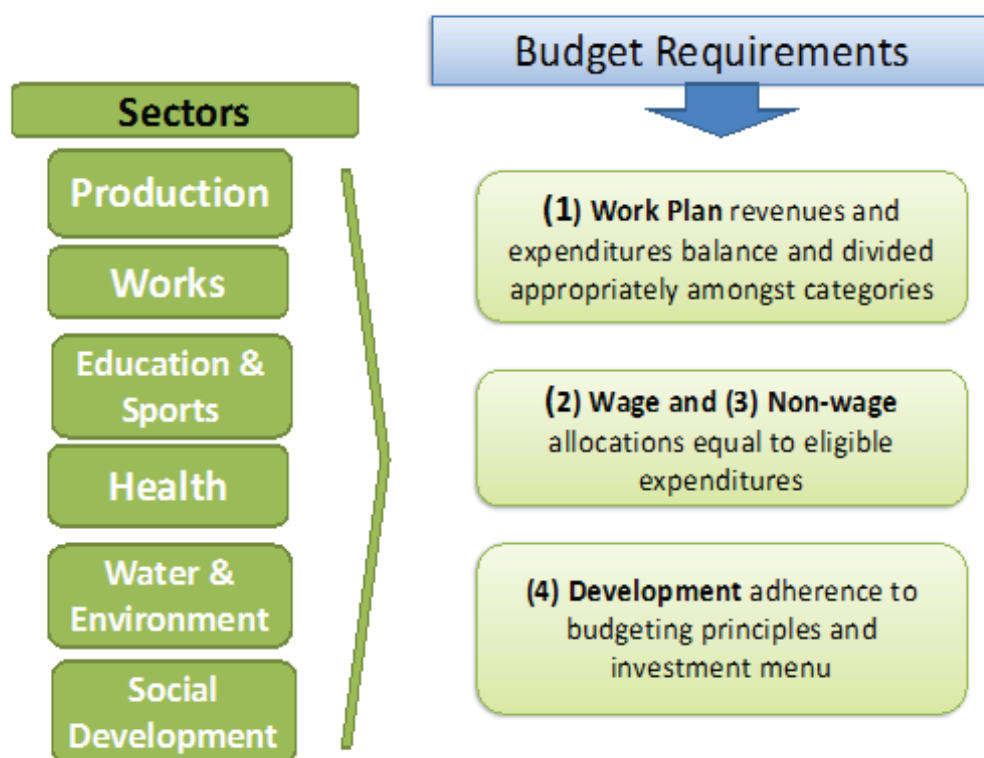
This section provides more details on the principles for Dimension One: “Adherence to Core Budget and Accountability Requirements”. The objectives are to ensure that LG expenditures are linked to national and local service delivery priorities and to enhance stronger accountability. An overview of the Budget Requirements for the Discretionary Development Equalisation Grant (DDEG) and Unconditional Grant (UCG) is provided in the figure below.

**Table 6: Overview of the Budget Requirements for the DDEG and UCG**



An overview of the Budgeting Requirements for the sector work plans (grants) is provided in the figure below.

**Table 7: Budget Requirements for the Sector Grants**

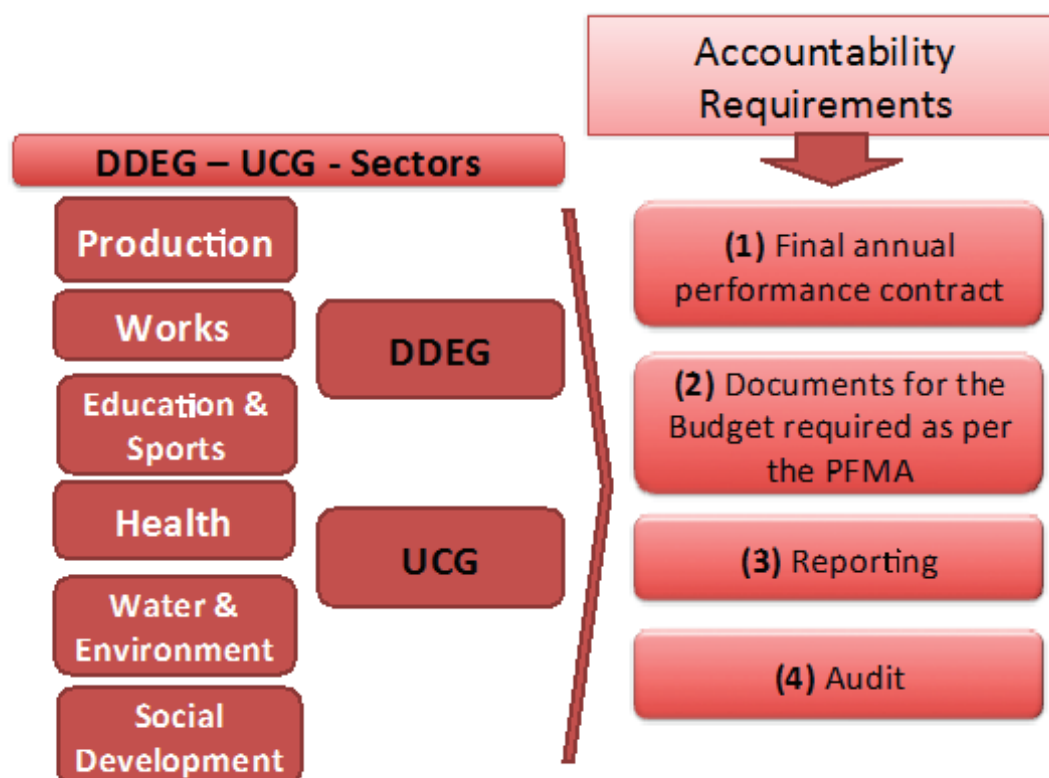


In accordance with the Public Financial Management and Accountability Act 2015, the Permanent Secretary/Secretary to the Treasury appoints Local Government Accounting Officers every year and signs performance contracts with them. Following the signing of performance contracts, grants are disbursed to local governments. One of the purposes of the assessment system is to introduce a structured and objective basis for informing the appointment of Accounting Officers.

The assessment results will inform the PS/ST to make a decision whether or not to sign a Performance Contract. The following issues are assessed:

- Adherence to core budget requirements in the budget for the forthcoming financial year as set out in grant and budget information papers for the new financial year. These budget requirements are for the overall LG budget and at the sector level. Sector budget requirements ensure that budgets are allocated to service delivery units, district management and capital infrastructure in the prescribed way. This will impact on the signing of performance contracts for the new financial year and the subsequent release of funds.
- Adherence to Accountability Requirements (dimension 1b) for the previous 12 months as set out in their previous performance contracts. This will include requirements relating to budget reporting; reporting on monitoring; follow up to feedback from monitoring; accounts and audit. It would also examine adherence to budget requirements for previous financial year(s) in execution. This would expressly impact on the re-appointment of Accounting Officers.

**Table 8: Accountability Requirements for all Grants**



These requirements are basic safeguards for the proper allocation and use of local government budgetary resources for the delivery of services in line with national policy priorities and local needs and are intended to ensure stronger accountability.

### Timing

It is important to emphasize that in terms of timing and contracting of teams the accountability requirements (1b) and the performance measures (2a) for the four grant systems will be conducted at the same time starting in August, and after rounds of QA and approval steps, ending by January (including review of the most recent audit reports).

The review of the budget requirements 1a, will on the other hand be a responsibility of the respective MDAs with backstopping support by the Secretariat of the LGPA task force, prior to the start of the financial Year (March/April, completed by final review to ascertain that LGs budgets adhere with core guidelines). The results will impact on the signing of the performance contracts (May/June).

The table below shows the overall principles and modalities for assessing adherence to core budget and accountability requirements.

**Table 9: Overview of the Core Principles and Modalities for Assessing Adherence to the Budget and Accountability Requirements**

| Issue                                              | Principles                                                                                                    | 1a Budget Requirements                                                                                                                                              | 1b. Accountability Requirements                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Objective                                          | Having basic safeguards for proper use of funds in line with national and local policies.                     | To ensure that the LG has followed the general and sector budget requirements                                                                                       | To ensure that the LGs have delivered against key accountability measures in the previous year                                                                                                                                                                                                                             |
| Subject for assessment                             | Budget Documents, Reports and Accountability requirements, which LGs are required to fulfil.                  | Adherence to the grant and budget requirements agreed between central and local governments to ensure budgets are in line with national priorities and local needs. | Compliance with requirements for budget reporting; reporting on monitoring; follow up to feedback from monitoring; accounts and audit. Adherence to budget requirements for previous financial year(s) in execution. Adherence with basic PFM requirements as outlined in the PFM Act, 2015, Art. 11 (g) on audit reports. |
| Who should support the LGs prior to the assessment | LG must be guided and supported through the preparation of the plan, budget and execution/reporting           | MoLG for cross-cutting Issues                                                                                                                                       | MoLG<br>MoFPED                                                                                                                                                                                                                                                                                                             |
| Who should assess<br>1.                            | An independent assessment of adherence to requirements validated by MoFPED, MoLG and relevant line ministries | Review by the respective MDAs                                                                                                                                       | Contracted out to an independent firm                                                                                                                                                                                                                                                                                      |
|                                                    |                                                                                                               | Validated by respective ministries responsible for oversight.                                                                                                       | Validated by MoLG, MoFPED and OPM.                                                                                                                                                                                                                                                                                         |

| Issue                                | Principles                                                                                                                                                 | 1a Budget Requirements                                                                                                                                                                                                     | 1b. Accountability Requirements                                                                                                   |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| Method                               | Kampala/desk-based assessment of compliance with requirements using objective, standardised criteria set out in assessment tools.                          | Objective criteria assessed using budget documents and data submitted and associated resources.                                                                                                                            | Objective criteria assessed using reports submitted audit reports, etc. and information available on line, including budget.go.ug |
| Timing of the Assessment             | To inform the signing of the performance contract and appointment of the AO                                                                                | March-April with final review May/June                                                                                                                                                                                     | August- January                                                                                                                   |
| Impact of the assessment             | Appointment of Accounting Officer, signing of performance contracts and release of funds for the following FY.                                             | Signing of the Performance Contract between MoFPED and the accounting officer                                                                                                                                              | Re-appointment of accounting officer                                                                                              |
| How to stimulate performance?        | Wide dissemination of results and implications                                                                                                             | List of LGs that have met or not met the budget requirements publicised on budget.go.ug and in the media<br>GAPR                                                                                                           | List of appointed/ rewarded or rejected/ penalized Accounting Officers publicised on budget.go.ug and in the media, GAPR          |
| Who approves compliance and results? | Review by LG PA Task Force and then PS/ST advised by the FD Technical Committee and the FD - Steering Committee comprising of core PSs and Secretary LGFC. | The: FD- TC) reviews validated results and advises.<br><br>Steering Committee of the core PSs and LGFC upon which PS/ST acts (SC composed for MoFPED, OPM, MoLHUD, MoPS, MoLG, MoWE, MoES, MoH and the Secretary of LGFC). |                                                                                                                                   |

## 4.2 Assessment of Functionality of Crosscutting and Sector LG Processes and Systems

### – Dimension two

This section provides more details on the principles for Dimension Two: the design of the LG performance assessment system for cross-cutting and sectoral development grants focusing on core processes and systems. The Objective for this dimension is: to strengthen institutional performance (LG management of service delivery and development projects) through incentives and targeting of institutional support. A system for assessment of LLGs (Dimension 2b) will be elaborated in the near future.

The performance elements in the development grants- the multi-sectoral Discretionary Development Equalisation Grant (DDEG) and the sector-specific grants, such as the grants for rural water supply, health and education - have been informed by lessons from previous systems in Uganda as well as international best practices for performance-based development grants. The focus is on core systems and procedures, which have a strong impact (drivers for change) for effective resource allocation and service delivery, especially within core areas of planning, PFM, procurement, governance and implementation performance, and which have been observed in the field to cause major blockages for efficient and effective LG operations.

The functioning of cross-cutting and sectoral LG institutional processes and systems will be linked with the size of the development grants to be allocated across LGs. An Annual Institutional Performance Assessment will take place, with two dimensions:

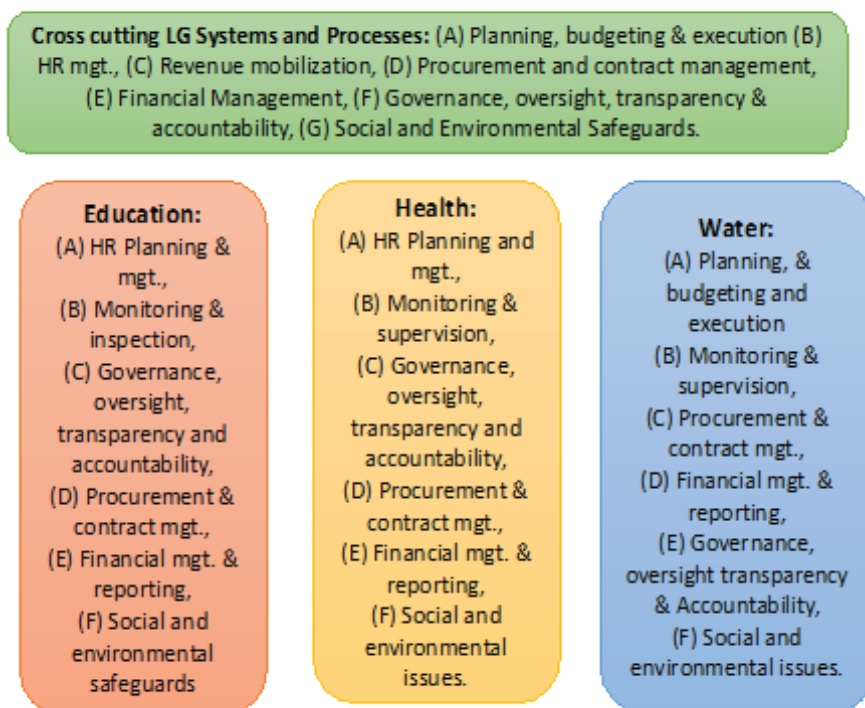
- Assessment of cross-cutting institutional processes and systems of districts and municipalities<sup>5</sup>. Those processes and systems of importance to all sectors will be assessed, including: PFM; HRM; environment & social management; procurement; transparency citizen engagement; and accountability. Results of this assessment will be linked to the size of the Discretionary Development Equalisation Grant across LGs<sup>6</sup>, and
- Assessment of sector specific processes and systems of HLG departments linked to the sectoral development grants (rural water, health and education). These will include sector specific processes and systems important for the management and oversight of service delivery (e.g. inspection and monitoring, management of inputs and prioritisation of investments etc.) as well as the application of crosscutting processes and systems at the sector level.

<sup>5</sup> In this first phase, only districts and municipalities performance will be subject for performance based grant adjustments.

<sup>6</sup> The performance-based approach will be accompanied by a structured system for providing system/capacity support to those LGs whose performance is assessed to be insufficient.

The figure below provides an overview of the main focal themes.

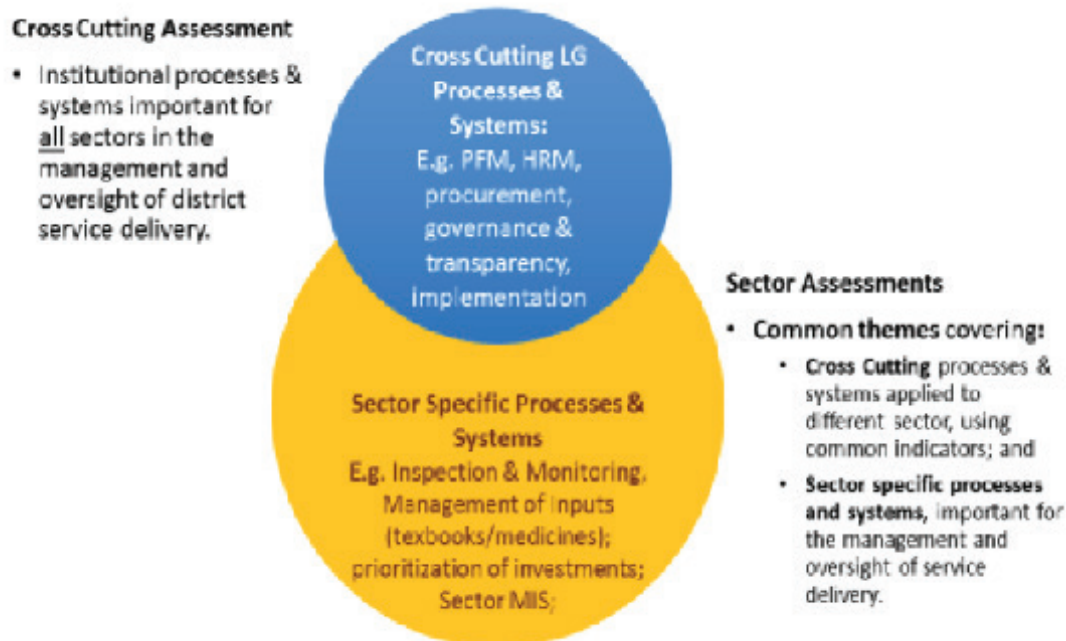
**Table 10: Performance Measures for the Cross-Cutting and Sector LG Systems and Processes**



The multi-sectoral and sectoral assessments are intended to be complementary in their focus on institutional performance, see Figure 8 below. The system will not overlap but rather focus on distinct issues of importance to the institutional functioning of the LG, e.g. the sectoral grants will focus on procurement issues within the sector such as sector procurement requests, and provision of inputs to plans etc., whereas the multi-sectoral assessment will focus on the overall PFM and governance issues.

Focus of the performance assessment will be on the institutional improvements, issues under attribution of the LGs or department, kept simple, limit number of indicators, based on the SMART - principles (simple, measurable, achievable, result-oriented and time-bound), as outlined in the section on the principles.

**Table 11: Complementary Crosscutting and Sector Institutional Assessments**



The table below provides an overview of the key principles and modalities for assessing crosscutting and sector processes

**Table 12: Overview of the Core Principles and Modalities for Assessing Crosscutting and Sector Processes – Dimension 2a – Districts and Municipalities**

| Issue                  | Principles                                                                                                                                                     | Cross-Cutting Assessments                                                                                                                                                       | Sector Assessments                                                                                                                                                         |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Objective              | To strengthen institutional performance through incentives and targeting of institutional support.                                                             | Enhance institutional performance in cross-sectoral areas of importance for the management, oversight and accountability of financial and human resources for service delivery. | Strengthen performance of sector departments in cross cutting and sector specific processes and systems used in the management and oversight of service delivery.          |
| Subject for assessment | Cross cutting and sector specific institutional processes and systems important for the management and oversight of service delivery including value for money | Institutional processes and systems important for all sectors in the management and oversight of LG service delivery.                                                           | Cross-cutting processes and systems applied to different sector and sector specific processes and systems, important for the management and oversight of service delivery. |

| Issue                                              | Principles                                                                                                                          | Cross-Cutting Assessments                                                                                                                                                                                                | Sector Assessments                                                                                                                                                                                      |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Method                                             | Desk-based analysis and visits to LGs to assess performance using objective, standardised criteria set out in the assessment tools. | Assessments tailored to Districts and Municipalities crosscutting departments                                                                                                                                            | Separate sectoral assessments focused on Municipalities/district departments.                                                                                                                           |
| Timing of Assessment                               | Conducted in Year N of performance up to point of time for assessment impacting year N+1 and finalised before second budget call    | September – November                                                                                                                                                                                                     | September - November                                                                                                                                                                                    |
| Impact of assessment                               | Increases and or decreases in LG development grant allocations based on results of assessment                                       | Performance-linked to DDEG allocations for the LG                                                                                                                                                                        | Performance linked to sector development grant allocations                                                                                                                                              |
| How to stimulate performance                       | Wide dissemination of results and implications                                                                                      | List of assessment results publicised on budget.go.ug and in the media; good performers recognised at Government Annual Performance Reviews, and Sector Reviews                                                          |                                                                                                                                                                                                         |
| Who should support the LGs prior to the assessment | LG must be guided and supported through the preparation of the plan, budget and execution/reporting                                 | MoLG                                                                                                                                                                                                                     | Sectors                                                                                                                                                                                                 |
| Who should perform the assessment?                 | An independent assessment of adherence to requirements validated by LG PA Task Force                                                | Contracted out to independent private firm(s)<br>Sample QA/verification of results by 3rd party.<br><br>Validated by MoLG and MoLHUD and discussed in the LG PA task force                                               | Contracted out to independent firm(s)<br><br>Sample QA/verification of results by 3rd party.<br><br>Validated by respective ministries responsible for oversight and discussed in the LG PA task force. |
| Who approves the results?                          | FD-Technical Committee with final approval by the FD Steering Committee of PSs from core ministries                                 | FD – TC - reviews and verifies results with final approval by the Intergovernmental Fiscal Transfer Steering Committee composed of PSs from OPM, MFPED, MoLG, MoLHUD, MoWE, MOH, MoES, MoPS and the Secretary from LGFC. |                                                                                                                                                                                                         |

The method for assessment will use a combination of desk-based information and actual visits to LGs to confirm reported data and review actual processes and procedures etc. Four grants will be impacted on by the performance assessment results: 1) DDEG (District and urban), 2) Education Development 3) Health Development and 4). Rural Water. The performance assessments will be conducted for all four areas/Grants at the same time.

### **4.3 Assessment of Service Delivery Results – Dimension Three**

The third dimension, which will be developed in the subsequent phase, will focus on the service delivery units and link the results to the size of the operational (non-wage) transfers to each service delivery unit, e.g. schools and health facilities. The types of results assessed may include:

- Specific service delivery results, such as the number of specific treatments or deliveries in a health facility up to a certain standard;
- Service units' timely information sharing with respective LG departments and follow-up on inspection recommendations and /or recommendations from supervision missions;
- Service provider service delivery processes, such as teacher attendance monitoring, or inclusion of environmental and social factors in works and supervision contracts and evaluations.
- Community satisfaction with services and/or improvements in this over time.

Information will be collected by sector MIS and routine inspection and monitoring by LGs, which will be verified by a third party. Performance on service delivery results of individual service delivery units will impact on the size of allocations to these service delivery units. This will provide a direct incentive for service delivery units to improve performance and results.

The Table below presents the main concept and principles.

**Table 13: Overview of the Core Principles and Modalities for Assessing Service Delivery Results**

| Issue                                                  | Principles                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Objective                                              | Promote performance at the front-line service delivery level and ensure effective use of non-wage grants for core sector services.                                                                                                                                                                                                                   |
| What should be assessed?                               | Focus will be on service delivery units' procedures, standards and outputs as defined by the sector, e.g. results from the inspections of the schools, where a system is already developed, but where the specific indicators will be selected                                                                                                       |
| Method of assessment                                   | Compilation and verification of M&E data already submitted by LGs through regular monitoring system and Quality Assurance by Line Ministries (LM) (as long as it is focusing on service delivery).                                                                                                                                                   |
| Impact                                                 | Adjustment of a variable part of the funding of service delivery units against performance level (not grant level to each LG). The overall performance of all units in a LG may in the future lead to adjustment of total NWR grants for LGs (in a second/subsequent phase)                                                                          |
| How can action be stimulated and performance improved? | Wide dissemination of results and implications, List of assessment results publicised on budget.go.ug and in the media; good performers recognised at Government Annual Performance Reviews. Weaker performance areas identified and can be targeted by units internally as well as through LG/sector capacity building support                      |
| Who assess?                                            | Data on service delivery compiled by local governments using established MIS / assessment processes and verified through LG inspection and supervision<br><br>Sample QA/verification of stated service provider results by a contracted firm for all LGs.<br><br>Further sample-based verification and validation of scoring by the external PA team |
| Who approves results                                   | First level by respective ministries responsible for oversight.<br><br>Coordination and presentation of results for verification by the FD - TC.<br><br>Final approval by the Intergovernmental FD Steering Committee comprised on core PSs (OPM, MoFPED, MoLHUD, MoES, MoH, MoLG, MoWE, MoPS) and the secretary from LGFC.                          |

In the health sector, proposals for results based allocations are already under development, linking funding levels for health facilities to the quality of care and the quantity of services. Other sectors like Education may follow.

Specific assessment procedures will thus be developed for health and education sectors, building upon what is already practiced and foreseen.

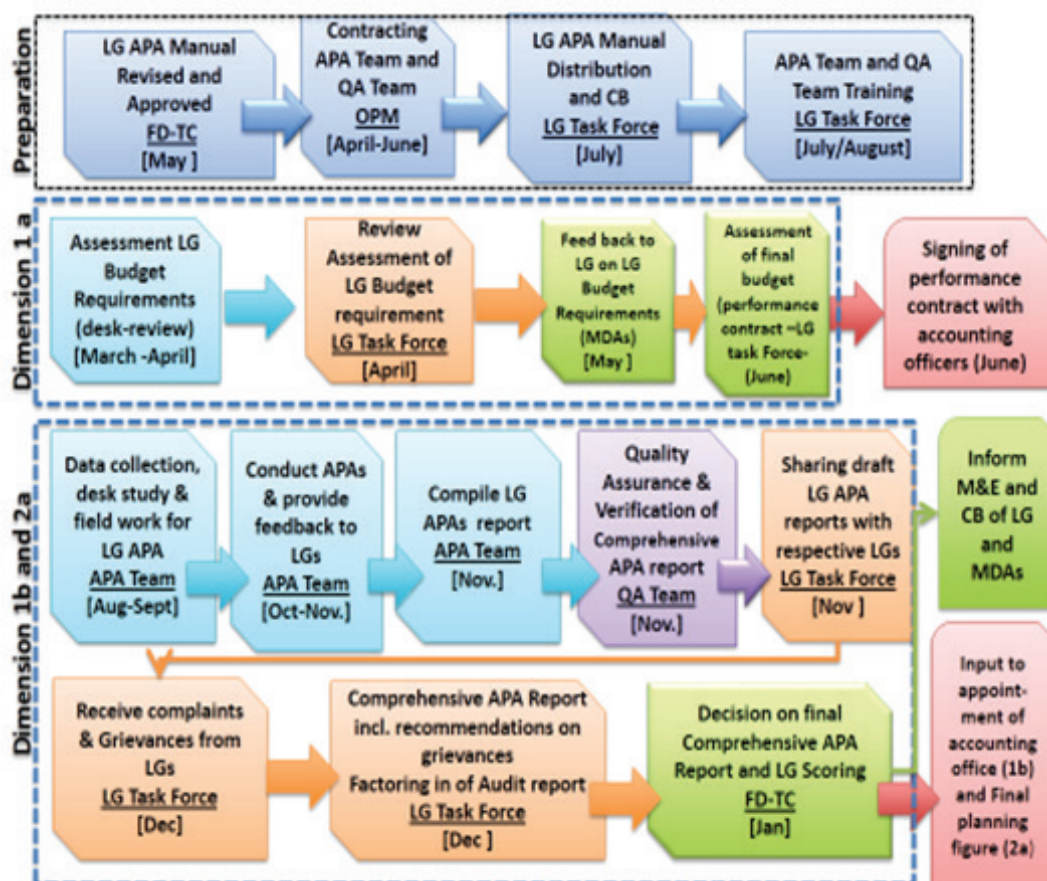
As mentioned, this LGPA Manual focuses on Dimensions 1 and 2 and PA results will impact on the DDEG and the sector development grants. The process of this is further described in the next section.

## 5 Assessment Process- Details

### 5.1 Overview of the Key Milestones and Timelines for the Performance Assessment System

The core milestones and timelines for the Assessment System are summarised in the figure below and each step elaborated thereafter.

**Table 14: Core Milestones and Timelines for the PA System**



### 5.2 Preparation for the Local Government Performance Assessment

#### 5.2.1 Distribution of the LG PA Manual and Orientation of LGs

To ensure that the LGs sufficiently prepare for the assessment, which is a capacity building activity in itself, the following activities will be undertaken before the actual assessment is conducted:

- The LG PA Manual will be printed and distributed to all Local Governments.
- The LG Performance Assessment Task Force will inform, orient and train LGs on the requirements of the LG PA Manual as well the implications of their performance scores prior to the actual assessments.
- The respective MDAs will provide support to the LGs in preparation for the assessments as part of their inspection, support supervision and mentoring mandates. For the budgeting and accountability requirements, the MDAs are supposed to review the draft Budget

Framework Papers and draft Budgets and provide feedback and support in case LGs are not complying with the requirements.

- d) LGs shall prepare for the assessments in advance. This will involve conducting internal 'mock' assessments to determine the extent to which they have complied with the requirements and in case there are some gaps, to ensure that they are addressed before the assessment. LGs shall collect and have ready all documents required at the point of time for the assessment. Evidence, which is not available during the assessment/field-work, will not be considered in the scoring of performance of a LG.
- e) The LGs will be informed about the assessment schedules prior to arrival of the assessment teams.
- f) Through public media, communities should be informed of this exercise.
- g) LGs will be informed in due course of the APA and QA exercises

### **5.2.2 Contracting of the LG Performance Assessment and Quality Assurance Teams**

To ensure capacity, neutrality and sufficient quality from the central level, both the LG PA and QA will be contracted out to private firm(s). The terms of reference for the assessment will among others cover the following issues: scope of work, timing, assessment procedures, and team composition, reporting requirements, deliverables and institutional arrangements for the entire exercise.

The assessment team members will be experts (minimum 3-5 years of experience) with practical experiences from reviews, assessments and/or audits of LGs. The indicative number of assessment team members will be seven (7) with the following expertise: Planning and governance; HRM and Administration; PFM - including internal audit; procurement, environmental and social safeguards; Engineering and water sector; as well as health and education specialists. It should be noted that if/and when additional performance measures, which require more technical skills are added, the team composition may be reviewed and expanded<sup>7</sup>. The contracts will be bundled in clusters of LGs to ensure effective and timely completion. The purpose of the QA is to verify that the PA Team has indeed conducted a credible and neutral PA of all LGs, as per the guidelines (ToR). The QA team members will thus have the same expertise as the assessment team members, but will be more experienced experts (minimum 7-10 years of experience).

### **5.2.3 Training of the LG PA and QA teams**

The LG Performance Assessment Task Force will conduct a comprehensive training of both the assessment and QA teams before the assessment is conducted. The objective of the training will be to ensure that all team members have internalised the LG PA manual, including the rationale behind the process, the scoring and means of verification of the performance measures. One of the elements that will be emphasized is the need for maintaining credibility of the assessment systems and team members will therefore be required to sign the Code of Ethics for the assessment. The assessments will undergo thorough quality assurance from contracted QA teams as well as from the APA Task Force (on the spot reviews, reviews of actual time spent at the LG level etc. During training understanding of the task will be harmonised and data collection template further refined.

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<sup>7</sup> It may be a multi-year contract from one LGPA to another, based on satisfactory performance

## **5.3 Assessment of LG functioning of crosscutting and sector processes and systems**

### **5.3.1 Overall Assessment and QA Procedures**

The assessment of Budget requirements will be desk-based at the national level. For the budgeting requirements, the will review the performance contracts submitted by LGs to establish whether the LGs adhered to the sector grant guidelines. For the Accountability requirements, the assessment teams will review the different accountability documents submitted at the national level. The specific information sources for each requirement are specified in the detailed budgeting requirements - information sources and assessment procedures. The assessment teams will then compile a report following the formats that will be provided.

The QA team will sample at least 10% of the LGs to determine the accuracy and comprehensiveness of the assessment results. The QA will also use similar samples of service delivery units in the testing and also ascertain that the size and procedures for sampling by the LGPA teams are according to the manual. The budget requirements will be the responsibility of the respective MDAs which will review results in March- April (final review in May/June), whereas the review of the accounting requirements will be done by the team in charge of the performance measures and done concurrently with this review (August – January).

### **5.3.2 Review and approval of the assessment results**

The assessment and QA reports of the accountability requirements will be presented to the LG PA Task Force for technical review. After the review, the LG PA Task Force will forward the results to the FD-TC for approval including clear recommendations, based on performance, on those Accounting Officers that should have renewal of their performance contracts and be reappointed and those that should not, as well as the justifications. These results will finally be presented to the FD-Steering Committee for approval. The results will be presented to the political leadership for buy-in and guidance.

### **5.3.3 Use and Impact of the assessment results**

The recommendations of the FD-TC and the FD-SC will inform the decision of the Permanent Secretary/Secretary to the Treasury to sign a Performance Contract and appoint the Accounting Officer. For the LGs where an Accounting Officer has not been reappointed, the PS/ST will appoint another Accounting Officer who will sign a Performance Contract to avoid discontinuation of the release of grants.

The results of the assessment of budgeting and accountability requirements will be widely disseminated in the media, relevant websites and other available avenues as a transparency measure.

## **5.4 Assessment of LG functioning of crosscutting and sector processes and systems**

### **5.4.1 Collection of data from secondary sources at the national level**

To ensure that the assessment system is cost-effective, data regarding performance measures that can be collected from secondary sources will be collected at the national level. For example, the assessment team will collect and review data regarding: development planning from the National Planning Authority; human resource management from the MoLG and MoPS; local revenue mobilisation from the Local Government Finance Commission; procurement from the PPDA; accounting and financial reporting from the MoFPED; and audit findings from the Office of the Auditor General. The assessment team will compile LG draft reports identifying areas that need to be further clarified during the field-work. This will be done in conjunction with the desk-based collection of information for the review of accountability requirements. The training of teams will facilitate the data availability and provide contact points in various MDAs and other agencies.

### **5.4.2 Field based LG Performance Assessment**

The assessment teams will then conduct the assessment in all LGs to collect information that cannot be collected from secondary sources. The data to be collected from the different sources is specified in the information sources and assessment procedures for each performance measure. In addition, checklists will be provided summarising the information to be collected from each of the information sources. The working style of the assessors should be friendly but firm, with opportunities to provide advice to the LGs during the process. At the end of the assessment, the team will hold a debriefing session to highlight the emerging findings, seek clarifications and provide the LG with an opportunity to provide more information. However, the assessment team will not formally communicate assessment results at this stage. By end of the LGPA the team will prepare a list of sources of information not available and will present this to the LG during the exit meeting for signing by the CAO/TC.

The assessments will be divided in four geographical clusters to reduce travel and transaction costs.

LGs should be available for both the LGPA team and, if selected as QA LGs, for the QA team as well. If not it may lead to problems with assessment of some indicators and this will lower their performance scores.

### **Compiling of the LG Performance Assessment Reports.**

The assessment team will compile two types of reports. One will be a detailed report per LG, consolidating performance findings and scores from both the desk-based review and field work.. The second will be a synthesis report summarising the findings and scores for all LGs in the country, with identification of stronger and weaker areas of performance. The process of compiling the reports will be automated as much as possible to make the process easier, allow for deeper analysis and better publication of the results. The draft reports <sup>8</sup>will be submitted to the chair of the LG PA Task Force who will forward them to the QA team.

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<sup>8</sup> The OPM will ensure that the World Bank and any other contributing partners to the development grant system will get copies of all draft, draft final and final reports.

### 5.4.3 Quality Assurance Arrangements

The QA team will receive and review the draft PA reports as produced by the LG PA team. Based on the review findings and in consultations with the LG PA Task Force, the QA team will sample at least approximately 10% of the LGs assessed, as the basis for QA.

The QA team will conduct its own assessment in the selected sample LGs and will compare its own assessment results with those of the assessment team to verify whether both are similar. In case the results are largely similar, then the results of the overall LG performance assessment will be deemed accurate. However, in case there are significant variances, the assessment results the LGPA Task Force will convene a meeting to clarify and if possible harmonise results, resolve issues for variation and pursue common solution. In case evidence proves that results are flawed/inaccurate the LG performance assessment team may be required to re-assess all the LGs in order to produce accurate assessment reports.

In case a re-assessment is required, the QA team and Task Force will again review the new LG assessments as per the above described process. Meetings will be held between the assessment and quality assurance teams chaired by the LG PA Task Force to reconcile any discrepancies. The costs of conducting the re-assessment, if there are high (i.e. more than 10 %) discrepancies with gaps in results, will be met by the LG PA team, as this would constitute a contractual non-performance issue. In cases where there are severe inconsistencies and flaws in the results, the selected PA team would also be 'black listed' and denied an opportunity of conducting performance assessments in the future.

### Spot Checks

It is important to note that in addition to the contracted QA, the Task Force will also mobilise members to review the robustness of the LGPA by way of spot checks, especially in terms of the compliance with the ToR, principles and assessment procedures applied.

### 5.4.4 Review of the LG PA results by the LG PA Task Force

After receiving the assessment reports from both the LG PA and QA teams<sup>9</sup>, the LG PA Task Force will:

- a) Share the draft individual LG PA reports with the respective LGs. The draft reports will be posted on the website and shared electronically to save time. The purpose of sharing the draft report is to ensure that the LGs can verify and agree with the assessment results.
- b) Receive grievances, if any, from the LGs and discuss their merits and demerits. As the system has inbuilt quality checks, the deadline for complaints should be a maximum 7 calendar days from the date of receipt of draft results.
- c) Make a thorough review of the assessment reports and make recommendations to the FD-TC to guide them on the received grievances and the approval process. The LG PA Task Force report should also include recommendations on whether and how to address grievances raised by LGs.

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<sup>9</sup> The OPM will ensure that the World Bank and any other contributing partners to the development grant system will get copies of all draft, draft final and final reports of the QA assessment.

#### **5.4.5 Discussion and approval of results/reports**

The FD-TC will review and discuss the recommendations made by the LG PA Task Force and provide recommendations on the final results of the LG Performance Assessment to the FD-SC comprised of the core PSs for the performance-based grant system (OPM, MoPS, MoFPED, MoLG, MoLHUD; MoWE, MoH, MoES) and the Secretary of LGFC.

#### **5.4.6 Impact of the results on the allocation of grants**

The impact from the results of the assessment will be weighted (scaled) with the basic allocation formula to ensure that every performance indicator has an impact on the actual size of the allocations. The system will apply a combination of the basic formula with the weighted performance score. In this way, the PBGS will provide strong incentives to all LGs to improve upon their (relative) performance.

For each of the grants (DDEG, health, education and rural water), the performance assessment results will thus be factored into the basic allocation formula (the parameters for needs-based allocation) to provide a full ratio of grants to be allocated. The formula will have two components: (i) basic component whereby 50% of the grants are allocated using allocation variables; (ii) performance component whereby 50% of the grants are allocated based on scores from the performance assessment system, weighted against the basic formula.

Hence the performance score will not influence the total Grant amount available for LGs as a whole, but only the way (size) the Grants are allocated horizontally amongst each of the LGs. The LG Grants are thus adjusted up and down against what the LG would have received if it had the average performance score). The system is designed in a manner whereby the size of the four grants will be adjusted against performance up to a maximum of approximately +/- 20% of the basic allocation. This ensures that every performance measure counts and it will be made clear for each LG where changes have been made due to their performance against the average score.

#### **5.4.7 Dissemination of Results and Implications**

The results will be disseminated through websites, (OTIMS/OPAMS) publications, and feed back to each of the LGs. The results will also be included in the GAPR.

## 6 Institutional Arrangements

Each Institution (ministry, agency or department) should perform roles related to its mandate as outlined in the table below.

**Table 15: Roles of the respective MDAs in relation to the LG PA**

| No. | Institutions                                                   | Indicative Functions                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | FD- Steering Committee                                         | <ul style="list-style-type: none"> <li>Final approval of the assessment results and grant allocations.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                     |
| 2.  | FD Technical Committee <sup>1</sup>                            | <ul style="list-style-type: none"> <li>First level technical approval of the LG PA Manual and assessment results including handling of grievances</li> </ul>                                                                                                                                                                                                                                                                                                                          |
| 3.  | LG Performance Assessment Task Force                           | <ul style="list-style-type: none"> <li>Design the LG PA system (including the LG PA Manual)</li> <li>Review of the assessment results and make recommendations to the LGTC for approval</li> </ul>                                                                                                                                                                                                                                                                                    |
| 4.  | Office of the Prime Minister (OPM)                             | <ul style="list-style-type: none"> <li>Coordinating the LG performance assessment system as chair of the LG PA Task Force</li> <li>Contracting out the Assessment and QA to competent private firm(s)</li> </ul>                                                                                                                                                                                                                                                                      |
| 5.  | Ministry of Finance Planning and Economic Development (MoFPED) | <ul style="list-style-type: none"> <li>Use the results to inform the appointment of Accounting Officers and generation of IPFs for LGs</li> </ul>                                                                                                                                                                                                                                                                                                                                     |
| 6.  | Ministry of Local Government (MoLG)                            | <ul style="list-style-type: none"> <li>Regularly monitor the performance of LGs</li> <li>Inspect and provide capacity building to LGs to prepare them for the assessments.</li> <li>Up-date guidelines, manuals etc. to support areas which have been identified with gaps</li> <li>Coordinate and provide targeted interventions and backstopping for poorly performing LGs.</li> </ul>                                                                                              |
| 7.  | MoLHUD                                                         | <ul style="list-style-type: none"> <li>Guidance on urban development issues and backstopping in these issues.</li> </ul>                                                                                                                                                                                                                                                                                                                                                              |
| 8.  | MoPS                                                           | <ul style="list-style-type: none"> <li>Guide on all issues on human resource, salary allocations, etc.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                     |
| 9.  | Sector Line Ministries                                         | <ul style="list-style-type: none"> <li>Review of budget requirements</li> <li>Regularly monitor the performance of LGs to inform the performance of their inspection and technical supervision functions; including compliance with good environmental and social practices and standards.</li> <li>Targeted (CB) interventions and backstopping for poorly performing LGs</li> <li>Up-date guidelines, manuals etc. to support areas which have been identified with gaps</li> </ul> |
| 10. | LGFC                                                           | <ul style="list-style-type: none"> <li>Linkages with the coordination on the annual negotiations on grant guidelines and transfers in the dialogue between sectors and LG representatives.</li> </ul>                                                                                                                                                                                                                                                                                 |

The institutional arrangements are further elaborated in the table below.

**Table 16: Overview of the Institutional Arrangements**<sup>10</sup>

|          |                                                      | 1.Core Budget Requirements                     | 2. Core Accountability Requirements             | 3. Functional LG Processes and Systems                   |                                                                    | 4. Service Provider Results                       |
|----------|------------------------------------------------------|------------------------------------------------|-------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------|
|          | Function                                             | Impact on the signing of performance contracts | Impact on the appointment of Accounting Officer | Core/generic processes and Systems (impact on DDEG)      | Sector Processes and Systems (impact on sector development grants) | Impact on NWR for education and health facilities |
| <b>1</b> | <b>Designing the LG PA systems</b>                   |                                                |                                                 |                                                          |                                                                    |                                                   |
|          | Proposing/ developing the Indicators                 | Sectors                                        | MoFPED                                          | MoLG (coordinates with input from MoL-HUD, OPM and LGFC) | MoWE, MoES, MoH                                                    | MoES, MoH                                         |
|          | Discussing the LG PA Manual (process and indicators) | LG PA Task Force                               | LG PA Task Force                                | LG PA Task Force                                         | LG PA Task Force                                                   | LG PA Task Force                                  |
|          | Piloting the LG PA Manual                            | LG PA Task Force                               | LG PA Task Force                                | LG PA Task Force                                         | LG PA Task Force                                                   | LG PA Task Force                                  |
|          | Approving the LG PA Manual                           | FD Steering Committee                          | FD Steering Committee                           | FD Steering Committee                                    | FD Steering Committee                                              | FD Steering Committee                             |
| <b>2</b> | <b>Implementation of the system</b>                  |                                                |                                                 |                                                          |                                                                    |                                                   |
|          | Contracting of Assessment and QA firms               | N/A                                            | Office of the Prime Minister                    | Office of the Prime Minister                             | Office of the Prime Minister                                       |                                                   |
|          | First level review of the assessment results         | Sectors                                        | MoFPED                                          | MoLG (coordinates with input from OPM, MoLHUD and LGFC)  | MoWE, MoES, MoH                                                    |                                                   |
|          | Joint technical review of the assessment results     | LG PA Task Force                               | LG PA Task Force                                | LG PA Task Force                                         | LG PA Task Force                                                   |                                                   |

<sup>10</sup> Note that the agency mentioned is the coordinating agency for that task, but that other agencies will contribute to the activities, provide support etc.

|                                                                                                                                             | 1.Core Budget Requirements                                                                                                                                                                        | 2. Core Accountability Requirements             | 3. Functional LG Processes and Systems              |                                                                    | 4. Service Provider Results                       |
|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-----------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------|
| Function                                                                                                                                    | Impact on the signing of performance contracts                                                                                                                                                    | Impact on the appointment of Accounting Officer | Core/generic processes and Systems (impact on DDEG) | Sector Processes and Systems (impact on sector development grants) | Impact on NWR for education and health facilities |
| Verification of results                                                                                                                     | FD Technical Committee                                                                                                                                                                            | FD Technical Committee                          | FD Technical Committee                              | FD Technical Committee                                             |                                                   |
| Approval of assessment results                                                                                                              | FD Steering Committee                                                                                                                                                                             | FD Steering Committee                           | FD Steering Committee                               | FD Steering Committee                                              |                                                   |
| Administration of rewards and sanctions (as part of the allocation formula)                                                                 | MoFPED – as per agreed performance contracts                                                                                                                                                      | MoFPED – as per agreed performance contracts    | MoFPED – as per agreed performance weights in OTIMS | MoFPED – as per agreed performance weights in OTIMS                |                                                   |
| Publication of results                                                                                                                      | OPM to communicate results of the LG PA to stakeholders to mainstream them into their plans. MoFPED (web-site); OPM (through GAPR); and MoLG, MoWE, MoES, MoH (part of respective sector reviews) |                                                 |                                                     |                                                                    |                                                   |
| <b>3</b>                                                                                                                                    | <b>Monitoring, follow-up and support function</b>                                                                                                                                                 |                                                 |                                                     |                                                                    |                                                   |
| Compiling information about LG performance from various sources (LG PA results, sector reviews and MISs, GAPR etc..) to identification gaps | MoLG/Sectors                                                                                                                                                                                      | MoLG                                            | MoLG                                                | MoWE, MoES, MoH                                                    | Sectors                                           |
| Support supervision and inspection (draft BFP, draft budgets, budgeting for hard to reach areas)                                            | MoLG, MoFPED and Sectors                                                                                                                                                                          | MoLG, MoFPED                                    | MoLG MoPS                                           | MoWE, MoES, MoH                                                    | Sectors                                           |
| Targeted support and capacity building                                                                                                      | MoLG, MoFPED and Sectors                                                                                                                                                                          | MoLG, MoFPED                                    | MoLG, MoLHUD                                        | MoWE, MoES, MoH                                                    | Sectors                                           |

# SECTION 3 INDICATORS AND ASSESSMENT PROCEDURES

## 7 Budget Requirements

The MDAs will review the compliance of the LGs with the budget guideline for each of the respective grants. The budget requirements will be reviewed from March – April and a final review will be conducted during May-June every year to inform the renewal of the performance contracts. Below is the indicative list of budget requirement, but the sectors will ensure that the most up-dated guidelines are applied in the actual review.

### 7.1 Discretionary Development Equalisation Grant (DDEG)

| Budgeting Requirement                                                                                                                                                     | Definition of Compliance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Verification and source of information                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. The LG annual work plan adheres to the investment menu/ allocations across categories as provided for in the grant information and budget guidelines for the coming FY | <p>District DDEG adheres to the guideline below:</p> <ul style="list-style-type: none"> <li>- Social and economic Infrastructure (minimum 70%)</li> <li>- Administrative infrastructure (maximum 15%)</li> <li>- Capacity development (maximum 10%).</li> <li>- Contribution to monitoring (Maximum 2%)</li> </ul> <p>Municipal DDEG:</p> <ul style="list-style-type: none"> <li>- Typical urban infrastructure investments as per guideline (minimum 90%)</li> <li>- Capacity development (maximum 10%).</li> </ul> | <p>From the performance contract, check whether the LG adhered to the grant guidelines in terms of budgeting for use of funds.</p> <p>From the performance contract, check whether the LG adhered to the grant guidelines</p> |

## 7.2 Unconditional Grant

| Requirement                                                                                                                                                                                                    | Definition of Compliance                                                                                                                                                                                                                                                                                                                                                                                                | Verification and source of information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Overall Total work-plan revenues <sup>2</sup> and expenditures balance and are divided correctly between wage, non-wage recurrent, and GoU development as per the IPFs for the LG                           | <ul style="list-style-type: none"> <li>Evidence that the LG has correctly divided the UCG in components as per IPFs</li> </ul>                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>From the performance contract (work plan summary), check whether the LG correctly divided the UCG in components as per IPFs</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 2. Wage: The sum of the allocations for the unconditional wage must follow guidelines in the IPFs.                                                                                                             | <ul style="list-style-type: none"> <li>Salaries of permanent staff who are not paid from conditional grants must not exceed the overall staff and budget ceilings of the UCG and other non-conditional grant source of funding.</li> <li>Salary allocations to staff not having a conditional grant must be according to the filled posts within the approved structure, recruitment plan and salary scales.</li> </ul> | <p>From the performance contract review:</p> <ul style="list-style-type: none"> <li>The approved staff structure;</li> <li>The wage ceiling;</li> <li>Staffing list for permanent staff not paid from conditional grants.</li> <li>Recruitment plan covering permanent staff not paid from conditional grants</li> </ul> <p>Establish whether:</p> <ul style="list-style-type: none"> <li>Salaries of permanent staff do not exceed the staff budget ceilings. If the salaries are more than the budget ceiling, state source of additional funding which should not be a conditional grant.</li> <li>Salary allocations to all eligible departments (e.g. administrative departments) are according to the filled posts within the approved structure, recruitment plan and salary scales.</li> </ul> |
| 3. Non-wage: All grants to be financed from UCG non-wage (including pensions, allowances and gratuity, allocations for Statutory functions, IPPS, IFMS and transfers to LLGs) follow grant guidelines and IPFs | <ul style="list-style-type: none"> <li>All grants to be financed from UCG non-wage (including pensions, allowances and gratuity, allocations for Statutory functions, IPPS and IFMS) follow grant guidelines and IPFs</li> </ul>                                                                                                                                                                                        | <p>From the performance contract check whether:</p> <ul style="list-style-type: none"> <li>All grants to be financed from UCG non-wage (including pensions, allowances and gratuity, allocations for Statutory functions, IPPS and IFMS) follow grant guidelines and IPFs</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

## 7.3 Production

| Requirement                                                                                                                                                                                                                                                                                                                                                                                                                                 | Definition of Compliance                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Verification and source of information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Overall:</b> Total work plan revenues and expenditures balance, and are divided correctly between wage, non-wage recurrent, GoU and donor development.                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Total recurrent revenues equal total recurrent expenditure.</li> <li>Total development revenues equal total development expenditure.</li> <li>Allocations to the development budget are at least equal to the IPF provided.</li> </ul>                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>From the performance contract,             <ul style="list-style-type: none"> <li>Check overview of work plan revenues and expenditure to determine whether total work plan revenues and expenditures balance, and are divided correctly between wage, non-wage recurrent, GoU and donor development.</li> </ul> </li> </ul>                                                                                                                                                      |
| <b>2. Wage:</b> The sum of the revenue allocations for the sector wage conditional grants must be equal to the wage recurrent expenditure.                                                                                                                                                                                                                                                                                                  | <p>The sum of the revenue allocations for the sector wage conditional grants must be equal to the wage recurrent expenditure. This must also include the total wage provision in the department staff recruitment plan.</p>                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>From the performance contract,             <ul style="list-style-type: none"> <li>Check staff recruitment plan and state if compliant/not compliant</li> <li>Check that wage for District/Municipal Production staff (including those planned for recruitment) is budgeted for under UCG wage</li> <li>Check that wage for Field Extension staff (including those planned for recruitment) is budgeted for under conditional wage</li> </ul> </li> </ul>                          |
| <b>3. Non-wage:</b> Annual work plan indicates allocation of the agriculture sector non-wage recurrent grant for HLG production and commercial services to eligible expenditure including: <ul style="list-style-type: none"> <li>Promotion of value addition and trade</li> <li>Support to district efforts on crop and animal husbandry</li> <li>Mobilisation for agribusiness</li> <li>Initiatives for technology development</li> </ul> | <p>In districts, at least 30% of the non-wage recurrent budget should be allocated to commercial services and the balance to other production activities;</p> <p>In municipal councils, at least 70% of the non-wage recurrent budget should be allocated to commercial services and the balance to other production activities;</p> <p>The allocation for sector management and monitoring must be maximum 5% of the non-wage recurrent budget for the department work plan.</p> | <p>Check that:</p> <ol style="list-style-type: none"> <li>The non-wage recurrent allocation for District Commercial services is at least 30% of the total non-wage allocation for vote function 0183.</li> <li>The non-wage recurrent allocation for Municipality Commercial services is 70% of the total non-wage allocation for vote function 0183.</li> <li>Check that the allocation for sector management and monitoring is less than or equal to 5% of the non-wage recurrent budget for the department</li> </ol> |

| Requirement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Definition of Compliance | Verification and source of information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>- At least 80% of development budget will be used for capital investments, to fund rehabilitation or construction of service delivery or administrative infrastructure.</p> <p>- Maximum, 10% of budget allocations to construction and rehabilitation (capital outputs) will finance investment service costs, such as bills of quantities or economic impact assessments.</p> <p>- All development investments must be consistent with the positive and negative lists in the grant and Budget Information Paper.</p> <p>- Capacity building activities should be consistent with the positive and negative lists in the grant and Budget Information Paper.</p> <p><b>4. Development-</b> Adherence to Investment menu for the Development Grant</p> |                          | <ul style="list-style-type: none"> <li>• Check that the GoU development budget allocation is equal to or greater than 80% of the total development budget for work plan 4 minus the allocation of DDEG to the sector (if provided). Check that the allocations to capital investments are made as appropriate.</li> <li>• Check and note whether or not investment servicing costs for each of the capital investments are provided for, under each of the outputs.</li> <li>• Provide details of investments in the negative list that have been included in the 'annual work plan', if any</li> <li>• Check outputs under 'Sector Capacity Development' in work plan 4 details and note activities in the negative list that have been included in the work plan, if any.</li> </ul> |

## 7.4 Works

| Requirement                                                                                                                                                  | Definition of Compliance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Verification and source of information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>1. Overall</b> work plan revenues and expenditures balance, and are divided correctly between wage, non-wage recurrent, GoU and donor development.</p> | <ul style="list-style-type: none"> <li>Total recurrent revenues equal total recurrent expenditure.</li> <li>Total development revenues equal total development expenditure.</li> <li>Allocations to the development budget are at least equal to the IPF provided.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Check the Draft LG Budget submission in the sections of: overview of work plan revenues and expenditure; Staff Recruitment Plan and state if compliant/not compliant.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>2. Non-wage:</b> Annual budget provision made for maintenance by LLGs and HLGs – Funds spent on eligible activities as per guidelines.</p>             | <ul style="list-style-type: none"> <li>Allocations to maintenance outputs are at least equal to the IPF from the Uganda Road Fund for maintenance (excluding 'mechanical imprest and street lighting).</li> <li>Allocations made to each sub county for road maintenance for removal of bottlenecks on community access roads as per the Uganda Road Fund (URF) IPF</li> <li>Allocations made to town councils for routine or periodic maintenance of urban roads and bridges within their jurisdiction, and street lighting, as per URF IPF (check whether municipalities should be included).</li> <li>Allocations made for routine or periodic road maintenance by HLGs</li> <li>A maximum of 10% of the non-wage recurrent budget allocated to meet other operational costs of the District Roads Office, including monitoring activities and provisions for the District Roads Committee</li> </ul> | <p>From the Performance Contract expenditure details:</p> <ul style="list-style-type: none"> <li>Check that total allocation to maintenance outputs is equal to the IPF allocation from the URF, including mechanical imprest.</li> <li>Check that total allocations to each sub county and total allocations to each Town Council are at least equal to the URF IPF allocation.</li> <li>Check that the total non-wage allocation for road maintenance by HLGs is at least equal to the URF IPF.</li> <li>From the LG OBT expenditure details, check that the total allocation for output 048201 is less than or equal to 10% of the non-wage recurrent budget.</li> </ul> |

| Requirement                                                                                                 | Definition of Compliance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Verification and source of information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>3. Development-</b> Adherence to Development Budgeting Principles – adherence to investment menu.</p> | <ul style="list-style-type: none"> <li>• The sector development budget is used for road rehabilitation or construction</li> <li>• Between 5-10% of the development allocations to capital investments will finance investment service costs, such as bills of quantities or environmental and social impact assessments, along with the requisite mitigation, monitoring and compliance measures.</li> <li>• All development investments must be consistent with the positive and negative lists in the grant and Budget Information Paper.</li> </ul> | <p>From the LG budget details:</p> <ul style="list-style-type: none"> <li>• Check that the total allocation for development expenditure is greater than or equal to the conditional development grant as reflected in the revenue budget.</li> <li>• Check that the total allocation to items 281501, 281501, 281502, 281053, 2810504 in the GoU Development budget is between 5 and 10% of the total GoU development budget.</li> <li>• Check and note whether or not investment servicing costs for each of the capital investments are provided for, under each of the outputs.</li> </ul> |

## 7.5 Education and Sports

| Requirement                                                                                                                                                                                                           | Definition of Compliance                                                                                                                                                                                                                                                                                                                                                                               | Verification and source of information                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>1. Overview</b> of the work plan revenue and expenditure</p> <p>Total work plan revenues and expenditures balance and divided correctly between wage, non-wage recurrent, GoU and donor development support</p> | <ul style="list-style-type: none"> <li>Total development revenues equal to total development expenditure</li> <li>Total recurrent revenue equal to total recurrent expenditures</li> <li>Allocations to the development budget are at least as high as the development grant and the transitional development grant (including secondary transitional development and presidential pledges)</li> </ul> | <p>From the LG annual budget for Education (07), check that: (For the codes – please check the guidelines).</p> <ul style="list-style-type: none"> <li>Total revenue is equal to the total expenditure for both recurrent and development</li> <li>Allocation to the development budget are equal to development grant plus Transitional development grant</li> <li>The wage provision is equal to and covers both filled posts and the recruitment plan</li> </ul> |
| <p><b>2. Wage</b> – compliance to wage allocation guidelines</p>                                                                                                                                                      | <ul style="list-style-type: none"> <li>Wage budgeting guidelines must be adhered to and salaries of permanent staff must be within the overall staff and budget ceilings.</li> <li>Total wage budget for staff in post and in the positions in the recruitment plan for the primary teachers is equal to the sum of the Education wage conditional grant allocation.</li> </ul>                        | <ul style="list-style-type: none"> <li>From Performance Contract review budgeting of wage and compliance against guidelines</li> </ul>                                                                                                                                                                                                                                                                                                                              |
| <p><b>3. Non-wage</b> - Transfers for Primary (including inspection and DEO's operation), Secondary and Tertiary Institutions comply with indicative planning figures</p>                                             | <ul style="list-style-type: none"> <li>Adherence with the IPF and the grant guidelines in terms of non-wage expenditures and allocations to Primary, Secondary and Tertiary Institutions.</li> </ul>                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>From Performance Contract review budgeting of non-wage against guidelines</li> </ul>                                                                                                                                                                                                                                                                                                                                         |

| Requirement                                                                                              | Definition of Compliance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Verification and source of information                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>4. Development:</b> Adherence to Development Budgeting Principles<br>- adherence with investment menu | <ul style="list-style-type: none"> <li>• The LG has adhered with the positive and negative list of investments for the development expenditures</li> <li>• The LG has received written authorisation from MoES before budgeting for a new school to be constructed (if any);</li> <li>• Recurrent costs of new schools must be available in the budget year.</li> <li>• All the recurrent costs of running the new schools should be included in the budget, and must be within the ceilings above.</li> </ul> | <ul style="list-style-type: none"> <li>• From Performance Contract review budgeting of development expenditure against the guidelines</li> <li>• Grant guidelines</li> </ul> |

## 7.6 Health

| Requirement                                                                                                                                                                | Definition of Compliance                                                                                                                                                                                                                                                                                                                                                 | Verification and source of information                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Overall work plan revenues and expenditures balance, and are divided correctly between wage, non-wage recurrent, GoU and donor development. (separate general and wage) | <ul style="list-style-type: none"> <li>Total recurrent revenues equal total recurrent expenditure.</li> <li>Total development revenues equal total development expenditure.</li> <li>Allocations to the development budget are at least equal to the IPF provided, and the transitional development grant-sanitation</li> </ul>                                          | <p>From the LG performance contract, (health 08) check that: (For the codes – please check the guidelines).</p> <ul style="list-style-type: none"> <li>Total revenue is equal to the total expenditure for both recurrent and development</li> <li>Allocation to the development budget is equal to development grant plus Transitional development grant (if any).</li> <li>The wage provision is equal to and covers both filled posts and staff in the recruitment plan</li> </ul> |
| 2. Wage: Balance between the revenue allocations and the wage expenditures.                                                                                                | <ul style="list-style-type: none"> <li>Wage budgeting guidelines must be adhered with and salaries of permanent staff must be within the overall staff and budget ceilings.</li> <li>Total wage budget in the staff recruitment plan for the health workers (filled and vacant positions) is equal to the sum of the health wage conditional grant allocation</li> </ul> | <ul style="list-style-type: none"> <li>Performance Contract - Expenditure details for work plan from the budget estimates</li> </ul>                                                                                                                                                                                                                                                                                                                                                  |
| 3. Non-wage: Annual work plan indicates allocations to Lower Level Health Facilities and hospitals, private not for profit facilities                                      | <p>Allocations made in accordance with health grant guidelines.</p> <ul style="list-style-type: none"> <li>Budgeting for eligible facilities (hospitals, health centre IV, health centres IIs and IIs); PNFP and right amounts</li> </ul>                                                                                                                                | <p>Performance Contract - Expenditure details for work plan from the budget estimates;</p> <ul style="list-style-type: none"> <li>In the LG Performance Contract, check that allocations are made to each of the facilities as per guidelines</li> </ul>                                                                                                                                                                                                                              |
| 4. Development- Adherence to Development Budgeting Principles - adherence to investment menu                                                                               | <ul style="list-style-type: none"> <li>The investment menu for development expenditures will have to be adhered to.</li> </ul>                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Performance Contract – review compliance with investment menu in the grant guidelines against the budget inputs</li> </ul>                                                                                                                                                                                                                                                                                                                     |

## 7.7 Water and Environment<sup>11</sup>

| Requirement                                                                                                                                                                                                                                                                                                                                                      | Definition of Compliance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Verification and source of information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Overview of Work Plan Revenues and Expenditure:<br>Total Work plan revenues and expenditures balance and are divided correctly as per the IPF between wage, non-wage recurrent, GoU and donor development                                                                                                                                                     | <ul style="list-style-type: none"> <li>Total recurrent revenues equal total recurrent expenditure.</li> <li>Total development revenues equal total development expenditure.</li> <li>Allocations to the development budget are at least equal to the IPF provided, and the transitional development grant</li> </ul>                                                                                                                                                                                                                                                                                                                          | <p>From the draft LG Performance Contract for Water (07b) and Natural Resources (08) check separately and establish that:</p> <p>a) The total Recurrent Revenues are equal to total recurrent expenditure</p> <p>b) The Development Revenues are equal to total Development Expenditures</p>                                                                                                                                                                                                                                                                                      |
| 2. Non-wage: Higher Local Services (Promotion of sanitation, hygiene and community-based mobilisation)<br>Eligible expenditures<br>At least 40% of the non-wage recurrent budget for rural water and sanitation should be allocated to:<br>- Promotion of sanitation and hygiene<br>- Mobilisation and promotion of community based maintenance of water sources | <p>The total allocation to outputs: 'Promotion of Community Based Management' and 'Promotion of Sanitation and Hygiene' must be greater than or equal to 40% of the total non-wage recurrent budget for work plan 7b Water</p> <ul style="list-style-type: none"> <li>- For those local governments receiving funds from the Transitional Development – Sanitation grant, additional allocations should be made in the development budget to sanitation activities.</li> <li>- A maximum allocation of 15% of the total GoU development budget for work plan 7b should be made to promotion of Sanitation and Hygiene' activities.</li> </ul> | <p>From the expenditures details in the budget estimates for Work plan 7b check and establish that:</p> <p>a) At least 40% of the total non-wage recurrent budget for work plan 7b has been allocated to promotion of Community-Based Management and 'Promotion of Sanitation and Hygiene'</p> <p>b) Additional allocations were made for sanitation promotion activities to LGs receiving funds from the Transitional Development Sanitation Grant</p> <p>c) A maximum of 15% of the development budget has been allocated to promotion of hygiene and sanitation activities</p> |
| 3. Development: Adherence to investment menu development budgeting requirements.                                                                                                                                                                                                                                                                                 | Investments are in line with the investment menu in the grant guidelines.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Check the expenditure details for work plan 7b in the 'budget estimates' to establish whether they follow the eligible investments from the grant guidelines.                                                                                                                                                                                                                                                                                                                                                                                                                     |

<sup>11</sup> These budgeting requirements are only applicable to District LGs not Municipalities.

## 7.8 Social Development

| Requirement                                                                                                                                                                                                                                                                                                                                                                                                               | Definition of Compliance                                                                                                                                                                                                                               | Verification and source of information                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. Overview of Work-Plan Revenues and Expenditure:</p> <p>Total work plan revenues and expenditures balance and are divided correctly between wage, non-wage recurrent, GoU and donor development</p>                                                                                                                                                                                                                  | <p>Total recurrent revenues equal total recurrent expenditure and indicative planning figures are followed.</p>                                                                                                                                        | <p>From the LG Performance Contract check that:</p> <ul style="list-style-type: none"> <li>• The total Recurrent Revenues are equal to total recurrent expenditure</li> <li>• Check that wages for HLG staff are budgeted under the output on Operation of Community Based Services Department under general staff salaries.</li> <li>• Check that Community Development staffs allocated to LLGs are budgeted under general staff salaries</li> </ul> |
| <p>2. Non-wage Lower Local Services: Eligible expenditures</p> <p>LGs are required to allocate a minimum of 70% of sector non-wage recurrent grant to LLGs to fund CDOs and CDWs to implement mandated activities (e.g. Community Based Rehabilitation, probation, gender mainstreaming, youth activities etc.)</p> <p>These allocations should be specified as Lower Local Services in the local government budgets.</p> | <p>Non-wage allocations to LLGs are made under Community Development services for LLGs.</p> <ul style="list-style-type: none"> <li>- At least 70% of the non-wage budget allocations for Work plan 10 have been allocated to these outputs.</li> </ul> | <p>From the LG Performance Contracts check in the Expenditure details from the budget estimates that:</p> <ul style="list-style-type: none"> <li>a) At least 70% of the sector non-wage recurrent grant has been allocated to LLGs to fund CDOs and CDWs for PWDs, Community Based Rehabilitation and Youth Councils.</li> </ul>                                                                                                                       |

## 8 LG Accountability Requirements

The following accountability requirements will be assessed, together with the performance measures, every year between August – November to inform the appointment of LG Accounting Officers for the forthcoming FY (with inclusion in December /January of the final audit opinion).

| Accountability Area                                                                      | No. | Accountability Requirement                                                                                                                                           | Reason for Accountability Requirement                                                                                                                    | Information source and assessment procedure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Changes made since 2017                                           |
|------------------------------------------------------------------------------------------|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| Annual performance contract                                                              | 1.  | LG has submitted an annual performance contract of the forthcoming year by June 30 on the basis of the PFMAA and LG Budget guidelines for the coming financial year. | To ensure that LG Accounting Officers deliver on the activities in the work plans of their votes and account for public spending for the forthcoming FY. | <ul style="list-style-type: none"> <li>From MoFPED's inventory/schedule of LG submissions of performance contracts, check dates of submission and issuance of receipts and: <ul style="list-style-type: none"> <li>If LG submitted before or by due date, then state 'compliant'</li> <li>If LG had not submitted or submitted later than the due date, state 'non-compliant'</li> </ul> </li> <li>From the Uganda budget website: <a href="http://www.budget.go.ug">www.budget.go.ug</a>, check and compare recorded date therein with date of LG submission to confirm.</li> </ul> |                                                                   |
| Supporting Documents for the Budget required as per the PFMA are submitted and available | 2.  | LG has submitted a Budget that includes a Procurement Plan for the forthcoming FY by 30 <sup>th</sup> June (LG PPDA Regulations, 2006).                              | To ensure consistency between LG budgets and their planned procurement                                                                                   | <ul style="list-style-type: none"> <li>From MoFPED's inventory of LG budget submissions, check whether: <ul style="list-style-type: none"> <li>The LG budget is accompanied by a Procurement Plan or not. If a LG submission includes a Procurement Plan, the LG is compliant; otherwise it is not compliant.</li> </ul> </li> </ul>                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Clarified date.</li> </ul> |

| Accountability Area                                                       | No. | Accountability Requirement                                                                                                                                        | Reason for Accountability Requirement                                                                                                                                                  | Information source and assessment procedure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Changes made since 2017                                                                           |
|---------------------------------------------------------------------------|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| Reporting: submission of annual and quarterly budget performance reports. | 3.  | LG has submitted the annual performance report for the previous FY on or before 31st July (as per LG Budget Preparation Guidelines for coming FY; PFMA Act, 2015) | To ensure quarterly releases to LGs are properly utilised as per their performance contracts and serve as a trigger of funds release for the new budget year.                          | <p>From MoFPED's official record/inventory of LG submission of annual performance report submitted to MoFPED, check the date MoFPED received the annual performance report:</p> <ul style="list-style-type: none"> <li>• If LG submitted report to MoFPED in time, then it is compliant</li> <li>• If LG submitted late or did not submit, then it is not compliant</li> </ul>                                                                                                                                                                                          |                                                                                                   |
|                                                                           | 4.  | LG has submitted the quarterly budget performance report for all the four quarters of the previous FY by end of the FY; PFMA Act, 2015).                          | To ensure quarterly funds released to LGs are properly utilised and accounted for as per their performance contracts and serve as a trigger for funds release for the new budget year. | <p>From MoFPED's official record/inventory of LG submission of quarterly reports submitted to MoFPED, check the date MoFPED received the quarterly performance reports:</p> <ul style="list-style-type: none"> <li>• If LG submitted all four reports to MoFPED of the previous FY by July 31, then it is compliant (timely submission of each quarterly report, is not an accountability requirement, but by end of the FY, all quarterly reports should be available).</li> <li>• If LG submitted late or did not submit at all, then it is not compliant.</li> </ul> | <ul style="list-style-type: none"> <li>• Clarified the requirement in terms of timing.</li> </ul> |

| Accountability Area | No. | Accountability Requirement                                                                                                                                                                                                                                                                                                                                                                               | Reason for Accountability Requirement                                                                                                                                                                                                                                                                                                                                                                                | Information source and assessment procedure                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Changes made since 2017                                                                                                                                  |
|---------------------|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Audit               | 5.  | The LG has provided information to the PS/ST on the status of implementation of Internal Auditor General and the Auditor General's findings for the previous financial year by end of February (PFMA s. 11 2g). This statement includes actions against all findings where the Internal Auditor and the Auditor General recommended the Accounting Officer to take action in lines with applicable laws. | <ul style="list-style-type: none"> <li>To ensure LG Accounting Officers address Internal and External Audit queries/ recommendations in time</li> <li>Ascertain that actions taken by LG Accounting Officers to address queries are lawful and appropriate.</li> <li>To ensure that LG Accounting Officers address all issues raised in the Internal Auditor General and Auditor General's annual report.</li> </ul> | <p>From MoFPED's Inventory/record of LG submissions of statements entitled "Actions to Address Internal Auditor General's findings", Check:</p> <ul style="list-style-type: none"> <li>If LG submitted a 'Response' (and provide details), then it is compliant</li> <li>If LG did not submit a 'response', then it is non-compliant</li> <li>If there is a response for all – LG is compliant</li> <li>If there are partial or not all issues responded to – LG is not compliant.</li> </ul> | <ul style="list-style-type: none"> <li>Clarified that responses have to be made to but Internal Auditor General and Auditor General's reports</li> </ul> |

| Accountability Area | No. | Accountability Requirement                                                                    | Reason for Accountability Requirement                                                        | Information source and assessment procedure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Changes made since 2017 |
|---------------------|-----|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Audit               | 6.  | The audit opinion of LG Financial Statement (issued in January) is not adverse or disclaimer. | <ul style="list-style-type: none"> <li>To ensure proper handling of public funds.</li> </ul> | <p>From the Auditor General check the audit opinion of the LG for the previous FY.</p> <ul style="list-style-type: none"> <li>If LG has clean audit or qualified audit opinion: Compliant</li> <li>If LG has adverse and disclaimer opinion and no follow-up: Non-compliant</li> <li>If all issues have been rectified by LG, and evidence of follow-up from response to issues, letters for OAG etc. then compliant.</li> </ul> <p>The audit results are supposed to be ready by the end of December. Therefore, this will be the last issue to be reviewed in January.</p> |                         |

Note that other (more detailed) issues are reflected in the assessment of LG functional processes and systems.

# 9 LG Functional Process and Systems

## 9.1 Crosscutting Performance Measures

Cross-Cutting Performance Measures for Higher Levels of Local Governments (districts and municipalities)<sup>12</sup>

| Performance Area                                                                        | No | Performance Measures <sup>1</sup>                                                                                                                                                                                                                 | Scoring Guide                                                                                                                                                                                                                                                                                                                            | Assessment procedure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Means of verification                                                                                                                                                                                                                                                                                                                                                                     | Changes made since 2017                                                                                      |
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| A) Planning, budgeting and execution<br>Maximum points: 20 points on this thematic area | 1. | All new infrastructure projects in: (i) a municipality / (ii) in a district are approved by the respective Physical Planning Committees and are consistent with the approved Physical Plans<br><br>Maximum 4 points for this performance measure. | Evidence that a district/ municipality has:<br><ul style="list-style-type: none"><li>• A functional Physical Planning Committee in place that considers new investments on time: score 1.</li><li>• Evidence that district/ MLG has submitted at least 4 sets of minutes of Physical Planning Committee to the MoLHUD score 1.</li></ul> | From the Physical Planner obtain:<br><ul style="list-style-type: none"><li>• The current Physical Development Plan that was approved by Council and submitted to the National Physical Planning Board.</li><li>• Information about the members of the Physical Planning Committee to establish whether it is properly and fully constituted.</li><li>• Building Plan, Registration Book and minutes of physical planning committee to determine whether all the submissions for new investments were considered within 30 days after submission.</li></ul><br>From MoLHUD establish: Whether the district/ MLG submitted at least 4 sets of minutes of Physical Planning Committee to the MoLHUD. | <ul style="list-style-type: none"><li>• Approved Physical Development Plan</li><li>• Approved Annual work plan</li><li>• Plans submission register</li><li>• Minutes of the physical planning committee</li><li>• Minutes of National Physical Planning Board</li><li>• Appointment letters for the members of Physical Planning Committees</li><li>• Approved Action Area Plan</li></ul> | <ul style="list-style-type: none"><li>• Updated with input from USMID performance assessment tool.</li></ul> |

<sup>12</sup> The selected indicators for the sub-counties, town councils and divisions will be included a separate Volume to the LG PAM (to be elaborated later).

| Performance Area | No | Performance Measures <sup>1</sup>                                                                                                                                                                                                                                                              | Scoring Guide                                                                                                                                                                                                                            | Assessment procedure                                                                                                                                                                                                                                                                                                                               | Means of verification                                                                                                                                                                                                                            | Changes made since 2017 |
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|                  |    |                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>All infrastructure investments are consistent with the approved Physical Development Plan: score 1 or else 0</li> <li>Action area plan prepared for the previous FY: score 1 or else 0</li> </ul> | <p>Sample new investments and determine whether they have been approved by the Physical Planning Committee and are consistent with the approved physical development plan.</p> <p>From the Physical Planner establish:</p> <ul style="list-style-type: none"> <li>The availability of an approved action area plan for the previous FY.</li> </ul> |                                                                                                                                                                                                                                                  |                         |
|                  | 2. | <p>The prioritized investment activities in the approved AWP for the current FY are derived from the approved five-year development plan, are based on discussions in annual reviews and budget conferences and have project profiles</p> <p>Maximum 5 points on this performance measure.</p> | <ul style="list-style-type: none"> <li>Evidence that priorities in AWP for the current FY are based on the outcomes of budget conferences: score 2.</li> </ul>                                                                           | <p>From the Planner, obtain and review minutes, budget conference report and the AWP of the current FY to determine whether:</p> <ul style="list-style-type: none"> <li>Prioritized AWP activities are in line with outcomes of the budget conferences</li> </ul>                                                                                  | <ul style="list-style-type: none"> <li>Minutes from TPC</li> <li>Budget conference reports</li> <li>Five-year development plan</li> <li>AWP</li> <li>Project appraisal reports</li> <li>Planning guidelines</li> <li>Project profiles</li> </ul> |                         |

| Performance Area | No | Performance Measures <sup>1</sup>                                                                           | Scoring Guide                                                                                                                                                                                                                                                                                                                       | Assessment procedure                                                                                                                                                                                                                                                                   | Means of verification                                                                                     | Changes made since 2017                                                                                  |
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|                  |    |                                                                                                             | <ul style="list-style-type: none"> <li>Evidence that the capital investments in the approved Annual work plan for the current FY are derived from the approved five-year development plan. If differences appear, a justification has to be provided and evidence provided that it was approved by the Council. Score 1.</li> </ul> | <p>Check from the planner whether:</p> <ul style="list-style-type: none"> <li>The capital investments, including the allocations, in the approved Annual work plan are mentioned in the approved five-year development plan</li> </ul>                                                 |                                                                                                           | <ul style="list-style-type: none"> <li>Changes in scoring to promote development of profiles.</li> </ul> |
|                  |    |                                                                                                             | <ul style="list-style-type: none"> <li>Project profiles have been developed and discussed by TPC for all investments in the AWP as per LG Planning guideline: score 2.</li> </ul>                                                                                                                                                   | <p>From the planner check whether:</p> <ul style="list-style-type: none"> <li>The minutes from the TPC indicate that all project profiles for investments were discussed by the TPC</li> <li>Check whether the profiles adhere to the formats in the LG planning guideline.</li> </ul> |                                                                                                           |                                                                                                          |
|                  | 3. | <p>Annual statistical abstract developed and applied</p> <p>Maximum 1 point on this performance measure</p> | <ul style="list-style-type: none"> <li>Annual statistical abstract, with gender-disaggregated data has been compiled and presented to the TPC to support budget allocation and decision-making- maximum score 1.</li> </ul>                                                                                                         | <p>From the planner check whether:</p> <ul style="list-style-type: none"> <li>The minutes from the TPC indicate that statistical abstract with disaggregated gender data has been compiled and presented.</li> </ul>                                                                   | <ul style="list-style-type: none"> <li>Minutes from the TPC meetings</li> <li>Statistical data</li> </ul> |                                                                                                          |

| Performance Area | No | Performance Measures <sup>1</sup>                                                                                                                                                                | Scoring Guide                                                                                                                                                                                                                                                                         | Assessment procedure                                                                                                                                                                                                                                                                                         | Means of verification                                                                                                                                                                 | Changes made since 2017                                                                                                                               |
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|                  |    |                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                       |                                                                                                                                                       |
|                  | 4. | Investment activities in the previous FY were implemented as per AWP.<br><br>Maximum 6 points on this performance measure.                                                                       | <ul style="list-style-type: none"> <li>Evidence that all infrastructure projects implemented by the LG in the previous FY were derived from the annual work plan and budget approved by the LG Council: score 2</li> </ul>                                                            | <p>From MoFPED obtain and review the annual budget performance report to determine whether:</p> <ul style="list-style-type: none"> <li>All infrastructure projects implemented by the LG in the previous FY were derived from the annual work plan and budget approved by the LG Council.</li> </ul>         | <ul style="list-style-type: none"> <li>Annual budget</li> <li>Annual budget performance reports</li> <li>AWP</li> </ul>                                                               |                                                                                                                                                       |
|                  |    |                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Evidence that the investment projects implemented in the previous FY were completed as per work plan by end for FY. <ul style="list-style-type: none"> <li>100%: score 4</li> <li>80-99%: score 2</li> <li>Below 80%: 0</li> </ul> </li> </ul> | <p>From MoFPED obtain and review the annual budget performance report to determine whether:</p> <ul style="list-style-type: none"> <li>Investment projects implemented in the previous FY were completed within the planned FY.</li> </ul>                                                                   |                                                                                                                                                                                       |                                                                                                                                                       |
|                  | 5. | The LG has executed the budget for construction of investment projects and O&M for all major infrastructure projects during the previous FY<br><br>Maximum 4 points on this Performance Measure. | <ul style="list-style-type: none"> <li>Evidence that all investment projects in the previous FY were completed within approved budget – Max. 15% plus or minus of original budget: score 2</li> </ul>                                                                                 | <p>From MoFPED obtain and review the annual budget performance report to determine whether:</p> <ul style="list-style-type: none"> <li>All investment projects in the previous FY were completed within approved budget: Max. 15% plus or minus of original budget based on a sample of projects.</li> </ul> | <ul style="list-style-type: none"> <li>Annual budget performance report</li> <li>Annual financial accounts</li> <li>Sample minimum 5 projects which exclude road and water</li> </ul> | <ul style="list-style-type: none"> <li>Assessment clarified to focus on sector with major issues.</li> <li>Improved assessment procedures.</li> </ul> |

| Performance Area                                  | No | Performance Measures <sup>1</sup>                                                                                                 | Scoring Guide                                                                                                                                                                   | Assessment procedure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Means of verification                                                                                                                                               | Changes made since 2017 |
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|                                                   |    |                                                                                                                                   | <ul style="list-style-type: none"> <li>Evidence that the LG has budgeted and spent at least 80% of the O&amp;M budget for infrastructure in the previous FY: score 2</li> </ul> | <p>From MoFPED obtain the AFA and annual performance report to check whether</p> <ul style="list-style-type: none"> <li>The LG has reviewed assets and projects in need of maintenance</li> <li>The LG has costed the maintenance of these assets and projects</li> <li>The LG has budgeted for O&amp;M based on the costing (need specific budget line showing O&amp;M)</li> <li>Actual expenditure of previous years' budget on O&amp;M</li> <li>The LG has spent at least 80% of O&amp;M budget for infrastructure projects the previous FY based on sample of projects.</li> </ul> <p>Note that all bullets above have to be complied with to obtain the two points, otherwise zero.</p> |                                                                                                                                                                     |                         |
| B) Human resource management<br>Maximum 14 points | 6. | <p>LG has substantively recruited and appraised all Heads of Departments</p> <p>Maximum 5 points on this Performance Measure.</p> | <ul style="list-style-type: none"> <li>Evidence that the LG has filled all HoDs positions substantively: score 3</li> </ul>                                                     | <p>From the HRM Division, obtain:</p> <ul style="list-style-type: none"> <li>The staff structure and staff list for the current FY to establish the HoDs positions that are substantively (as per personnel specifications) filled.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Staff structure</li> <li>Staff list</li> <li>Performance plan</li> <li>Appraisal reports</li> <li>Personnel files</li> </ul> |                         |

| Performance Area | No | Performance Measures <sup>1</sup>                                                                                                                                                                       | Scoring Guide                                                                                                                                              | Assessment procedure                                                                                                                                                                                                                | Means of verification                                                                      | Changes made since 2017                                     |
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|                  |    |                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Evidence that HoDs have been appraised as per guidelines issued by MoPS during the previous FY: score 2</li> </ul>  | <p>From the HRM obtain:</p> <ul style="list-style-type: none"> <li>Personnel files for HoDs.</li> <li>Review whether the HoDs were appraised during the previous FY.</li> </ul>                                                     |                                                                                            |                                                             |
|                  | 7. | <p>The LG DSC has considered all staff that have been submitted for recruitment, confirmation and disciplinary actions during the previous FY.</p> <p>Maximum 4 points on this Performance Measure.</p> | <ul style="list-style-type: none"> <li>Evidence that 100 % of staff submitted for recruitment have been considered: score 2</li> </ul>                     | <ul style="list-style-type: none"> <li>From the Secretary to the DSC obtain and review minutes of the DSC for the previous FY to determine whether all cases submitted for recruitment, have been considered.</li> </ul>            | <ul style="list-style-type: none"> <li>Minutes of DSC</li> <li>Submission lists</li> </ul> |                                                             |
|                  |    |                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Evidence that 100 % of positions submitted for <u>confirmation</u> have been considered: score 1</li> </ul>         | <p>From the Secretary to the DSC obtain and review:</p> <ul style="list-style-type: none"> <li>Minutes of the DSC for the previous FY to determine whether all cases submitted confirmation have been considered.</li> </ul>        |                                                                                            | <ul style="list-style-type: none"> <li>Clarified</li> </ul> |
|                  |    |                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Evidence that 100 % of positions submitted for <u>disciplinary</u> actions have been considered: score 1</li> </ul> | <p>From the Secretary to the DSC obtain and review:</p> <ul style="list-style-type: none"> <li>Minutes of the DSC for the previous FY to determine whether all cases submitted disciplinary action have been considered.</li> </ul> |                                                                                            | <ul style="list-style-type: none"> <li>Clarified</li> </ul> |

| Performance Area                                 | No | Performance Measures <sup>1</sup>                                                                                                                                                                         | Scoring Guide                                                                                                                                                                                                                                                                             | Assessment procedure                                                                                                                                                                                                                                  | Means of verification                                                                                                                                | Changes made since 2017                                                                                                    |
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|                                                  | 8. | Staff recruited and retiring access the salary and pension payroll respectively within two months<br><br>Maximum 5 points on this Performance Measure.                                                    | <ul style="list-style-type: none"> <li>Evidence that 100% of the staff recruited during the previous FY have accessed the salary payroll not later than two months after appointment: score 3</li> </ul>                                                                                  | <p>From the HRM Unit obtain:</p> <ul style="list-style-type: none"> <li>The list of all staff that were recruited and determine whether they accessed the salary payroll during the previous FY, not later than 2 months after appointment</li> </ul> | <ul style="list-style-type: none"> <li>Salary payroll</li> <li>Pension payroll</li> <li>Recruited staff lists</li> <li>Retired staff list</li> </ul> |                                                                                                                            |
|                                                  |    |                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Evidence that 100% of the staff that retired during the previous FY have accessed the pension payroll not later than two months after retirement: score 2</li> </ul>                                                                               | <p>From the HRM Unit obtain and check:</p> <ul style="list-style-type: none"> <li>IPPS to determine whether they accessed the pension payroll within two months of retirement</li> </ul>                                                              |                                                                                                                                                      |                                                                                                                            |
| C) Revenue mobilisation<br><br>Maximum 10 points | 9. | The LG has increased LG own source revenues in the last financial year compared to the one before the previous financial year (last FY year but one)<br><br>Maximum 4 points on this Performance Measure. | <ul style="list-style-type: none"> <li>If increase in OSR (excluding one/off, e.g. sale of assets) from previous FY but one to previous FY is more than 10 %: score 4.</li> <li>If the increase is from 5% -10 %: score 2.</li> <li>If the increase is less than 5 %: score 0.</li> </ul> | <p>From the CFO obtain and review:</p> <ul style="list-style-type: none"> <li>Annual financial accounts for the previous two FYs to calculate the percentage increase on OSR collection.</li> </ul>                                                   | <ul style="list-style-type: none"> <li>Annual financial accounts for previous year and previous year but one.</li> </ul>                             | <ul style="list-style-type: none"> <li>Strengthened the focus on sustainable revenues, excluding one-off gains.</li> </ul> |

| Performance Area | No  | Performance Measures <sup>1</sup>                                                                                    | Scoring Guide                                                                                                                                                                                                                                       | Assessment procedure                                                                                                                                                                                                                                              | Means of verification                                                                                                                           | Changes made since 2017                                                                                                                                          |
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|                  | 10. | LG has collected local revenues as per budget (collection ratio)<br><br>Maximum 2 points on this performance measure | <ul style="list-style-type: none"> <li>If revenue collection ratio (the percentage of local revenue collected against planned for the previous FY (budget realisation) is within +/- 10 %; then score 2. If more than +/- 10 %; Score 0.</li> </ul> | <p>From the CFO, obtain and review:</p> <ul style="list-style-type: none"> <li>Original budget and budget execution reports to determine the ratio of revenue budgeted that has been collected.</li> </ul>                                                        | <ul style="list-style-type: none"> <li>Annual (original) budget for previous FY</li> <li>Annual financial statements for previous FY</li> </ul> | <ul style="list-style-type: none"> <li>Clarified that the objective is to review original budget versus final outturns. Focus is the original budget.</li> </ul> |
|                  | 11. | Local revenue administration, allocation and transparency<br><br>Maximum 4 points on this performance measure.       | <ul style="list-style-type: none"> <li>Evidence that the District/Municipality has remitted the mandatory LLG share of local revenues: score 2</li> </ul>                                                                                           | <p>From the CFO obtain and review annual financial accounts to determine whether:</p> <ul style="list-style-type: none"> <li>The HLG has remitted the mandatory LLG share of local revenues</li> </ul>                                                            | <ul style="list-style-type: none"> <li>Annual financial statements</li> </ul>                                                                   |                                                                                                                                                                  |
|                  |     |                                                                                                                      | <ul style="list-style-type: none"> <li>Evidence that the <u>total</u> Council expenditures on allowances and emoluments- (including from all sources) is not higher than 20% of the OSR collected in the previous FY: score 2</li> </ul>            | <p>From the CFO obtain and</p> <ul style="list-style-type: none"> <li>Review the annual financial statement and check whether the expenditures on council allowances and emoluments (from all sources) are higher than 20% of OSR for the previous FY.</li> </ul> |                                                                                                                                                 | <ul style="list-style-type: none"> <li>Clarified and refined.</li> </ul>                                                                                         |

| Performance Area                                            | No  | Performance Measures <sup>1</sup>                                                                                        | Scoring Guide                                                                                                                                                                                                                                             | Assessment procedure                                                                                                                                                                                                                          | Means of verification                                                                                                                  | Changes made since 2017 |
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| D) Procurement and contract management<br>Maximum 16 points | 12. | The LG has in place the capacity to manage the procurement function<br><br>Maximum 4 points on this performance measure. | <ul style="list-style-type: none"> <li>Evidence that the District has the position of a Senior Procurement Officer and Procurement Officer (if Municipal: Procurement Officer and Assistant Procurement Officer) substantively filled: score 2</li> </ul> | <p>From HRM obtain:</p> <ul style="list-style-type: none"> <li>Staffing records to determine whether the positions are substantively filled.</li> </ul>                                                                                       | <ul style="list-style-type: none"> <li>Staffing records</li> <li>Minutes from TEC</li> <li>Minutes from Contracts Committee</li> </ul> |                         |
|                                                             |     |                                                                                                                          | <ul style="list-style-type: none"> <li>Evidence that the TEC produced and submitted reports to the Contracts Committee for the previous FY: score 1</li> </ul>                                                                                            | <p>From the DPU obtain and review:</p> <ul style="list-style-type: none"> <li>Minutes from meetings in TEC</li> <li>Minutes of the Contracts Committee to determine whether reports have been submitted to the Contracts Committee</li> </ul> |                                                                                                                                        |                         |
|                                                             |     |                                                                                                                          | <ul style="list-style-type: none"> <li>Evidence that the Contracts Committee considered recommendations of the TEC and provide justifications for any deviations from those recommendations: score 1</li> </ul>                                           | <p>From the Procurement Unit obtain and review:</p> <ul style="list-style-type: none"> <li>Minutes of the Contracts Committee to determine whether they consider recommendations of the TEC.</li> </ul>                                       |                                                                                                                                        |                         |

| Performance Area | No  | Performance Measures <sup>1</sup>                                                                                                                                                               | Scoring Guide                                                                                                                                                                                                                                                                                                                                          | Assessment procedure                                                                                                                                                                                                                                                                                                                                                                                 | Means of verification                                                                                                                               | Changes made since 2017 |
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|                  | 13. | The LG has a comprehensive Procurement and Disposal Plan covering infrastructure activities in the approved AWP and is followed.<br><br>Maximum 2 points on this performance measure.           | <ul style="list-style-type: none"> <li>a) Evidence that the procurement and Disposal Plan for the current year covers all infrastructure projects in the approved annual work plan and budget and b) evidence that the LG has made procurements in previous FY as per plan (adherence to the procurement plan) for the previous FY: score 2</li> </ul> | <p>From the Procurement Unit obtain and review:</p> <ul style="list-style-type: none"> <li>The Procurement Plan and check that it is as per procurement regulations, that it covers all major investments and is followed during implementation during the previous FY (sample some investments).</li> <li>Sample actual procurements to ascertain inclusion of infrastructure activities</li> </ul> | <ul style="list-style-type: none"> <li>Procurement Plan for previous and current FY</li> <li>Annual work-plan and budget for previous FY</li> </ul> |                         |
|                  | 14. | The LG has prepared bid documents, maintained contract registers and procurement activities files and adheres with established thresholds.<br><br>Maximum 6 points on this performance measure. | <ul style="list-style-type: none"> <li>For current FY, evidence that the LG has prepared 80% of the bid documents for all investment/ infrastructure by August 30: score 2</li> </ul>                                                                                                                                                                  | <p>From Procurement Unit check:</p> <ul style="list-style-type: none"> <li>That the LG has prepared 80% bid documents for all investment/infrastructure by August 30.</li> </ul>                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Procurement Plan for current FY</li> <li>Contracts register</li> <li>Procurement files</li> </ul>            |                         |
|                  |     |                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>For Previous FY, evidence that the LG has an updated contract register and has complete procurement activity files for all procurements: score 2</li> </ul>                                                                                                                                                     | <p>From the Procurement Unit review:</p> <ul style="list-style-type: none"> <li>The contracts register and check whether there are completed files for all procurements (sample).</li> </ul>                                                                                                                                                                                                         |                                                                                                                                                     |                         |

| Performance Area                             | No  | Performance Measures <sup>1</sup>                                                                                                            | Scoring Guide                                                                                                                                                                                                                                                  | Assessment procedure                                                                                                                                                                                                                                                                                                                                              | Means of verification                                                                                                                          | Changes made since 2017                                                    |
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|                                              |     |                                                                                                                                              | <ul style="list-style-type: none"> <li>For previous FY, evidence that the LG has adhered with procurement thresholds (sample 5 projects): score 2.</li> </ul>                                                                                                  | <p>From the Procurement Unit review:</p> <ul style="list-style-type: none"> <li>The procurement method for a sample of procurements to check whether the thresholds have been complied with.</li> </ul>                                                                                                                                                           |                                                                                                                                                |                                                                            |
|                                              | 15. | <p>The LG has certified and provided detailed project information on all investments</p> <p>Maximum 4 points on this performance measure</p> | <ul style="list-style-type: none"> <li>Evidence that all works projects implemented in the previous FY were appropriately certified – interim and completion certificates for all projects based on technical supervision: score 2</li> </ul>                  | <p>From the Procurement Unit obtain and review:</p> <ul style="list-style-type: none"> <li>All the works procurement files for the previous FY and determine whether they were appropriately certified i.e. interim and completion certificates issued for all projects based on technical supervision.</li> </ul>                                                | <ul style="list-style-type: none"> <li>Procurement files</li> <li>AWP</li> <li>Certification files</li> <li>Completion certificates</li> </ul> |                                                                            |
|                                              |     |                                                                                                                                              | <ul style="list-style-type: none"> <li>Evidence that all works projects for the current FY are clearly labelled (site boards) indicating: the name of the project, contract value, the contractor; source of funding and expected duration: score 2</li> </ul> | <ul style="list-style-type: none"> <li>Sample a few (5) works projects for the current FY where construction has commenced, to determine whether they are clearly labelled (site boards) indicating the name of the project, contract value, the contractor; source of funding and expected duration.</li> </ul>                                                  |                                                                                                                                                | <ul style="list-style-type: none"> <li>Clarified in procedures.</li> </ul> |
| E) Financial management<br>Maximum 20 points | 16  | <p>The LG makes monthly and up to-date bank reconciliations</p> <p>Maximum 4 points on this performance measure.</p>                         | <ul style="list-style-type: none"> <li>Evidence that the LG makes monthly bank reconciliations and are up to-date at the time of the assessment: score 4</li> </ul>                                                                                            | <p>From CFO obtain and review:</p> <ul style="list-style-type: none"> <li>Bank reconciliations and establish that they are done and up to-date. (Note that up to-date means maximum of one month delay).</li> </ul> <p>Review a sample of months, including the final month of the FY. In case there are multiple bank accounts, make a sample of 5 of these.</p> | <ul style="list-style-type: none"> <li>Bank reconciliations from previous FY and up to the date for the assessment</li> </ul>                  | <ul style="list-style-type: none"> <li>Clarified</li> </ul>                |

| Performance Area | No  | Performance Measures <sup>1</sup>                                                                                                                                 | Scoring Guide                                                                                                                                                                                                                                                                                   | Assessment procedure                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Means of verification                                                                                                                                                       | Changes made since 2017                                                |
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|                  | 17. | The LG made timely payment of suppliers during the previous FY<br>Maximum 2 points on this performance measure                                                    | <ul style="list-style-type: none"> <li>If the LG makes timely payment of suppliers during the previous FY – no overdue bills (e.g. procurement bills) of over 2 months: score 2.</li> </ul>                                                                                                     | <p>From CFO obtain and review:</p> <ul style="list-style-type: none"> <li>The payment claim register to determine whether the payment is made on time and determine the delays.</li> </ul> <p>Note: if there is a timing clause stipulated in the contract, this is the point of for measurement of timeliness+ 2 months grace, if no contract, it is 2 months after completion. For suppliers, 2 months after supply, if no other agreements are made in the contract.</p> | <ul style="list-style-type: none"> <li>Payment claim register and payments</li> </ul>                                                                                       | <ul style="list-style-type: none"> <li>Clarified.</li> </ul>           |
|                  | 18. | The LG executes the Internal Audit function in accordance with the LGA section 90 and LG procurement regulations<br>Maximum 6 points on this performance measure. | <ul style="list-style-type: none"> <li>Evidence that the LG has a substantive Senior Internal Auditor: 1 point.</li> <li>LG has produced all quarterly internal audit reports for the previous FY: score 2.</li> </ul>                                                                          | <p>From Internal audit obtain and review</p> <ul style="list-style-type: none"> <li>The internal audit reports</li> <li>Minutes from IA</li> </ul>                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>Personnel Files</li> <li>IA reports</li> <li>Minutes from IA meetings</li> <li>Submission letters</li> <li>LG PAC minutes</li> </ul> | <ul style="list-style-type: none"> <li>Separation of points</li> </ul> |
|                  |     |                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Evidence that the LG has provided information to the Council and LG PAC on the status of implementation of internal audit findings for the previous financial year i.e. follow up on audit queries from all quarterly audit reports: score 2.</li> </ul> | <p>From the Internal audit obtain and review:</p> <ul style="list-style-type: none"> <li>The internal audit reports</li> <li>Letters on follow up on IA recommendations</li> <li>Review of minutes from IA</li> </ul>                                                                                                                                                                                                                                                       |                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Clarified</li> </ul>            |

| Performance Area                                                                              | No  | Performance Measures <sup>1</sup>                                                                                  | Scoring Guide                                                                                                                                                                                                                                                          | Assessment procedure                                                                                                                                                                                                                                               | Means of verification                                                                                               | Changes made since 2017 |
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|                                                                                               |     |                                                                                                                    | <ul style="list-style-type: none"> <li>Evidence that internal audit reports for the previous FY were submitted to LG Accounting Officer, LG PAC and LG PAC has reviewed them and followed-up: score 1.</li> </ul>                                                      | <p>From the Internal audit obtain and review:</p> <ul style="list-style-type: none"> <li>The internal audit reports</li> <li>Letters on follow up on IA recommendations</li> <li>Submissions to LG accounting office and LG PAC and minutes from LG PAC</li> </ul> |                                                                                                                     |                         |
|                                                                                               | 19. | The LG maintains a detailed and updated assets register<br>Maximum 4 points on this performance measure.           | <ul style="list-style-type: none"> <li>Evidence that the LG maintains an up-dated assets register covering details on buildings, vehicle, etc. as per format in the accounting manual: score 4</li> </ul>                                                              | <p>From CFO obtain and review:</p> <ul style="list-style-type: none"> <li>Whether the assets register is detailed and up-to-date.</li> </ul>                                                                                                                       | <ul style="list-style-type: none"> <li>Assets register</li> </ul>                                                   |                         |
|                                                                                               | 20. | The LG has obtained an unqualified or qualified Audit opinion<br>Maximum 4 points on this performance measure      | <p>Quality of Annual financial statement from previous FY:</p> <ul style="list-style-type: none"> <li>Unqualified audit opinion: score 4</li> <li>Qualified: score 2</li> <li>Adverse/disclaimer: score 0</li> </ul>                                                   | <p>From the OAG obtain and review:</p> <ul style="list-style-type: none"> <li>The list of LGs which have been audited to establish the audit opinion</li> <li>Minutes from meetings on follow up.</li> </ul>                                                       | <ul style="list-style-type: none"> <li>Annual financial statement from previous FY</li> <li>Audit report</li> </ul> |                         |
| F) Governance, oversight, transparency, participation and accountability<br>Maximum 10 points | 21. | The LG Council meets and discusses service delivery related issues<br>Maximum 2 points on this performance measure | <ul style="list-style-type: none"> <li>Evidence that the Council meets and discusses service delivery related issues including TPC reports, monitoring reports, performance reports, performance assessment results and LG PAC reports for last FY: score 2</li> </ul> | <p>From the Clerk to Council obtain and review:</p> <ul style="list-style-type: none"> <li>The minutes from council meetings to determine whether they meet and discuss service delivery issues.</li> </ul>                                                        | <ul style="list-style-type: none"> <li>Minutes from council meetings</li> </ul>                                     |                         |

| Performance Area | No  | Performance Measures <sup>1</sup>                                                                                         | Scoring Guide                                                                                                                                                                                                                                                                                                                                                                              | Assessment procedure                                                                                                                                                                                                                                                                                                               | Means of verification                                                                                                                                   | Changes made since 2017                                                               |
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|                  | 22. | The LG has responded to the feedback/ complaints provided by citizens<br><br>Maximum 2 points on this Performance Measure | <ul style="list-style-type: none"> <li>Evidence that LG has designated a person to coordinate response to feed-back (grievance /complaints) and responded to feedback and complaints: score 1.</li> <li>The LG has specified a system for recording, investigating and responding to grievances, which should be displayed at LG offices and made publically available: score 1</li> </ul> | <p>From the budget website or displays at LG offices, establish:</p> <ul style="list-style-type: none"> <li>Whether the LG has a designated a person and that evidence that the responsible person has responded to the feedback/complaints.</li> </ul>                                                                            | <ul style="list-style-type: none"> <li>Budget web-site and displays at LG office</li> <li>Letter designating the person including the tasks.</li> </ul> | <ul style="list-style-type: none"> <li>Clarified and separated the points.</li> </ul> |
|                  | 23. | The LG shares information with citizens (Transparency)<br><br>Total maximum 4 points on this Performance Measure          | <p>Evidence that the LG has published:</p> <ul style="list-style-type: none"> <li>The LG Payroll and Pensioner Schedule on public notice boards and other means: score 2</li> </ul> <ul style="list-style-type: none"> <li>Evidence that the procurement plan and awarded contracts and amounts are published: score 1.</li> </ul>                                                         | <p>From Planner obtain evidence for:</p> <ul style="list-style-type: none"> <li>Publicised information to citizens on LG payroll and pensioner schedule</li> </ul> <p>From Planner obtain evidence for:</p> <ul style="list-style-type: none"> <li>Publicised information to citizens on awarded contracts and amounts.</li> </ul> | <ul style="list-style-type: none"> <li>Notice boards and other means of publication e.g. website.</li> </ul>                                            |                                                                                       |

| Performance Area | No  | Performance Measures <sup>1</sup>                                                                                                                              | Scoring Guide                                                                                                                                                                                                                                                   | Assessment procedure                                                                                                                                                                                                                                                                                                                    | Means of verification                                                                                                                                                                      | Changes made since 2017                                     |
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|                  |     |                                                                                                                                                                | <ul style="list-style-type: none"> <li>Evidence that the LG performance assessment results and implications are published e.g. on the budget website for the previous year (from budget requirements): score 1.</li> </ul>                                      | <p>From Planner obtain evidence for:</p> <ul style="list-style-type: none"> <li>Publicised information to citizens on LG performance assessment results and implications reports</li> </ul>                                                                                                                                             |                                                                                                                                                                                            |                                                             |
|                  | 24. | <p>The LGs communicates guidelines, circulars and policies to LLGs to provide feedback to the citizens</p> <p>Maximum 2 points on this performance measure</p> | <ul style="list-style-type: none"> <li>Evidence that the HLG have communicated and explained guidelines, circulars and policies issued by the national level to LLGs during previous FY: score 1</li> </ul>                                                     | <p>From OPM obtain:</p> <ul style="list-style-type: none"> <li>DDEG guidelines and other policies and circulars issued by the national level.</li> </ul> <p>From the planner obtain evidence:</p> <ul style="list-style-type: none"> <li>That these guidelines have been communicated and explained (meetings minutes etc.).</li> </ul> | <ul style="list-style-type: none"> <li>Guidelines, circulars and policies</li> <li>Minutes of meetings with LLGs and with the public</li> <li>Scripts for radio programmes etc.</li> </ul> | <ul style="list-style-type: none"> <li>Clarified</li> </ul> |
|                  |     |                                                                                                                                                                | <ul style="list-style-type: none"> <li>Evidence that LG during the previous FY conducted discussions (e.g. municipal urban fora, barazas, radio programmes etc.) with the public to provide feed-back on status of activity implementation: score 1.</li> </ul> | <p>From the Planner obtain and review evidence of:</p> <ul style="list-style-type: none"> <li>Meetings of feed-back to the public on status of project implementation.</li> </ul>                                                                                                                                                       |                                                                                                                                                                                            |                                                             |

| Performance Area                                            | No  | Performance Measures <sup>1</sup>                                                                                                                                                      | Scoring Guide                                                                                                                                                                                                                                                                                                                                                           | Assessment procedure                                                                                                                                                                                                                                         | Means of verification                                                                                                                                                                               | Changes made since 2017                                                             |
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| G) Social and environmental safeguards<br>Maximum 10 points | 25. | The LG has mainstreamed gender into their activities and planned activities to strengthen women's roles<br><br>Maximum 4 points on this performance measure.                           | <ul style="list-style-type: none"> <li>Evidence that the LG gender focal person and CDO have provided guidance and support to sector departments to mainstream gender, vulnerability and inclusion into their activities score 2.</li> </ul>                                                                                                                            | <p>From the Gender Focal Point Person obtain and review:</p> <ul style="list-style-type: none"> <li>Whether the GFP and CDO have provided guidance and support to departments on how to mainstream gender into activities during the previous FY.</li> </ul> | <ul style="list-style-type: none"> <li>Notes on guidance produced</li> <li>Minutes from meeting with departments</li> <li>Action plans</li> <li>Annual progress reports</li> </ul>                  | <ul style="list-style-type: none"> <li>Performance measures strengthened</li> </ul> |
|                                                             |     |                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Evidence that the gender focal point and CDO have planned for minimum 2 activities for current FY to strengthen women's roles and address vulnerability and social inclusions and that more than 90 % of previous year's budget for gender activities/ vulnerability/ social inclusion has been implemented: score 2.</li> </ul> | <p>From the Gender Focal Point Person obtain and review:</p> <ul style="list-style-type: none"> <li>Gender activities planned (strategy or action plan) and progress/mentoring reporting for previous years' activities (implementation ratio).</li> </ul>   |                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Strengthened</li> </ul>                      |
|                                                             | 26. | LG has established and maintains a functional system and staff for environmental and social impact assessment and land acquisition<br><br>Maximum 6 points on this performance measure | <ul style="list-style-type: none"> <li>Evidence that environmental screening or EIA where appropriate, are carried out for activities, projects and plans and mitigation measures are planned and budgeted for: score 1</li> </ul>                                                                                                                                      | <p>From the PDU and from the Environment Officer, obtain and review:</p> <p>Monitoring reports for screening and mitigation measures (sample five projects).</p>                                                                                             | <ul style="list-style-type: none"> <li>Monitoring reports</li> <li>Bid documents</li> <li>Contracts registers</li> <li>ESMP review</li> <li>Certification forms</li> <li>Screening files</li> </ul> | <ul style="list-style-type: none"> <li>Adjusted scores</li> </ul>                   |

| Performance Area | No | Performance Measures <sup>1</sup> | Scoring Guide                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Assessment procedure                                                                                                                                                                                          | Means of verification | Changes made since 2017                                                                                          |
|------------------|----|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------------------------------------------------------------------------------------------------|
|                  |    |                                   | <ul style="list-style-type: none"> <li>Evidence that the LG integrates environmental and social management and health and safety plans in the contract bid documents: score 1</li> <li>Evidence that all projects are implemented on land where the LG has proof of ownership (e.g. a land title, agreement etc.): score 1</li> </ul>                                                                                                                                                                                              | <p>From the PDU and Environmental office obtain and review:</p> <ul style="list-style-type: none"> <li>Contract bid documents (sample 5 projects)</li> </ul>                                                  |                       | <ul style="list-style-type: none"> <li>Clarified and strengthened</li> </ul>                                     |
|                  |    |                                   | <ul style="list-style-type: none"> <li>Evidence that all completed projects have Environmental and Social Mitigation Certification Form completed and signed by Environmental Officer and CDO: score 1</li> <li>Evidence that the contract payment certificated includes prior environmental and social clearance (new one): Score 1</li> <li>Evidence that environmental officer and CDO monthly report, includes a) completed checklists, b) deviations observed with pictures, c) corrective actions taken. Score: 1</li> </ul> | <p>From the PDU or Planner obtain:</p> <ul style="list-style-type: none"> <li>A sample of projects with expected land issues to check whether there is proof of land ownership (sample 5 projects)</li> </ul> |                       | <ul style="list-style-type: none"> <li>Clarified</li> </ul>                                                      |
|                  |    |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>From the Environmental Office obtain and review:</p> <ul style="list-style-type: none"> <li>Certificates for ESM and completion forms with signatures (sample 5 projects).</li> </ul>                      |                       | <ul style="list-style-type: none"> <li>Strengthened and new indicators + adjustment in scoring system</li> </ul> |

## 9.2 Education Performance Measures

| Performance Area                                                                       | No | Performance Measures                                                                                                                                                                 | Scoring <sup>1</sup>                                                                                                                                                                                                                    | Assessment Procedure                                                                                                                                                                                                                                                                                                                                                                                                                           | Means of verification                                                                                                | Changes made since 2017                                     |
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| A) Human resource planning and management<br>Maximum 30 score for the performance area | 1. | The LG education department has budgeted and deployed teachers as per guidelines (a Head Teacher and minimum of 7 teachers per school)<br><br>Maximum 8 for this performance measure | <ul style="list-style-type: none"> <li>Evidence that the LG has budgeted for a Head Teacher and minimum of 7 teachers per school (or minimum a teacher per class for schools with less than P.7) for the current FY: score 4</li> </ul> | <p>From the LG Performance Contract: (i) review the list of schools; and (ii) the staff lists and validate that:</p> <ul style="list-style-type: none"> <li>The LG has budgeted for at least a Head Teacher and a minimum of 7 teachers per school.</li> </ul>                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Performance contract</li> <li>Staff lists</li> <li>List of schools</li> </ul> | <ul style="list-style-type: none"> <li>Clarified</li> </ul> |
|                                                                                        |    |                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Evidence that the LG has deployed a Head Teacher and minimum of 7 teachers per school (or minimum of a teacher per class for schools with less than P.7) for the current FY: score 4</li> </ul>  | <p>From the DEO obtain and review</p> <ul style="list-style-type: none"> <li>Teachers' lists to determine whether LG has deployed a Head Teacher and minimum of 7 (or minimum of a teacher per class for schools with less than P.7) teachers per school for the current FY.</li> <li>From the sampled schools (urban and rural), verify whether the teachers as indicated in the staff lists are actually deployed in the schools.</li> </ul> |                                                                                                                      |                                                             |

| Performance Area | No | Performance Measures                                                                                                                                                                  | Scoring <sup>1</sup>                                                                                                                                                                                                                                                                                 | Assessment Procedure                                                                                                                                                                                                                                                                                          | Means of verification                                                                                                                                                   | Changes made since 2017 |
|------------------|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
|                  | 2. | LG has substantively recruited all primary school teachers where there is a wage bill provision<br><br>Maximum 6 for this performance measure                                         | <ul style="list-style-type: none"> <li>Evidence that the LG has filled the structure for primary teachers with a wage bill provision               <ul style="list-style-type: none"> <li>o If 100%: score 6</li> <li>o If 80 - 99%: score 3</li> <li>o If below 80%: score 0</li> </ul> </li> </ul> | From the LG Performance Contract: <ul style="list-style-type: none"> <li>• Check the LG approved structure</li> <li>• Check wage bill provision</li> <li>• Positions filled.</li> </ul> If there is evidence of effort to recruit (e.g. advertise-ment etc.) but LG has failed to attract, provide the score. | <ul style="list-style-type: none"> <li>• Performance contract</li> <li>• LG approved structure</li> <li>• Wage bill provision</li> <li>• HRM staff registers</li> </ul> |                         |
|                  | 3. | LG has substantively recruited all positions of school inspectors as per staff structure, where there is a wage bill provision.<br><br>Maximum 6 for this performance measure         | <ul style="list-style-type: none"> <li>Evidence that the LG has substantively filled all positions of school inspectors as per staff structure, where there is a wage bill provision: score 6</li> </ul>                                                                                             | From the LG Performance Contract: <ul style="list-style-type: none"> <li>• Check the LG approved structure</li> <li>• Positions filled.</li> </ul>                                                                                                                                                            | Staff structure<br>Wage bill provision<br>Staff list                                                                                                                    |                         |
|                  | 4. | The LG Education department has submitted a recruitment plan covering primary teachers and school inspectors to HRM for the current FY.<br><br>Maximum 4 for this performance measure | Evidence that the LG Education department has submitted a recruitment plan to HRM for the current FY to fill positions of <ul style="list-style-type: none"> <li>• Primary Teachers: score 2</li> <li>• School Inspectors: score 2</li> </ul>                                                        | From the LG Performance Contract: <ul style="list-style-type: none"> <li>• Review the recruitment plan to determine whether the vacant positions of teachers and inspectors have been included.</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>• Performance contract</li> <li>• Recruitment plan</li> <li>• Staff registers</li> </ul>                                         |                         |

| Performance Area                                  | No | Performance Measures                                                                                                                                                                                                                                 | Scoring <sup>1</sup>                                                                                                                                                                                                                                                                                                                                                                    | Assessment Procedure                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Means of verification                                                                                                                                              | Changes made since 2017                                      |
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| B) Monitoring and inspection<br>Maximum 35 points | 5. | The LG Education department has conducted performance appraisal for school inspectors and ensured that performance appraisal for all primary school head teachers is conducted during the previous FY.<br><br>Maximum 6 for this performance measure | Evidence that the LG Education department has ensured that all head teachers are appraised and during the previous FY <ul style="list-style-type: none"> <li>• 100% school inspectors: score 3</li> <li>• Primary school head teachers <ul style="list-style-type: none"> <li>o 90 - 100%: score 3</li> <li>o 70% and 89%: score 2</li> <li>o Below 70%: score 0</li> </ul> </li> </ul> | From the District HR department obtain and review: <ul style="list-style-type: none"> <li>• Personnel files for school inspectors and a sample of head teachers to determine whether they were appraised during the previous FY.</li> </ul>                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• Personnel files</li> <li>• Appraisal reports</li> </ul>                                                                   | <ul style="list-style-type: none"> <li>• Refined.</li> </ul> |
|                                                   | 6. | The LG Education Department has effectively communicated and explained guidelines, policies, circulars issued by the national level in the previous FY to schools<br><br>Maximum 3 for this performance measure                                      | <ul style="list-style-type: none"> <li>• Evidence that the LG Education department has communicated all guidelines, policies, circulars issued by the national level in the previous FY to schools: score 1</li> </ul>                                                                                                                                                                  | <p>From MoES obtain:</p> <ul style="list-style-type: none"> <li>• Guidelines, policies, circulars issued by the national level in the previous FY to schools</li> </ul> <p>From the DEO/MEO obtain:</p> <ul style="list-style-type: none"> <li>• Evidence that s/he communicated guidelines, policies, circulars to schools.</li> </ul> <p>From the sample schools, check:</p> <ul style="list-style-type: none"> <li>• Whether the guidelines, policies, circulars were received.</li> </ul> | <ul style="list-style-type: none"> <li>• Guidelines, circulars, policies</li> <li>• Communication means (e.g. letters)</li> <li>• Minutes from meetings</li> </ul> |                                                              |

| Performance Area | No | Performance Measures                                                                                                                                                                                                         | Scoring <sup>1</sup>                                                                                                                                                                                                                                                                                                                                                                                                              | Assessment Procedure                                                                                                                                                                                                                                                                                                                | Means of verification                                                                                                                                                                                                               | Changes made since 2017                                     |
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|                  |    |                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Evidence that the LG Education department has held meetings with primary school head teachers and among others explained and sensitised on the guidelines, policies, circulars issued by the national level: score 2</li> </ul>                                                                                                                                                            | <p>From the DEO/MEO obtain and review:</p> <ul style="list-style-type: none"> <li>Minutes and/or other evidence of the meetings with Head Teachers</li> </ul>                                                                                                                                                                       |                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Clarified</li> </ul> |
|                  | 7. | <p>The LG Education Department has effectively inspected all registered primary schools<sup>2</sup></p> <p>Maximum 12 for this performance measure</p>                                                                       | <ul style="list-style-type: none"> <li>Evidence that all licenced or registered schools have been inspected at least once per term and reports produced:               <ul style="list-style-type: none"> <li>100% - score 12</li> <li>90 to 99% - score 10</li> <li>80 to 89% - score 8</li> <li>70 to 79% - score 6</li> <li>60 to 69% - score 3</li> <li>50 to 59 % score 1</li> <li>Below 50% score 0.</li> </ul> </li> </ul> | <p>From the DEO/MEO, obtain and review:</p> <ul style="list-style-type: none"> <li>School inspection reports and inventory of schools inspected in the previous FY</li> </ul> <p>From sampled schools:</p> <ul style="list-style-type: none"> <li>Verify the number of times they were inspected during the previous FY.</li> </ul> | <ul style="list-style-type: none"> <li>School inspection reports</li> <li>Sample schools</li> </ul>                                                                                                                                 | <ul style="list-style-type: none"> <li>Clarified</li> </ul> |
|                  | 8. | <p>LG Education department has discussed the results/reports of school inspections, used them to make recommendations for corrective actions and followed recommendations</p> <p>Maximum 10 for this performance measure</p> | <ul style="list-style-type: none"> <li>Evidence that the Education department has discussed school inspection reports and used reports to make recommendations for corrective actions during the previous FY: score 4</li> </ul>                                                                                                                                                                                                  | <p>From the DEO/MEO obtain and review:</p> <p>Minutes of departmental meetings to determine whether: School inspection reports were discussed and used to make recommendations for corrective actions during the previous FY.</p>                                                                                                   | <ul style="list-style-type: none"> <li>Minutes from Departmental reports</li> <li>School inspection reports</li> <li>Minutes of SMC meetings</li> <li>DES records on school inspection.</li> <li>Acknowledgement letters</li> </ul> |                                                             |

| Performance Area | No | Performance Measures                                                                                                                                                                            | Scoring <sup>1</sup>                                                                                                                                                                                                                                         | Assessment Procedure                                                                                                                                                                                                                                                                          | Means of verification                                                                | Changes made since 2017                                                                     |
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|                  |    |                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Evidence that the LG Education department has submitted school inspection reports to the Directorate of Education Standards (DES) in the Ministry of Education and Sports (MoES): Score 2</li> </ul>                  | <p>From the DES obtain and review:</p> <ul style="list-style-type: none"> <li>A list of LGs that have submitted school inspection reports.</li> </ul> <p>From DEO/MEO check whether:</p> <ul style="list-style-type: none"> <li>The DEO/MEO has letter of acknowledgement from DES</li> </ul> |                                                                                      | <ul style="list-style-type: none"> <li>Refined in terms of means of verification</li> </ul> |
|                  |    |                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Evidence that the inspection recommendations are followed-up: score 4.</li> </ul>                                                                                                                                     | <p>From the sampled schools, determine whether:</p> <ul style="list-style-type: none"> <li>The education department provided recommendations from the inspection reports and followed-up.</li> </ul>                                                                                          |                                                                                      |                                                                                             |
|                  | 9. | <p>The LG Education department has submitted accurate/consistent reports/date for school lists and enrolment as per formats provided by MoES</p> <p>Maximum 10 for this performance measure</p> | <ul style="list-style-type: none"> <li>Evidence that the LG has submitted accurate/consistent data:               <ul style="list-style-type: none"> <li>List of schools which are consistent with both EMIS reports and PBS: score 5</li> </ul> </li> </ul> | <p>From MoES obtain and review EMIS reports for the current FY</p> <ul style="list-style-type: none"> <li>Obtain and review the performance contract for the current FY</li> <li>Check whether the list of schools submitted is consistent/similar.</li> </ul>                                | <ul style="list-style-type: none"> <li>EMIS</li> <li>Performance contract</li> </ul> | <ul style="list-style-type: none"> <li>Up-dated with PBS</li> </ul>                         |

| Performance Area                                                                   | No  | Performance Measures                                                                                                                                                                  | Scoring <sup>1</sup>                                                                                                                                                                                                                                                | Assessment Procedure                                                                                                                                                                                                                                   | Means of verification                                                                                                                                                                                                      | Changes made since 2017                                             |
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| C) Governance, oversight, transparency and accountability<br><br>Maximum 12 points |     |                                                                                                                                                                                       | Evidence that the LG has submitted accurate/consistent data:<br>• Enrolment data for all schools which is consistent with EMIS report and PBS: score 5                                                                                                              | From MoES obtain and review EMIS reports for the current FY<br>• Obtain and review the performance contract for the current FY<br>• Check whether the enrolment levels are consistent/similar.                                                         |                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Up-dated with PBS</li> </ul> |
|                                                                                    | 10. | The LG committee responsible for education met, discussed service delivery issues and presented issues that require approval to Council<br><br>Maximum 4 for this performance measure | <ul style="list-style-type: none"> <li>Evidence that the council committee responsible for education met and discussed service delivery issues including inspection, performance assessment results, LG PAC reports etc. during the previous FY: score 2</li> </ul> | From the Clerk to Council obtain and review:<br>o Education sector standing committee meeting minutes – check if the council has approved the sector implementation plan and discussions by the standing committee<br>• DEO's reports to the committee | <ul style="list-style-type: none"> <li>LGPAC reports</li> <li>Performance assessment results</li> <li>Inspection reports</li> <li>Minutes from sector committee meetings</li> <li>Minutes from Council meetings</li> </ul> |                                                                     |
|                                                                                    |     |                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Evidence that the education sector committee has presented issues that require approval to Council: score 2</li> </ul>                                                                                                       | From the Clerk to Council obtain and review:<br>o Minutes to check if education issues have been presented to the Council.                                                                                                                             |                                                                                                                                                                                                                            |                                                                     |

| Performance Area | No  | Performance Measures                                                                                                | Scoring <sup>1</sup>                                                                                                                                                                                                                                                                                                    | Assessment Procedure                                                                                                                                                                                                                                                                                                                                       | Means of verification                                           | Changes made since 2017                                     |
|------------------|-----|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------|
|                  | 11. | Primary schools in a LG have functional SMCs<br><br>Maximum 5 for this performance measure                          | Evidence that all primary schools have functional SMCs (established, meetings held, discussions of budget and resource issues and submission of reports to DEO/MEO)<br><ul style="list-style-type: none"> <li>100% schools: score 5</li> <li>80 to 99% schools: score 3</li> <li>Below 80 % schools: score 0</li> </ul> | From the DEO/MEO: <ul style="list-style-type: none"> <li>Check files from DEO/MEO if head teachers have submitted reports to SMCs and minutes of SMCs (check the entire list and sample 5 reports)</li> </ul> Study files from 5 randomly sampled primary schools to confirm whether they have SMCs and review whether they have held 3 mandatory meetings | <ul style="list-style-type: none"> <li>SMC minutes</li> </ul>   |                                                             |
|                  | 12. | The LG has publicised all schools receiving non-wage recurrent grants<br><br>Maximum 3 for this performance measure | <ul style="list-style-type: none"> <li>Evidence that the LG has publicised all schools receiving non-wage recurrent grants e.g. through posting on public notice boards: score 3</li> </ul>                                                                                                                             | <ul style="list-style-type: none"> <li>Check the District/ Municipal notice boards to establish if the Education department publicised all schools receiving non-wage recurrent grants for public viewing</li> </ul> Check a sample of schools for postings of non-wage recurrent grants                                                                   | <ul style="list-style-type: none"> <li>Notice boards</li> </ul> | <ul style="list-style-type: none"> <li>Clarified</li> </ul> |

| Performance Area                                           | No  | Performance Measures                                                                                                                                                                                                                                              | Scoring <sup>1</sup>                                                                                                                                                                                                                                              | Assessment Procedure                                                                                                                                                                                                                                     | Means of verification                                                                                                  | Changes made since 2017                                     |
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| D) Procurement and contract management<br>Maximum 7 points | 13. | The LG Education department has submitted input into the LG procurement plan, complete with all technical requirements, to the Procurement Unit that cover all items in the approved Sector annual work plan and budget<br>Maximum 4 for this performance measure | <ul style="list-style-type: none"> <li>Evidence that the sector has submitted procurement input to Procurement Unit that covers all investment items in the approved Sector annual work plan and budget on time by April 30: score 4</li> </ul>                   | <ul style="list-style-type: none"> <li>From the DEO/MEO obtain and review submission to Procurement Unit;</li> <li>From DPU crosscheck submission from DEO/MEO</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>Procurement request documents</li> <li>Sector AWP</li> </ul>                    | <ul style="list-style-type: none"> <li>Clarified</li> </ul> |
| E) Financial management and Reporting<br>Maximum 8 points  | 14. | The LG Education department has certified and initiated payment for supplies on time<br>Maximum 3 for this performance measure                                                                                                                                    | <ul style="list-style-type: none"> <li>Evidence that the LG Education departments timely (as per contract) certified and recommended suppliers for payment: score 3.</li> </ul>                                                                                   | From the CFO obtain: <ul style="list-style-type: none"> <li>A sample of contracts, review and determine whether payment requests were certified and recommended on time</li> </ul>                                                                       | <ul style="list-style-type: none"> <li>Sample contracts</li> <li>Payment requests</li> </ul>                           |                                                             |
|                                                            | 15. | The LG Education department has submitted annual reports (including all quarterly reports) in time to the Planning Unit<br>Maximum 4 for this performance measure                                                                                                 | <ul style="list-style-type: none"> <li>Evidence that the department submitted the annual performance report for the previous FY (with availability of all four quarterly reports) to the Planner by 15<sup>th</sup> of July for consolidation: score 4</li> </ul> | From the Planning Unit, obtain and review: <ul style="list-style-type: none"> <li>Performance report files</li> </ul> From the DEO/MEO <ul style="list-style-type: none"> <li>Check annual and quarterly reports from the for the previous FY</li> </ul> | <ul style="list-style-type: none"> <li>Files with performance reports</li> <li>Annual and quarterly reports</li> </ul> |                                                             |

| Performance Area                                             | No  | Performance Measures                                                                                                                             | Scoring <sup>1</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Assessment Procedure                                                                                                                                                                                                                                                  | Means of verification                                                                                                                                                                   | Changes made since 2017                                                  |
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|                                                              | 16. | <p>LG Education has acted on Internal Audit recommendation (if any)</p> <p>Maximum 4 for this performance measure</p>                            | <ul style="list-style-type: none"> <li>• Evidence that the sector has provided information to the internal audit on the status of implementation of all audit findings for the previous financial year <ul style="list-style-type: none"> <li>o If sector has no audit query score 4</li> <li>o If the sector has provided information to the internal audit on the status of implementation of all audit findings for the previous financial year: score 2</li> <li>o If all queries are not responded to score 0</li> </ul> </li> </ul> | <p>From the IA obtain:</p> <ul style="list-style-type: none"> <li>• Copies of sector audit reports from the internal audit and Management responses for the previous FY</li> </ul>                                                                                    | <ul style="list-style-type: none"> <li>• Internal audit reports</li> <li>• Submissions from sectors to address IA reports</li> <li>• Management response to IA audit reports</li> </ul> | <ul style="list-style-type: none"> <li>• Clarified procedures</li> </ul> |
| F) Social and environment safeguards<br><br>Maximum 8 points | 17. | <p>LG Education Department has disseminated and promoted adherence to gender guidelines</p> <p>Maximum 5 points for this performance measure</p> | <ul style="list-style-type: none"> <li>• Evidence that the LG Education department in consultation with the gender focal person has disseminated guidelines on how senior women/men teachers should provide guidance to girls and boys to handle hygiene, reproductive health, life skills, etc.: Score 2</li> </ul>                                                                                                                                                                                                                      | <p>From the DEO/MEO obtain evidence on:</p> <ul style="list-style-type: none"> <li>• Dissemination of gender guidelines on how senior women/men teacher should provide guidance to girls and boys to handle hygiene, reproductive health, life skills etc.</li> </ul> | <ul style="list-style-type: none"> <li>• Guidelines</li> <li>• Minutes from meetings between DEO and the schools</li> <li>• List of SMCs and composition of members</li> </ul>          |                                                                          |

| Performance Area | No | Performance Measures | Scoring <sup>1</sup>                                                                                                                                                                                                                            | Assessment Procedure                                                                                                                                                                                                         | Means of verification | Changes made since 2017 |
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|                  |    |                      | <ul style="list-style-type: none"> <li>Evidence that LG Education department in collaboration with gender department have issued and explained guidelines on how to manage sanitation for girls and PWDs in primary schools: score 2</li> </ul> | <p>From the DEO/MEO obtain evidence on:</p> <ul style="list-style-type: none"> <li>Dissemination of sanitation guidelines and awareness raising on how to manage sanitation for girls and PWDs in primary schools</li> </ul> |                       |                         |
|                  |    |                      | <ul style="list-style-type: none"> <li>Evidence that the School Management Committee meets the guideline on gender composition: score 1</li> </ul>                                                                                              | <p>From the sampled schools, check whether the:</p> <ul style="list-style-type: none"> <li>School Management Committee meets the guideline on gender composition</li> </ul>                                                  |                       |                         |

| Performance Area | No  | Performance Measures                                                                                                                                                           | Scoring <sup>1</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Assessment Procedure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Means of verification                                                                                                                                                                                         | Changes made since 2017                                                               |
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|                  | 18. | <p>LG Education department has ensured that guidelines on environmental management are disseminated and complied with</p> <p>Maximum 3 points for this performance measure</p> | <ul style="list-style-type: none"> <li>Evidence that the LG Education department in collaboration with Environmental department has issued guidelines on environmental management (tree planting, waste management, formation of environmental clubs and environment education etc.): score 1:</li> <li>Evidence that all school infrastructure projects are screened before approval for construction using the checklist for screening of projects in the budget guidelines and where risks are identified, the forms include mitigation actions: Score 1</li> <li>The environmental officer and community development officer have visited the sites to check whether the mitigation plans are complied with: Score 1</li> </ul> | <p>From DEO/MEO obtain and review:</p> <ul style="list-style-type: none"> <li>o Circulars to schools</li> <li>Minutes of meetings with teachers</li> <li>Sample of schools</li> <li>Inspection reports to schools.</li> </ul> <p>From the Environmental officer obtain and review:</p> <ul style="list-style-type: none"> <li>Filled screening forms to ascertain whether screening was done and whether risks mitigation plans were developed.</li> </ul> <p>From the Environmental officer and CDO obtain and review:</p> <ul style="list-style-type: none"> <li>Site visit reports to establish whether they checked compliance to the risk mitigation plans.</li> </ul> | <ul style="list-style-type: none"> <li>Circulars</li> <li>Minutes of meetings between DEO and teachers</li> <li>Inspection reports</li> <li>Screening forms</li> <li>EO and CDO Site visit reports</li> </ul> | <ul style="list-style-type: none"> <li>Strengthened and new sub-indicators</li> </ul> |

### 9.3 Health Performance Measures

| Performance Area                                               | No. | Performance Measures                                                                                                                                                           | Scoring                                                                                                                                                                                                                                                                                | Assessment Procedures                                                                                                                                                                                                                                                                                                                 | Means of verification                                                                                                                                                     | Changes made since 2017 <sup>1</sup>                          |
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| A) Human resource planning and management<br>Maximum 26 points | 1.  | LG has substantively recruited primary health care workers with a wage bill provision from PHC wage<br>Maximum 8 points for this performance measure                           | Evidence that LG has filled the structure for primary health care with a wage bill provision from PHC wage for the current FY <ul style="list-style-type: none"> <li>• More than 80% filled: score 8</li> <li>• 60 – 80% - score 4</li> <li>• Less than 60% filled: score 0</li> </ul> | From the LG Performance Contract: <ul style="list-style-type: none"> <li>• Check the LG approved structure</li> <li>• Check wage bill provision</li> <li>• Establish the positions filled</li> </ul> <p>Note: If there is evidence of effort to recruit (e.g. advertisement etc.) but LG has failed to attract provide the score.</p> | <ul style="list-style-type: none"> <li>• Performance contract</li> <li>• Approved structures</li> <li>• Advertisements</li> <li>• Wage IPFs for the current FY</li> </ul> | <ul style="list-style-type: none"> <li>• Clarified</li> </ul> |
|                                                                | 2.  | The LG Health department has submitted a comprehensive recruitment plan for primary health care workers to the HRM department<br>Maximum 6 points for this performance measure | Evidence that Health department has submitted a comprehensive recruitment plan/request to HRM for the current FY, covering the vacant positions of primary health care workers: score 6                                                                                                | From the Performance Contract: <ul style="list-style-type: none"> <li>• Review recruitment plan to determine whether the vacant positions of primary health care workers have been included in the current FY</li> </ul>                                                                                                              | <ul style="list-style-type: none"> <li>• Performance contract</li> <li>• Recruitment plan</li> <li>• Submission letters to HRM</li> </ul>                                 | <ul style="list-style-type: none"> <li>• Refined</li> </ul>   |

| Performance Area | No. | Performance Measures                                                                                                                                                                                                                          | Scoring                                                                                                                                                                                                                                             | Assessment Procedures                                                                                                                                                                                                                                       | Means of verification                                                                                                  | Changes made since 2017 <sup>1</sup>                       |
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|                  | 3.  | The LG Health department has conducted performance appraisal for Health Centre IVs and Hospital In-charge and ensured performance appraisals for HC III and II in-charges are conducted<br><br>Maximum 8 points for this performance measure  | Evidence that the all health facilities in-charges have been appraised during the previous FY:<br>o 100%: score 8<br>o 70 – 99%: score 4<br>o Below 70%: score 0                                                                                    | From the LG HR department, obtain and review:<br>o A sample of in-charge personnel files to determine whether they were appraised during the previous FY.                                                                                                   | <ul style="list-style-type: none"> <li>Personnel files</li> <li>Appraisal reports</li> </ul>                           | <ul style="list-style-type: none"> <li>Refined.</li> </ul> |
|                  | 4.  | The Local Government Health department has deployed health workers across health facilities and in accordance with the staff lists submitted together with the budget in the current FY.<br><br>Maximum 4 points for this performance measure | <ul style="list-style-type: none"> <li>Evidence that the LG Health department has deployed health workers in line with the lists submitted with the budget for the current FY, and if not provided justification for deviations: score 4</li> </ul> | From the DHO/MHO, obtain and review:<br><ul style="list-style-type: none"> <li>A sample of health facilities (rural and urban) verify whether the health workers as indicated in the staff lists are actually deployed in the health facilities.</li> </ul> | <ul style="list-style-type: none"> <li>Health worker's list on deployment</li> <li>Budget of the current FY</li> </ul> | <ul style="list-style-type: none"> <li>Refined</li> </ul>  |

| Performance Area                                          | No. | Performance Measures                                                                                                                                                                                             | Scoring                                                                                                                                                                                                        | Assessment Procedures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Means of verification                                                                                                                            | Changes made since 2017 <sup>1</sup>                                        |
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| B)<br>Monitoring and supervision<br><br>Maximum 32 points | 5.  | <p>The DHO/MHO has effectively communicated and explained guidelines, policies, circulars issued by the national level in the previous FY to health facilities</p> <p>Maximum 6 for this performance measure</p> | <ul style="list-style-type: none"> <li>Evidence that the DHO/MHO has communicated all guidelines, policies, circulars issued by the national level in the previous FY to health facilities: score 3</li> </ul> | <p>From MoH obtain:</p> <ul style="list-style-type: none"> <li>Guidelines, policies, circulars issued by the national level in the previous FY to health facilities (MoH to prioritize the documents to be reviewed).</li> </ul> <p>From the DHO obtain evidence that:</p> <ul style="list-style-type: none"> <li>S/he communicated guidelines, policies, circulars to health facilities (e.g. through meetings, submission letters etc.).</li> </ul> <p>From the sample of health facilities, check whether:</p> <ul style="list-style-type: none"> <li>The guidelines, policies, circulars were received.</li> </ul> <p>If all guidelines of the previous year are still applicable and no new ones have been issued, then score 3</p> | <ul style="list-style-type: none"> <li>Guidelines, policies and circulars</li> <li>Communication letters</li> <li>DHT meeting minutes</li> </ul> | <ul style="list-style-type: none"> <li>Refined on the procedures</li> </ul> |

| Performance Area | No. | Performance Measures                                                                                                                                          | Scoring                                                                                                                                                                                                                                                                                                                                                                | Assessment Procedures                                                                                                                                                                                                                                      | Means of verification                                                                                                        | Changes made since 2017 <sup>1</sup>                      |
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|                  |     |                                                                                                                                                               | <ul style="list-style-type: none"> <li>Evidence that the DHO/MHO has held meetings with health facility in-charges and among others explained the guidelines, policies, circulars issued by the national level: score 3</li> </ul>                                                                                                                                     | <p>From the DHO/MHO obtain and review:</p> <ul style="list-style-type: none"> <li>Minutes and/or other evidence of meetings with health facility in-charges in the previous FY.</li> </ul> <p>Check from a sample of 5 health facilities</p>               |                                                                                                                              |                                                           |
|                  | 6.  | <p>The LG Health Department has effectively provided support supervision to district health services</p> <p>Maximum 6 points for this performance measure</p> | <p>Evidence that DHT/MHT has supervised 100% of HC IVs and district hospitals (including PNFPs receiving PHC grant) at least once in a quarter: score 3</p>                                                                                                                                                                                                            | <p>From the DHO/MHO:</p> <ul style="list-style-type: none"> <li>Obtain the LG support supervision reports (quarterly)</li> <li>Minutes of DHT meeting.</li> <li>Facility records</li> </ul>                                                                | <ul style="list-style-type: none"> <li>Supervision reports</li> <li>DHT meeting minutes</li> <li>Facility records</li> </ul> | <ul style="list-style-type: none"> <li>Refined</li> </ul> |
|                  |     |                                                                                                                                                               | <p>Evidence that DHT/MHT has ensured that HSD has supervised lower level health facilities within the previous FY:</p> <ul style="list-style-type: none"> <li>If 100% supervised: score 3</li> <li>80 - 99% of the health facilities: score 2</li> <li>60% - 79% of the health facilities: score 1</li> <li>Less than 60% of the health facilities: score 0</li> </ul> | <p>From the DHO/MHO</p> <ul style="list-style-type: none"> <li>Obtain the LG support supervision reports (quarterly)</li> <li>Minutes of DHT/MHT meetings</li> <li>Facility records</li> <li>Review and check a sample of minimum 5 facilities.</li> </ul> |                                                                                                                              | <ul style="list-style-type: none"> <li>Refined</li> </ul> |

| Performance Area | No. | Performance Measures                                                                                                                                                                                                                                                 | Scoring                                                                                                                                                                                                                   | Assessment Procedures                                                                                                                                                                                                          | Means of verification                                                                                                                              | Changes made since 2017 <sup>1</sup>                                         |
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|                  | 7.  | <p>The LG Health department (including HSDs) have discussed the results/reports of the support supervision and monitoring visits, used them to make recommendations for corrective actions and followed up</p> <p>Maximum 10 points for this performance measure</p> | <ul style="list-style-type: none"> <li>Evidence that all the 4 quarterly reports have been discussed and used to make recommendations (in each quarter) for corrective actions during the previous FY: score 4</li> </ul> | <p>From the DHO/MHO obtain and review:</p> <ul style="list-style-type: none"> <li>Support Supervision and Monitoring visit reports</li> <li>Minutes of quarterly meetings;</li> <li>Minutes of monthly DHT meetings</li> </ul> | <ul style="list-style-type: none"> <li>Supervision and monitoring reports</li> <li>Minutes of quarterly and monthly meetings of DHT/MHT</li> </ul> | <ul style="list-style-type: none"> <li>Clarified on the frequency</li> </ul> |
|                  |     |                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Evidence that the recommendations are followed – up and specific activities undertaken for correction: score 6</li> </ul>                                                          | <p>From the sampled health facilities, determine whether:</p> <ul style="list-style-type: none"> <li>The Health department provided recommendations from the supervision visits and followed-up</li> </ul>                     |                                                                                                                                                    |                                                                              |

| Performance Area                                                                   | No. | Performance Measures                                                                                                                                                                                  | Scoring                                                                                                                                                                                                                                                                                                  | Assessment Procedures                                                                                                                                                                                                                                                                                        | Means of verification                                                                                                                                       | Changes made since 2017 <sup>1</sup>                       |
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|                                                                                    | 8.  | The LG Health department has submitted accurate/consistent reports/data for health facility lists receiving PHC funding as per formats provided by MoH<br><br>Maximum 10 for this performance measure | <ul style="list-style-type: none"> <li>Evidence that the LG has submitted accurate/consistent data regarding:               <ul style="list-style-type: none"> <li>List of health facilities receiving PHC funding, which are consistent with both HMIS reports and PBS: score 10</li> </ul> </li> </ul> | From MoH obtain and review: <ul style="list-style-type: none"> <li>HMIS reports for the current FY</li> <li>Obtain and review the performance contract for the current FY</li> <li>Check whether the lists of health facilities submitted are consistent/similar.</li> </ul>                                 | <ul style="list-style-type: none"> <li>HMIS reports</li> <li>LG list of health facilities</li> <li>PBS</li> <li>Performance contracts</li> </ul>            | <ul style="list-style-type: none"> <li>Refined.</li> </ul> |
| C) Governance, oversight, transparency and accountability<br><br>Maximum 14 points | 9.  | The LG committee responsible for health met, discussed service delivery issues and presented issues that require approval to Council<br><br>Maximum 4 for this performance measure                    | <ul style="list-style-type: none"> <li>Evidence that the LG committee responsible for health met and discussed service delivery issues including supervision reports, performance assessment results, LG PAC reports etc. during the previous FY: score 2</li> </ul>                                     | From the Clerk to Council obtain and review: <ul style="list-style-type: none"> <li>Health sector standing committee meeting minutes – check if the council has approved the sector implementation plan and discussions by the committee</li> <li>Review the DHO's/MHO's reports to the committee</li> </ul> | <ul style="list-style-type: none"> <li>Minutes from the Council</li> <li>Minutes from the sector committee</li> <li>DHO reports to the committee</li> </ul> |                                                            |

| Performance Area | No. | Performance Measures                                                                                                                     | Scoring                                                                                                                                                                                                                                                                                                                                                       | Assessment Procedures                                                                                                                                                                                                                                                                               | Means of verification                                                                                     | Changes made since 2017 <sup>1</sup> |
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|                  |     |                                                                                                                                          | <ul style="list-style-type: none"> <li>Evidence that the health sector committee has presented issues that require approval to Council: score 2</li> </ul>                                                                                                                                                                                                    | <p>From the Clerk to Council obtain and review:</p> <ul style="list-style-type: none"> <li>Health sector standing committee meeting minutes – check if the sector committee has presented issues that require approval.</li> </ul>                                                                  |                                                                                                           |                                      |
|                  | 10. | <p>The Health Unit Management Committees and Hospital Board are operational/functioning</p> <p>Maximum 6 points</p>                      | <p>Evidence that health facilities and Hospitals have functional HUMCs/Boards (established, meetings held and discussions of budget and resource issues):</p> <ul style="list-style-type: none"> <li>If 100% of randomly sampled facilities: score 6</li> <li>If 80-99 %: score 4</li> <li>If 70-79: %: score 2</li> <li>If less than 70%: score 0</li> </ul> | <ul style="list-style-type: none"> <li>Check files of HUMCs and minutes of HUMCs (Check list for all and sample 5 to review)</li> <li>Study files from 5 randomly sampled health facilities to confirm whether they have HUMCs and review whether they have held four mandatory meetings</li> </ul> | <ul style="list-style-type: none"> <li><b>HUMC meeting minutes</b></li> </ul>                             |                                      |
|                  | 11. | <p>The LG has publicised all health facilities receiving PHC non-wage recurrent grants</p> <p>Maximum 4 for this performance measure</p> | <ul style="list-style-type: none"> <li>Evidence that the LG has publicised all health facilities receiving PHC non-wage recurrent grants e.g. through posting on public notice boards: score 4</li> </ul>                                                                                                                                                     | <ul style="list-style-type: none"> <li>Check the LG Notice Boards and LG budget website to establish if the Health department publicised all health facilities receiving non-wage recurrent grants</li> <li>Check a sample of health facilities</li> </ul>                                          | <ul style="list-style-type: none"> <li><b>LG notice boards</b></li> <li><b>Budget web-site</b></li> </ul> |                                      |

| Performance Area                                               | No. | Performance Measures                                                                                                                                                                                                                                  | Scoring                                                                                                                                                                                                                                                                                                                                                                                                                 | Assessment Procedures                                                                                                                                                                                                                                                                 | Means of verification                                                                                                                                                              | Changes made since 2017 <sup>1</sup>                                                              |
|----------------------------------------------------------------|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| D) Procurement and contract management<br><br>Maximum 8 points | 12. | The LG Health department has submitted input to procurement plan and requests, complete with all technical requirements, to PDU that cover all items in the approved Sector annual work plan and budget<br><br>Maximum 4 for this performance measure | <ul style="list-style-type: none"> <li>Evidence that the sector has submitted input to procurement plan to PDU that cover all investment items in the approved Sector annual work plan and budget on time by April 30 for the current FY: score 2</li> <li>Evidence that LG Health department submitted procurement request form (Form PP5) to the PDU by 1<sup>st</sup> Quarter of the current FY: score 2.</li> </ul> | <p>From the DHO obtain and review:</p> <ul style="list-style-type: none"> <li><b>Submissions to DPU.</b></li> </ul> <p><b>From PDU crosscheck:</b></p> <ul style="list-style-type: none"> <li><b>Submission from DHO</b></li> </ul>                                                   | <ul style="list-style-type: none"> <li>Submission letters to the DPU</li> <li>AWP for the sector for current FY.</li> <li>Submission letters / copy of Form PP5 to PDU.</li> </ul> | <ul style="list-style-type: none"> <li>Refined</li> </ul>                                         |
|                                                                | 13. | The LG Health department has certified and initiated payment for supplies on time<br><br>Maximum 4 for this performance measure                                                                                                                       | <ul style="list-style-type: none"> <li>Evidence that the DHO/MHO (as per contract) certified and recommended suppliers timely for payment: score 4.</li> </ul>                                                                                                                                                                                                                                                          | <p>From the CFO obtain:</p> <ul style="list-style-type: none"> <li>A sample of contracts, review and determine whether payment requests were certified and recommended on time</li> </ul>                                                                                             | <ul style="list-style-type: none"> <li>Sample contracts</li> <li>Payment requests</li> </ul>                                                                                       | <ul style="list-style-type: none"> <li>The previous indicator No. 14 has been deleted.</li> </ul> |
| E) Financial management and reporting<br><br>Maximum 8 points  | 14. | The LG Health department has submitted annual reports (including all quarterly reports) in time to the Planning Unit<br><br>Maximum 4 for this performance measure                                                                                    | <ul style="list-style-type: none"> <li>Evidence that the department submitted the annual performance report for the previous FY (including all four quarterly reports) to the Planner by mid-July for consolidation: score 4</li> </ul>                                                                                                                                                                                 | <p>From the Planning Unit, obtain and review:</p> <ul style="list-style-type: none"> <li><b>Performance report files</b></li> </ul> <p>From the DHO/MHO</p> <ul style="list-style-type: none"> <li>Check annual and quarterly reports from the DHO/MHO for the previous FY</li> </ul> | <ul style="list-style-type: none"> <li>Performance reports</li> <li>Annual and quarterly reports</li> </ul>                                                                        | <ul style="list-style-type: none"> <li>Clarified on the verification</li> </ul>                   |

| Performance Area                                              | No. | Performance Measures                                                                                                                  | Scoring                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Assessment Procedures                                                                                                                                                                      | Means of verification                                                                                      | Changes made since 2017 <sup>1</sup>                                            |
|---------------------------------------------------------------|-----|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
|                                                               | 15. | LG Health department has acted on Internal Audit recommendation (if any)<br><br>Maximum 4 for this performance measure                | <p>Evidence that the sector has provided information to the internal audit on the status of implementation of all audit findings for the previous financial year</p> <ul style="list-style-type: none"> <li>• If sector has no audit query: Score 4</li> <li>• If the sector has provided information to the internal audit on the status of implementation of all audit findings for the previous financial year: Score 2 points</li> <li>• If all queries are not responded to Score 0</li> </ul> | <p>From the IA</p> <ul style="list-style-type: none"> <li>• Obtain copies of sector audit reports from the internal audit and Management responses for the previous FY</li> </ul>          | <ul style="list-style-type: none"> <li>• Internal audit reports</li> <li>• Management responses</li> </ul> |                                                                                 |
| F) Social and environment safeguards<br><br>Maximum 12 points | 16. | Compliance with gender composition of HUMC and promotion of gender sensitive sanitation in health facilities.<br><br>Maximum 4 points | <ul style="list-style-type: none"> <li>• Evidence that Health Unit Management Committee (HUMC) meet the gender composition as per guidelines (i.e. minimum 30 % women: score 2</li> </ul>                                                                                                                                                                                                                                                                                                           | <p>From the sampled health facilities, find out whether:</p> <ul style="list-style-type: none"> <li>• The number and gender of committee members is as per required composition</li> </ul> | <ul style="list-style-type: none"> <li>• List of HUMC and members</li> <li>• Guidelines</li> </ul>         | <ul style="list-style-type: none"> <li>• Refined and scoring changed</li> </ul> |

| Performance Area | No. | Performance Measures                                                                                                                                                        | Scoring                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Assessment Procedures                                                                                                                                                                                                                                                                                                                                                                                                                         | Means of verification                                                                                                                | Changes made since 2017 <sup>1</sup>                              |
|------------------|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
|                  |     |                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Evidence that the LG has issued guidelines on how to manage sanitation in health facilities including separating facilities for men and women: score 2.</li> </ul>                                                                                                                                                                                                                                                                   | <p>From the sampled health facilities, find out whether:</p> <ul style="list-style-type: none"> <li>LGs has issued guidelines on how to manage sanitation in health facilities including separating facilities for men and women</li> </ul>                                                                                                                                                                                                   |                                                                                                                                      | <ul style="list-style-type: none"> <li>Changed scoring</li> </ul> |
|                  | 17. | <p>LG Health department has ensured that guidelines on environmental management are disseminated and complied with</p> <p>Maximum 4 points for this performance measure</p> | <ul style="list-style-type: none"> <li>Evidence that all health facility infrastructure projects are screened before approval for construction using the checklist for screening of projects in the budget guidelines and where risks are identified, the forms include mitigation actions: Score 2</li> <li>The environmental officer and community development officer have visited the sites to check whether the mitigation plans are complied with: Score 2</li> </ul> | <p>From the Environmental officer obtain and review:</p> <ul style="list-style-type: none"> <li>Filled screening forms to ascertain whether screening was done and whether risks mitigation plans were developed.</li> </ul> <p>From the Environmental officer and CDO obtain and review:</p> <ul style="list-style-type: none"> <li>Site visit reports to establish whether they checked compliance to the risk mitigation plans.</li> </ul> | <ul style="list-style-type: none"> <li>Inspection reports</li> <li>Screening forms</li> <li>EO and CDO Site visit reports</li> </ul> | <ul style="list-style-type: none"> <li>New indicator</li> </ul>   |
|                  | 18. | <p>The LG Health department has issued guidelines on medical waste management</p> <p>Maximum 4 points</p>                                                                   | <ul style="list-style-type: none"> <li>Evidence that the LG has issued guidelines on medical waste management, including guidelines (e.g. sanitation charts, posters, etc.) for construction of facilities for medical waste disposal<sup>2</sup>: score 4.</li> </ul>                                                                                                                                                                                                      | <p>From the sampled health facilities, find out whether:</p> <ul style="list-style-type: none"> <li>LG has issued guidelines on medical waste management</li> </ul>                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Guidelines on medical waste management</li> </ul>                                             |                                                                   |

## 9.4 Water and Sanitation Performance Measures

| Performance area                                                     | No | Performance Measure                                                                                                                                                                                                              | Scoring                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Assessment procedures                                                                                                                                                                                                                                                                                        | Means of verification                                                                                                                 | Changes since 2017                                                             |
|----------------------------------------------------------------------|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| A) Planning, budgeting and execution<br><br>Maximum score: 25 points | 1. | The DWO has targeted allocations to sub-counties with safe water coverage below the district average.<br><br>Maximum score 10 for this performance measure                                                                       | <ul style="list-style-type: none"> <li>Evidence that the district Water department has targeted sub-counties with safe water coverage below the district average in the budget for the current FY: <ul style="list-style-type: none"> <li>If 100 % of the budget allocated to S/Cs below average coverage: score 10</li> <li>If 80-99%: Score 7</li> <li>If 60-79: Score 4</li> <li>If below 60 %: Score 0</li> </ul> </li> </ul>                                   | <p>From the DWO obtain:</p> <ul style="list-style-type: none"> <li>The district safe water coverage status.</li> <li>Check the AWP and budget to establish that Sub-counties with safe water coverage below the district average have been targeted as per scoring system.</li> </ul>                        | <ul style="list-style-type: none"> <li>Safe water coverage data</li> <li>AWP for current FY</li> <li>Budget for current FY</li> </ul> | <ul style="list-style-type: none"> <li>Scoring revised and refined.</li> </ul> |
|                                                                      | 2. | The district Water department has implemented budgeted water projects in the targeted sub-counties (i.e. sub-counties with safe water coverage below the district average)<br><br>Maximum 15 points for this performance measure | <ul style="list-style-type: none"> <li>Evidence that the district Water department has implemented budgeted water projects in the targeted sub-counties with safe water coverage below the district average in the previous FY. <ul style="list-style-type: none"> <li>If 100 % of the water projects are implemented in the targeted S/Cs: Score 15</li> <li>If 80-99%: Score 10</li> <li>If 60-79: Score 5</li> <li>If below 60 %: Score 0</li> </ul> </li> </ul> | <p>From the DWO obtain and review:</p> <ul style="list-style-type: none"> <li>The annual progress reports and check whether the district Water department implemented budgeted water projects in the targeted sub-counties with safe water coverage below the district average in the previous FY</li> </ul> | <ul style="list-style-type: none"> <li>Budget for previous FY</li> <li>Annual progress reports for previous FY</li> </ul>             | <ul style="list-style-type: none"> <li>Scoring revised and refined</li> </ul>  |

| Performance area                                              | No | Performance Measure                                                                                                                                                           | Scoring                                                                                                                                                                                                                                                                                                                                                                                                                                              | Assessment procedures                                                                                                                                                                                                                                                                                                                                                                                    | Means of verification                                                                                                     | Changes since 2017                                                                  |
|---------------------------------------------------------------|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| B) Monitoring and supervision<br><br>Maximum Score: 25 points | 3. | The district Water department carries out monthly monitoring of project investments in the sector<br><br>Maximum 15 points for this performance measure                       | Evidence that the district Water department has monitored each of WSS facilities at least annually. <ul style="list-style-type: none"> <li>• If more than 95% of the WSS facilities monitored: score 15</li> <li>• 80% - 95% of the WSS facilities - monitored: score 10</li> <li>• 70 - 79%: score 7</li> <li>• 60% - 69% monitored: score 5</li> <li>• 50% - 59%: score 3</li> <li>• Less than 50% of WSS facilities monitored: score 0</li> </ul> | From the DWO: <ul style="list-style-type: none"> <li>• Establish the number of water and sanitation projects being implemented</li> <li>• Review monitoring plans</li> <li>• Check the monitoring reports of each project and establish whether the LG monitored the projects.</li> </ul>                                                                                                                | <ul style="list-style-type: none"> <li>• Monitoring plans and reports for previous FY as per standard formats.</li> </ul> | <ul style="list-style-type: none"> <li>• Refined</li> </ul>                         |
|                                                               | 4. | The district Water department has submitted accurate/consistent data lists of water facilities as per formats provided by MoWE<br><br>Maximum 10 for this performance measure | <ul style="list-style-type: none"> <li>• Evidence that the district has submitted accurate/consistent data for the current FY: Score 5</li> <li>• List of water facility which are consistent in both sector MIS reports and PBS: score 5</li> </ul>                                                                                                                                                                                                 | From MoWE obtain and review: <ul style="list-style-type: none"> <li>• MIS reports for the current FY.</li> </ul> From the district obtain and review the performance contract for the current FY <ul style="list-style-type: none"> <li>• Check whether the lists of water facilities, funded from the rural water development grant, submitted are consistent/similar with those in the MIS.</li> </ul> | <ul style="list-style-type: none"> <li>• MIS reports</li> <li>• Performance contracts</li> <li>• PBS</li> </ul>           | <ul style="list-style-type: none"> <li>• Clarified and scoring improved.</li> </ul> |

| Performance area                                                | No | Performance Measure                                                                                                                                                                                                                                       | Scoring                                                                                                                                                                                                 | Assessment procedures                                                                                                                                                                                      | Means of verification                                                                                                                                           | Changes since 2017                                            |
|-----------------------------------------------------------------|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| C) Procurement and contract management<br><br>Maximum 15 points | 5. | The district Water department has submitted input for district's procurement plan, complete with all technical requirements, to PDU that cover all items in the approved Sector annual work plan and budget<br><br>Maximum 4 for this performance measure | Evidence that the sector has submitted input for the district procurement plan to PDU that cover all investment items in the approved Sector annual work plan and budget on time (by April 30): score 4 | From the DWO obtain and review:<br><ul style="list-style-type: none"> <li>• Submission to DPU.</li> </ul> From DPU crosscheck:<br><ul style="list-style-type: none"> <li>• Submission from DWO.</li> </ul> | <ul style="list-style-type: none"> <li>• Submission reports on procurement and budget for current FY (prepared in previous FY)</li> <li>• Sector AWP</li> </ul> | <ul style="list-style-type: none"> <li>• Clarified</li> </ul> |

| Performance area | No | Performance Measure                                                                                                                            | Scoring                                                                                                                                                                                                                                    | Assessment procedures                                                                                                                                                                                                                                                                                                                                                      | Means of verification                                                                                                                                                                                                                      | Changes since 2017                                          |
|------------------|----|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
|                  | 6. | The district has appointed Contract Manager and has effectively managed the WSS contracts<br><br>Maximum 8 points for this performance measure | <ul style="list-style-type: none"> <li>If the contract manager prepared a contract management plan and conducted monthly site visits for the different WSS infrastructure projects as per the contract management plan: score 2</li> </ul> | <p>From the DWO check:</p> <ul style="list-style-type: none"> <li>Contract management records and establish if WSS infrastructure are constructed as per the BOQs/specifications</li> <li>Check the minutes of site meetings to establish if the agreed actions between the contracts manager and the contractor/ consultant were implemented by the contractor</li> </ul> | <ul style="list-style-type: none"> <li>Sample 5 WSS projects to validate the findings from the files/ records/ reports.</li> <li>Hand over reports</li> <li>Completion reports and files AWP</li> <li>Contract management files</li> </ul> | <ul style="list-style-type: none"> <li>Clarified</li> </ul> |
|                  |    |                                                                                                                                                | <ul style="list-style-type: none"> <li>If water and sanitation facilities constructed as per design(s): score 2</li> </ul>                                                                                                                 | <p>From a sample of WSS projects:</p> <ul style="list-style-type: none"> <li>Check whether they constructed as per the design specifications</li> </ul>                                                                                                                                                                                                                    |                                                                                                                                                                                                                                            |                                                             |
|                  |    |                                                                                                                                                | <ul style="list-style-type: none"> <li>If contractor handed over all completed WSS facilities: score 2</li> </ul>                                                                                                                          | <p>From a sample of WSS projects:</p> <ul style="list-style-type: none"> <li>Check if completed projects were handed over.</li> </ul>                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                            |                                                             |
|                  |    |                                                                                                                                                | <ul style="list-style-type: none"> <li>If DWO appropriately certified all WSS projects and prepared and filed completion reports: score 2</li> </ul>                                                                                       | <p>From the DWO</p> <ul style="list-style-type: none"> <li>Obtain copies of completion certificates and check whether all completed projects have been certified.</li> </ul>                                                                                                                                                                                               |                                                                                                                                                                                                                                            |                                                             |

| Performance area                                                      | No | Performance Measure                                                                                                                                                     | Scoring                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Assessment procedures                                                                                                                                                                                                                                                                                                                | Means of verification                                                                                                                  | Changes since 2017 |
|-----------------------------------------------------------------------|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| D) Financial management and reporting<br><br>Maximum score: 10 points | 7. | The district Water department has certified and initiated payment for works and supplies on time<br><br>Maximum 3 for this performance measure                          | <ul style="list-style-type: none"> <li>Evidence that the DWOs timely (as per contract) certified and recommended suppliers for payment: score 3 points</li> </ul>                                                                                                                                                                                                                                                                                                                                                           | <p>From the CFO obtain:</p> <ul style="list-style-type: none"> <li>A sample of contracts, review and determine whether payment requests were certified and recommended as per contract and payment request</li> </ul>                                                                                                                | <ul style="list-style-type: none"> <li>Payment requests</li> <li>Contracts</li> </ul>                                                  |                    |
|                                                                       | 8. | The district Water department has submitted annual reports (including all quarterly reports) in time to the Planning Unit<br><br>Maximum 5 for this performance measure | <ul style="list-style-type: none"> <li>Evidence that the department submitted the annual performance report for the previous FY (including all four quarterly reports) to the Planner by mid-July for consolidation: score 5</li> </ul>                                                                                                                                                                                                                                                                                     | <p>From the Planning Unit, obtain and review:</p> <ul style="list-style-type: none"> <li>Performance report files to determine whether the department submitted the annual performance report for the previous FY to the Planner by mid-July</li> <li>Check annual and quarterly reports from the DWO for the previous FY</li> </ul> | <ul style="list-style-type: none"> <li>Annual performance reports of previous FY</li> </ul>                                            |                    |
|                                                                       | 9. | The District Water Department has acted on Internal Audit recommendation (if any)<br><br>Maximum 5 for this performance measure                                         | <ul style="list-style-type: none"> <li>Evidence that the sector has provided information to the internal audit on the status of implementation of all audit findings for the previous financial year <ul style="list-style-type: none"> <li>If sector has no audit query score 5</li> <li>If the sector has provided information to the internal audit on the status of implementation of all audit findings for the previous financial year: score 3</li> </ul> </li> </ul> <p>If queries are not responded to score 0</p> | <p>From IA:</p> <ul style="list-style-type: none"> <li>Obtain copies of sector audit reports from the internal audit and Management responses for the previous FY</li> </ul>                                                                                                                                                         | <ul style="list-style-type: none"> <li>Internal audit reports of previous FY</li> <li>Sector letter and notes to the CFO/IA</li> </ul> |                    |

| Performance area                                                                       | No  | Performance Measure                                                                                                                                                                     | Scoring                                                                                                                                                                                                                                                                                                                                                        | Assessment procedures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Means of verification                                                                                                                  | Changes since 2017 |
|----------------------------------------------------------------------------------------|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| E) Governance, oversight, transparency and accountability<br>Maximum score – 15 points | 10. | The district committee responsible for water met, discussed service delivery issues and presented issues that require approval to Council<br><br>Maximum 6 for this performance measure | <ul style="list-style-type: none"> <li>Evidence that the council committee responsible for water met and discussed service delivery issues including supervision reports, performance assessment results, LG PAC reports and submissions from the District Water and Sanitation Coordination Committee (DWSCC) etc. during the previous FY: score 3</li> </ul> | <p>From the Clerk to Council obtain and review:</p> <ul style="list-style-type: none"> <li>Water sector standing committee meeting and council minutes – check if the standing committee and the Council have approved the sector implementation plan</li> <li>DWO's reports to the committee</li> </ul> <p>From the Clerk to Council obtain and review whether:</p> <ul style="list-style-type: none"> <li>The water sector committee has presented issues that require approval to Council</li> </ul> | <ul style="list-style-type: none"> <li>Minutes of sector committees' meetings</li> <li>DWO reports</li> <li>Council minutes</li> </ul> |                    |

| Performance area | No  | Performance Measure                                                                                                                                    | Scoring                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Assessment procedures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Means of verification                                                                                             | Changes since 2017                                          |
|------------------|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
|                  | 11. | The district Water department has shared information widely to the public to enhance transparency<br><br>Maximum 6 points for this performance measure | <ul style="list-style-type: none"> <li>The AWP, budget and the Water Development grant releases and expenditures have been displayed on the district notice boards as per the PPDA Act and discussed at advocacy meetings: score 2.</li> <li>All WSS projects are clearly labelled indicating the name of the project, date of construction, the contractor and source of funding: score 2</li> <li>Information on tenders and contract awards (indicating contractor name /contract and contract sum) displayed on the District notice boards: score 2</li> </ul> | <ul style="list-style-type: none"> <li>Check from the district notice Boards to establish if the AWP, budget water grant release, expenditures, have been displayed, duly dated and stamp validated.</li> <li>From a sample of 5 WSS projects: <ul style="list-style-type: none"> <li>Check that all WSS projects are clearly labelled indicating the name of the project, date of construction and the contractor.</li> </ul> </li> <li>Check the LG notice Boards and LG website to establish if contract information has been displayed</li> </ul> | <ul style="list-style-type: none"> <li>Notice boards</li> <li>Photos</li> <li>Advocacy meeting reports</li> </ul> | <ul style="list-style-type: none"> <li>Clarified</li> </ul> |

| Performance area | No  | Performance Measure                                                                             | Scoring                                                                                                                                                                                                                                                                                                                                                                                | Assessment procedures                                                                                                                                                                            | Means of verification                                                                                                                                                                  | Changes since 2017                                                           |
|------------------|-----|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
|                  | 12. | Participation of communities in WSS programmes<br>Maximum 3 points for this performance measure | <ul style="list-style-type: none"> <li>If communities apply for water/public sanitation facilities as per the sector critical requirements (including community contributions) for the current FY: score 1</li> </ul>                                                                                                                                                                  | <p>From the DWO review and check</p> <ul style="list-style-type: none"> <li>Community application files</li> <li>Minutes of community meetings indicating agreed actions</li> </ul>              | <ul style="list-style-type: none"> <li>Community application files</li> <li>Community meeting minutes</li> <li>Sector MIS</li> <li>O&amp;M plan</li> <li>Records on repairs</li> </ul> |                                                                              |
|                  |     |                                                                                                 | <ul style="list-style-type: none"> <li>Water and Sanitation Committees that are functioning evidenced by either: i) collection of O&amp;M funds, ii) carrying out preventive maintenance and minor repairs, iii) facility fenced/protected, or iv) they have an M&amp;E plan for the previous FY: score 2</li> </ul> <p>Note: One of parameters above is sufficient for the score.</p> | <p>From the DWO review and check</p> <ul style="list-style-type: none"> <li>Sector MIS information on management of O&amp;M funds</li> <li>Sample 5 facilities to check functionality</li> </ul> |                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Refined the procedure-res.</li> </ul> |

| Performance area                                                    | No  | Performance Measure                                                                                                                               | Scoring                                                                                                                                                                                                                | Assessment procedures                                                                                                                                                                                                                                                                                                          | Means of verification                                                                                                | Changes since 2017 |
|---------------------------------------------------------------------|-----|---------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|--------------------|
| F) Social and environmental safeguards<br>Maximum Score - 10 points | 13. | The LG Water department has devised strategies for environmental conservation and management<br><br>Maximum 4 points for this performance measure | <ul style="list-style-type: none"> <li>Evidence that environmental screening (as per templates) for all projects and EIAs (where required) conducted for all WSS projects and reports are in place: score 2</li> </ul> | <p>From the ENR office</p> <ul style="list-style-type: none"> <li>Obtain screening and (where required) EIA reports to check whether screening for all WSS projects was conducted for all projects implemented during the year and whether the proposed mitigations measures were implemented (sample 3-5 projects)</li> </ul> | <ul style="list-style-type: none"> <li>EIA reports</li> <li>Screening templates</li> <li>Mitigation plans</li> </ul> |                    |
|                                                                     |     |                                                                                                                                                   | <ul style="list-style-type: none"> <li>Evidence that there has been follow up support provided in case of unacceptable environmental concerns in the past FY: score 1</li> </ul>                                       | <ul style="list-style-type: none"> <li>Check 3 contracts and check whether the LG has reviewed environmental impact in technical design</li> <li>Obtain a copy of the completed environmental template and check if the recommendations were followed up and whether mitigating measures are put in place.</li> </ul>          |                                                                                                                      |                    |
|                                                                     |     |                                                                                                                                                   | <ul style="list-style-type: none"> <li>Evidence that construction and supervision contracts have clause on environmental protection: score 1</li> </ul>                                                                | <p>From PDU:</p> <ul style="list-style-type: none"> <li>Obtain a sample of 3 contracts and check if they contain a clause on environmental protection</li> <li>Check the implementation of 3 works contracts in the field to assess compliance with good environmental and social protection practices.</li> </ul>             |                                                                                                                      |                    |

| Performance area | No  | Performance Measure                                                                                                                                                 | Scoring                                                                                                                                                                                                           | Assessment procedures                                                                                                                                                                                                                                   | Means of verification                                                                                                                                  | Changes since 2017                                                                    |
|------------------|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|                  | 14. | The district Water department has promoted gender equity in WSC composition.<br>Maximum 3 points for this performance measure                                       | <ul style="list-style-type: none"> <li>If at least 50% WSCs are women and at least one occupying a key position (chairperson, secretary or Treasurer) as per the sector critical requirements: score 3</li> </ul> | <ul style="list-style-type: none"> <li>Check the DWO software progress reports and establish the composition of the WSC members</li> <li>Use the sample of the 5 water supply facilities and establish the composition of the WSC membership</li> </ul> | <ul style="list-style-type: none"> <li>Software progress reports</li> <li>List of WSC with composition</li> </ul>                                      | <ul style="list-style-type: none"> <li>Refined</li> </ul>                             |
|                  | 15. | Gender- and special-needs sensitive sanitation facilities in public places/ RGCs provided by the Water Department.<br>Maximum 3 points for this performance measure | <ul style="list-style-type: none"> <li>If public sanitation facilities have adequate access and separate stances for men, women and PWDs: score 3</li> </ul>                                                      | <ul style="list-style-type: none"> <li>Sample 3 public sanitation facilities and establish whether they have ramps and separate stances for men, women and PWDs.</li> </ul>                                                                             | <ul style="list-style-type: none"> <li>Visit to minimum 3 Sanitation facilities and constructions provided by the district Water Department</li> </ul> | <ul style="list-style-type: none"> <li>Clarified and Verification refined.</li> </ul> |

## 10 Service Provider Assessments (Next Phase)

### 10.1 Health

### 10.2 Education

This part of the Assessment will be included in the system of performance assessments at a later stage and including in a separate volume of the LG PAM.

# SECTION 4 ANNEXES

## Annex 1: Code of Ethics for the Assessment Teams

The assessment process and quality assurance under LG PA will be contracted to an independent private firm. The contracted private firm will have to adhere to the following standards/terms, which should be part of the contract documents.

1. Fielding of competent team members:
  - o Staff conducting the assessment should be those submitted for evaluation during the bidding process;
  - o The staff should demonstrate that they have proven capacity and experience in the respective areas of expertise as presented in their respective CVs;
  - o The staff should be neutral and without conflict of interest in terms of LG to be reviewed.
2. Team objectivity, neutrality and integrity during the assessment process:
  - o The team members should adhere to the assessment process, procedures and scoring as prescribed in the LG PA Manual;
  - o The team members should not get involved in any sort of corrupt tendencies/practices;
  - o The team member cannot receive any payments from the assessed LGs/or related bodies/stakeholders;
  - o The team members should not have (or should declare) any sort of conflict of interest in the LGs being assessed, e.g. the team member should not have been involved in work or related support to the LG in case; (isn't this too much? If a member has supported CD in a district, does that tantamount to conflict of interest?)
  - o Team members are obliged to report about any irregularities related to the assessments to the client.
3. Timely and quality production of the reports
  - o The team members should produce the report as per the provided formats;
  - o The team members should provide the report within the provided time;
  - o The team members should provide comprehensive and accurate information

In case of failure to comply with the provisions of this code of conduct, the assessment team or any member thereon shall be subject to all/or some of the following disciplinary measures:

1. Additional work and reassessments: Teams may be required to conduct follow-up work on issues which are not sufficiently clear, or where there are cases of contradiction between the assessments and the quality assurance.
2. Deduction in the contract value for the assessments: In severe cases, where there are clear instances of wrong/flawed results, this may lead to deductions in the payments for the work conducted.
3. Blacklisting from future assessments: This will happen if there are strong reasons to believe that assessments lack quality, are flawed, or manipulated.



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