The Republic of Uganda

Local Government Performance Assessment - 2019

NATIONAL SYNTHESIS REPORT

June, 2020

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OFFICE OF THE PRIME MINISTER

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Acronyms/Abbreviations

AO	Accounting Officer
APA	Annual Performance Assessment
AWP	Annual Work Plan
BFP	Budget Framework Paper
BoQs	Bills of Quantities
BTI	Budget Transparency Initiative
CAO	Chief Administrative Officer
CC	Contracts Committee
CB	Capacity Building
CD	Capacity Development
CFO	Chief Finance Officer
CTL	Cluster Team Leader
DDEG	Discretionary Development Equalisation Grant
DEO	District Education Officer
DEC	District Executive Committee
DES	Directorate of Education Standards
DHO	District Health Officer
DHT	District Health Teams
DLG	District Local Government
DPs	Development Partners
DPU	District Procurement Unit
DSC	District Service Commission
DWO	District Water Officer
EIAs	Environmental Impact Assessments
EMIS	Education Management Information System
ESM	Environment and Social Management
ESMP	Environment and Social Management Plan
FDA	Fiscal Decentralisation Architecture
FDS	Fiscal Decentralisation Strategy
FD-SC	Fiscal Decentralisation Steering Committee
FD-TC	Fiscal Decentralisation Technical Committee
FY	Financial Year
GAPP	Governance Accountability Participation Programme
GAPR	Government Annual Performance Report
GoU	Government of Uganda
HMIS	Health Management Information System
HoD	Head of Department
HRM&D	Human Resource Management and Development
HSD	Health Sub-district

HUMC	Health Unit Management Committee
IFMIS	Integrated Financial Management Information System
IGFT	Intergovernmental Fiscal Transfer
IGFTR	Intergovernmental Fiscal Transfer Reforms
IPF	Indicative Planning Figure
LG	Local Government
LGFAR	Local Governments Financial and Accounting Regulations
LGFC	Local Government Finance Commission
LGPA	Local Government Performance Assessment
LGPAM	Local Government Performance Assessment Manual
LGPATF	Local Government Performance Assessment Task Force
LLGs	Lower Local Governments
LGPIP	Local Government Performance Improvement Plan
MDAs	Ministries Departments and Agencies
M&E	Monitoring and Evaluation
MEO	Municipal Education Officer
MHT	Municipal Health Team
MIS	Management Information System
MoLHUD	Ministry of Lands Housing and Urban Development
MLG	Municipal Local Government
MoFPED	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
NDP	National Development Plan
NMS	National Medical Stores
NPA	National Planning Authority
NWR	Non-wage Recurrent
OAG	Office of the Auditor General
OBT	Output Budgeting Tool
ODI-BSI	Overseas Development Institute - Budget Strengthening Initiative
O&M	Operation and Maintenance
OPAMS	On-line Performance Assessment Management System
OPM	Office of the Prime Minister
OSR	Own Source Revenue
OTIMs	Online Transfer Information Management System
PAC	Public Accounts Committee
PBB	Program Based Budgeting

PBS	Programme Budgeting System
PDU	Procurement and Disposal Unit
PEAP	Poverty Eradication Action Plan
PFM	Public Finance Management
PFMA	Public Finance Management and Accountability Act
PforR	Program for Results
PHC	Primary Health Care
PMs	Performance Measures
PPC	Physical Planning Committee
PPDA	Public Procurement and Disposalof Public Assets Authority
PRDP	Peace, Recovery and Development Plan for Northern Uganda
PS	Permanent Secretary
PWDs	Persons with Disabilities
QA	Quality Assurance
QBPR	Quarterly Budget Performance Report
SMC	School Management Committee
STL	Sub-Team Leader
TEC	Technical Evaluation Committee
TPC	Technical Planning Committee
TOR	Terms of Reference
TSU	Technical Support Unit
UAAU	Urban Authorities Association of Uganda
UBOS	Uganda Bureau of Statistics
ULGA	Uganda Local Government Association
USMID	Uganda Support to Municipal Infrastructure Development
WSCs	Water and Sanitation Committees
WSS	Water Supply and Sanitation

Foreword

The 2019 Local Government Performance Assessment (LGPA) Report is the third edition under the new Local Government Assessment framework. The assessment was conducted between September – December 2019 with involvement of the Local Government Performance Assessment Task force, Ministries, Departments and Agencies (MDAs), Local Governments and Development Partners. This report provides findings on performance of Local Governments, identifies issues constraining service delivery in Local Governments and proposes recommendations to address them.

The Government of Uganda has implemented a number of initiatives aimed at achieving effective delivery of the decentralization policy. In FY2015/16, Government introduced the Intergovernmental Fiscal Transfer Reforms (IGFTR) aimed at increasing adequacy and improving equity and efficiency of Local Government financing. The focus is on ensuring that resources transferred to LGs are objectively distributed to finance local and national priorities and are duly accounted for. To achieve the above, Government designed a system for assessing the performance of LGs to establish adherence to budgeting and accountability requirements, as well as compliance to crosscutting and selected sector systems and processes.

Overall, the 2019 assessment results indicated an improvement in the average performance of Local Governments in performance measures from 56% in 2017 and 65% in 2018, to 68% in 2019. It also showed a tremendous improvement in compliance to accountability requirements, with 94% of LGs complying with at least 5 of the 6 requirements; compared to 14% and 20% of LGs in 2018 and 2017 respectively. This improvement could be attributed to the incentives and the focus on performance in the system as well as the Local Government Performance Improvement Plans (LG PIPs) developed and implemented over the past two financial years, by the Ministry of Local Government, targeting the least performing LGs in the 2017 assessment.

My office extends special gratitude to the Local Government Performance Assessment Task Force (LGPATF), Ministries, Departments and Agencies (MDAs) and Local Government representatives who contributed to the design of the LG PA system, and participated in the assessment and reviewing of the results. These include; Ministries of Finance, Planning and Economic Development, Local Government, Education and Sports, Health, Water and Environment, Gender, Labour and Social Development, Lands, Housing and Urban Development, Public Service, and agencies such as; Local Government Finance Commission, Uganda Bureau of Statistics, National Planning Authority as well as representatives from Uganda Local Government Association (ULGA) and Urban Authorities Association of Uganda (UAAU). I also wish to appreciate the Assessment and Quality Assurance Firms which were contracted to conduct the assessment and quality assurance tasks.

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

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

For God and My Country

Kaima Godfrey

For PERMANENT SECRETARY

Executive Summary

Introduction

This report presents the synthesized results from the Local Government Performance Assessment (LGPA) for 2019; conducted between September - December 2019[1]. The 2019 LGPA is the third edition of the assessment under the new framework of the Inter-Governmental Fiscal Transfer Reforms (IGFTR) introduced by Government to increase the adequacy, improve equity and ensure efficiency of Local Government financing.

The LGPA has three dimensions: (i) accountability and budget requirements; (ii) crosscutting and sector functional processes/systems for LGs; and (iii) service delivery results[2]. The 2019 assessment focused on dimension (i) compliance with the accountability requirements and dimension ii) functional processes and systems of importance to LGs for efficiency in service delivery, addressing four assessments: a) cross-cutting issues, b) Education, c) Health and d) Water processes and systems.

Table 1: No. of LGs assessed across the 3 LGPAs

	Assessment	LGPA 2017	LGPA 2018	LGPA 2019
No. of LGs Assessed	DLGs	115	121	127
	MLGs	23	23	19
	Total LGs	138	144	146

The assessment for 2019 was conducted in 146 of the 175 LG Votes (District and Municipal Local Governments), of which 127 are DLGs and 19 are MLGs[3] that were operational as at July 2019. In addition to this, 22 MLGs were assessed under the Uganda Support to Municipal Infrastructure Development (USMID) program in the areas of Education and Health, which results are presented in a separate report (due to varying timing of the assessments).

The assessment results will be used to inform, among others: appointment of LG Accounting Officers for FY 2020/21, allocations of development grants for FY 2020/21, and the Government Annual Performance Report (GAPR) for FY2019/20. The results will also be used to devise strategies for redress of identified areas of weakness at both LG and MDA levels.

Overview of the LGPA Results

Summary of the Key Findings

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

1 The audit results for audit of FY 2018/19 were incorporated as the last part of the LG PA in January 2020
2 The system for assessing service delivery results in schools and health facilities is being developed and will focus on processes and outputs at this level.
3 As some LGs were established recently, while others were assessed under USMID.

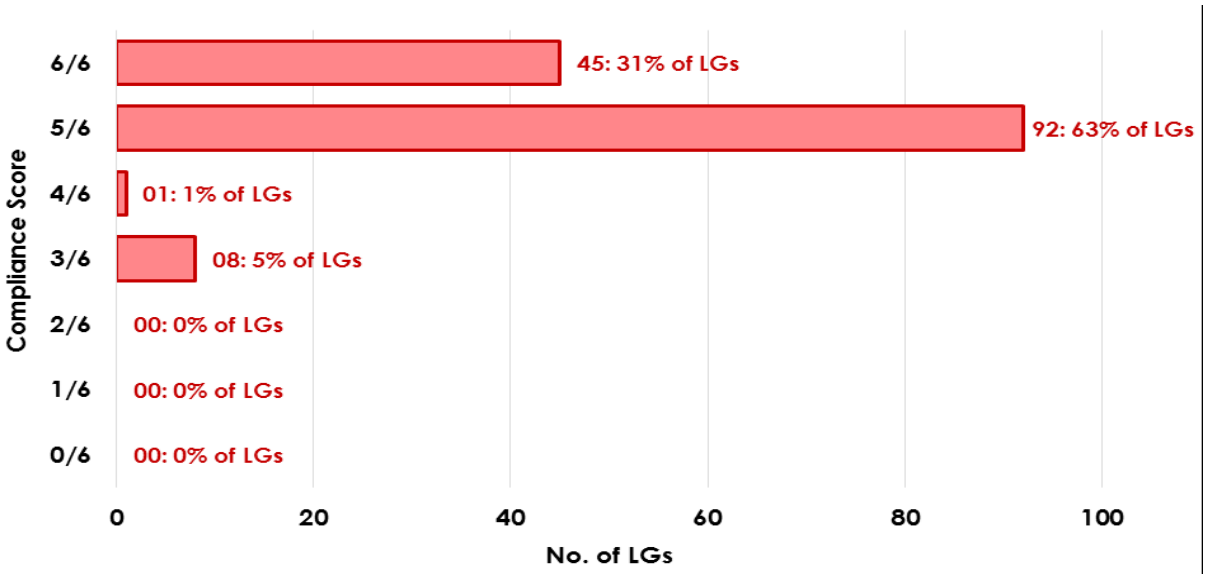
Compliance to Accountability requirements

In order to ensure that LGs have basic safeguards for proper management of resources in place, six accountability requirements related to submission of Annual Performance Contract on time, Procurement Plan on time, Annual Budget Performance Report on time, Quartertly Budget Performance Reports on time, Follow-up on Audit Reports on time and Status of the Audit opinion were assessed.

From Figure 1 below, the 2019 assessment generally showed tremendous improvement in compliance to all accountability requirements for both DLGs and MLGs compared to LGPA 2018. Specifically, 45 out of 146 (31%) LGs complied with all the 6 requirements, while 92 out of 146 (63%) LGs complied with 5 out of 6 accountability requirements.

Additionally, 1 LG (1%) complied with 4 out of 6 requirements, while 8 LGs (5%) complied with 3 out of 6 requirements. Notably, none of the LGs complied with less than 3 of the 6 accountability requirements, a significant improvement from the 2018 assessment where 38 LGs complied with less than three requirements. See the summary figure below;

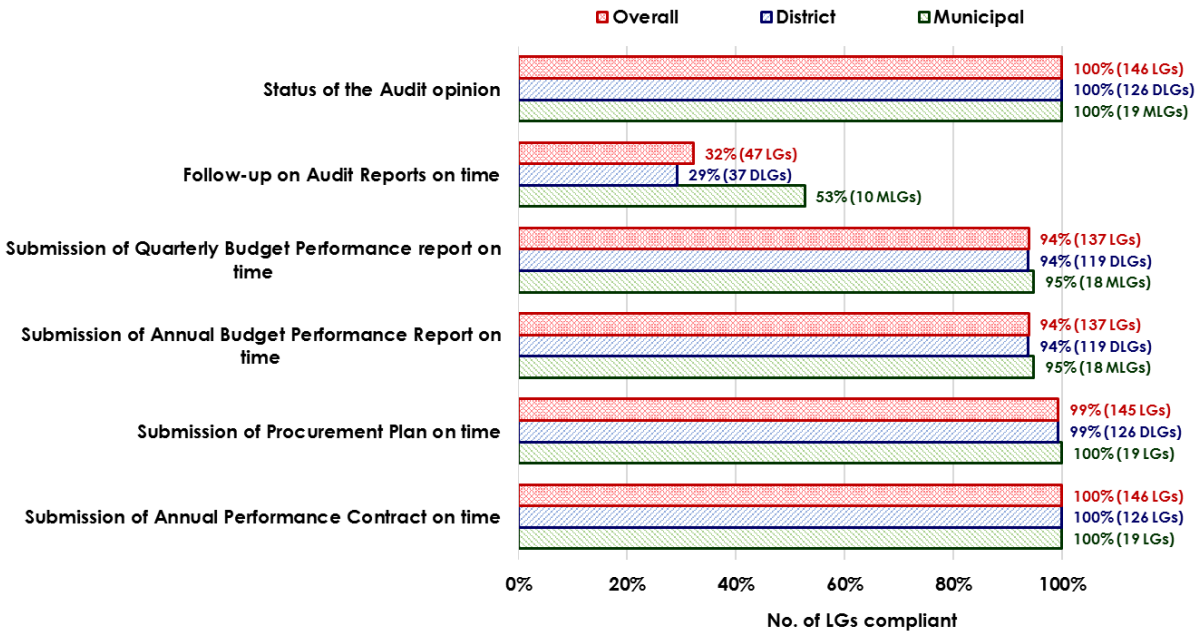
Figure 1: Compliance of all LGs to Accountability Requirements



Note: *Number of LGs Assessed = 146*

Contrary to the other requirements, timely submission of 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 remains a challenge for most LGs (only 47 LGs out of 146) were compliant.

Figure 2: Status of Compliance with Six Accountability Requirements by LGs



Note: *Number of LGs Assessed = 146 (DLGs = 127 and MLGs = 19)*

Overview of the results for Performance measures

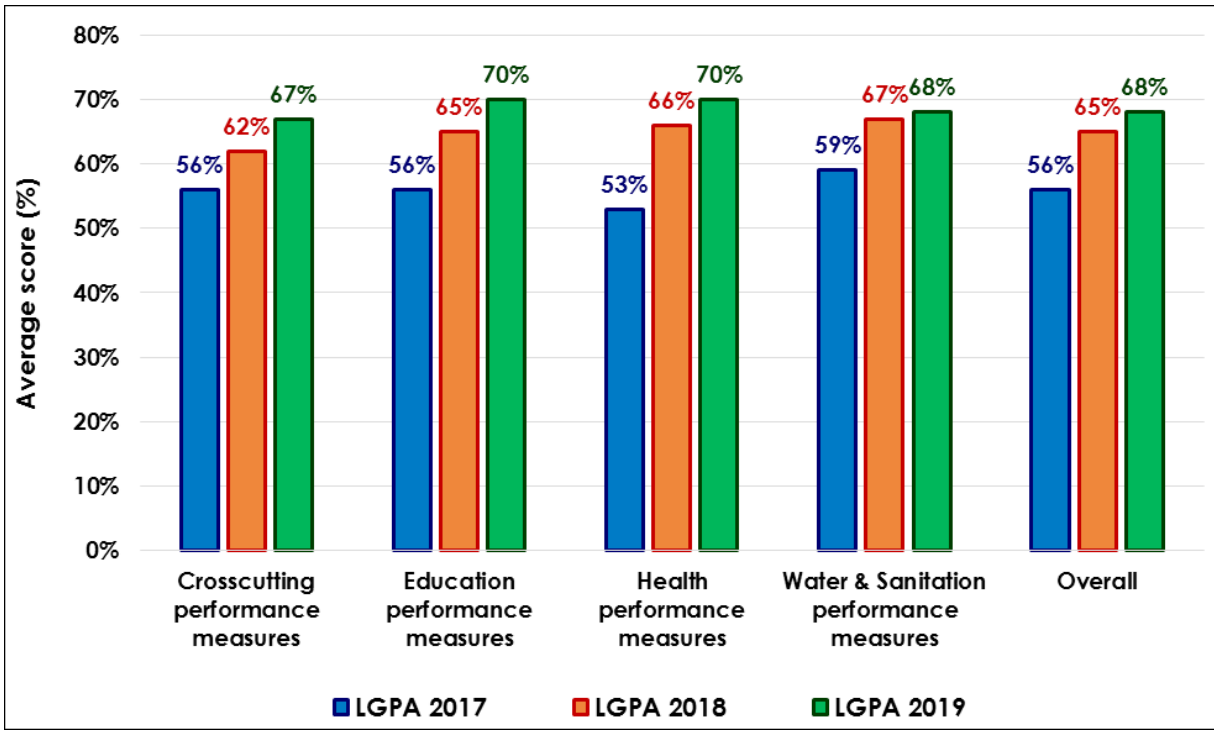
The overall performance for all LGs assessed in 2019 across the four dimensions of performance measures improved to 68%, compared to 65% and 56% in 2018 and 2017 assessments respectively.

Crosscutting performance measures improved from 56% in 2017 to 67% in 2019, while Education measures improved from 56% to 70%, Health from 53% to 70% and Water from 56% to 68% respectively over the same period. Significant improvement has notably been recorded in Health and Education performance measures.

Majority of the LGs were in the scoring range of 50%-80% of the maximum obtainable points. The overall best performers include; Kiruhura district scoring 91%, followed by Bugiri district (90%), Ibanda district (89%), Masindi MC, Kumi, Katakwi and Ntungamo districts each scoring 88%.

The worst performers on the other hand were; Kikuube district (44%), Kaabong district (46%); while Arua and Pakwach districts each scored 47%.

Figure 3: Comparison of results for performance measures between LGPAs 2017, 2018 and 2019



No. of LGs assessed = 146 in 2019, 144 in 2018 and 138 in 2017

The comparison across the areas of assessment for performance measures shows that LGs have improved tremendously over the last three years. Although, there are still several operational and implementation challenges among LGs, the performance trend can continue to improve with support from all stakeholders. All LGs that were supported through the performance improvement plan initiative by Ministry of Local Government have also continued to perform fairly well.

Tables 2 and 3 below show the top 10 and the bottom 10 perfoming LGs in the 2019 LGPA, including their ranks and scores. Table 1: Top 10 Best Perfoming LGs in 2019

Table 2: Top 10 Performing LGs in 2019

Vote Name	Rank LGPA 2019	Score LGPA 2019
Kiruhura District	1	91%
Bugiri District	2	90%
Ibanda District	3	89%
Masindi Municipal Council	4	88%
Kumi District	4	88%
Katakwi District	4	88%
Ntungamo District	4	88%
Ngora District	8	87%
Sheema Municipal Council	9	86%
Wakiso District	10	85%

Table 3: Bottom 10 Performing LGs in 2019

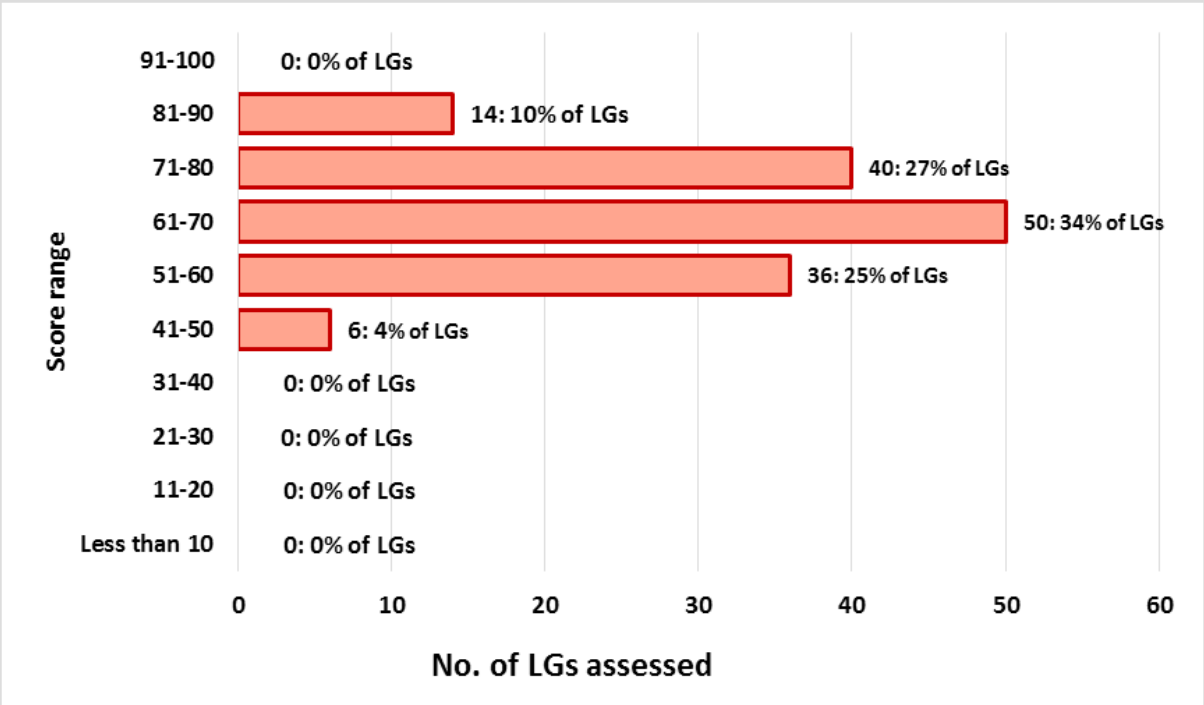
Vote Name	Rank LGPA 2019	Score LGPA 2019
Kyenjojo District	136	53%
Bukwo District	138	52%
Apac District	138	52%
Maracha District	140	51%
Abim District	140	51%
Namisindwa District	140	51%
Pakwach District	143	47%
Arua District	143	47%
Kaabong District	145	46%
Kikuube District	146	44%

A commendable increment in scores was registered by the top 10 improved LGs' from the previous year's performance. Rubanda district had the highest improvement in percentage points (47) followed by Katakwi with a 25 percentage point increase in its score.

Crosscutting – Key results

The performance of LGs in crosscutting measures improved in the 2019 assessment with the overall score at 67% of the maximum attainable points, up from 62% in the previous asessment; with MLGs registering a higher average score (72%) than that of DLGs (67%).

Figure 4: Crosscutting performance results for all LGs



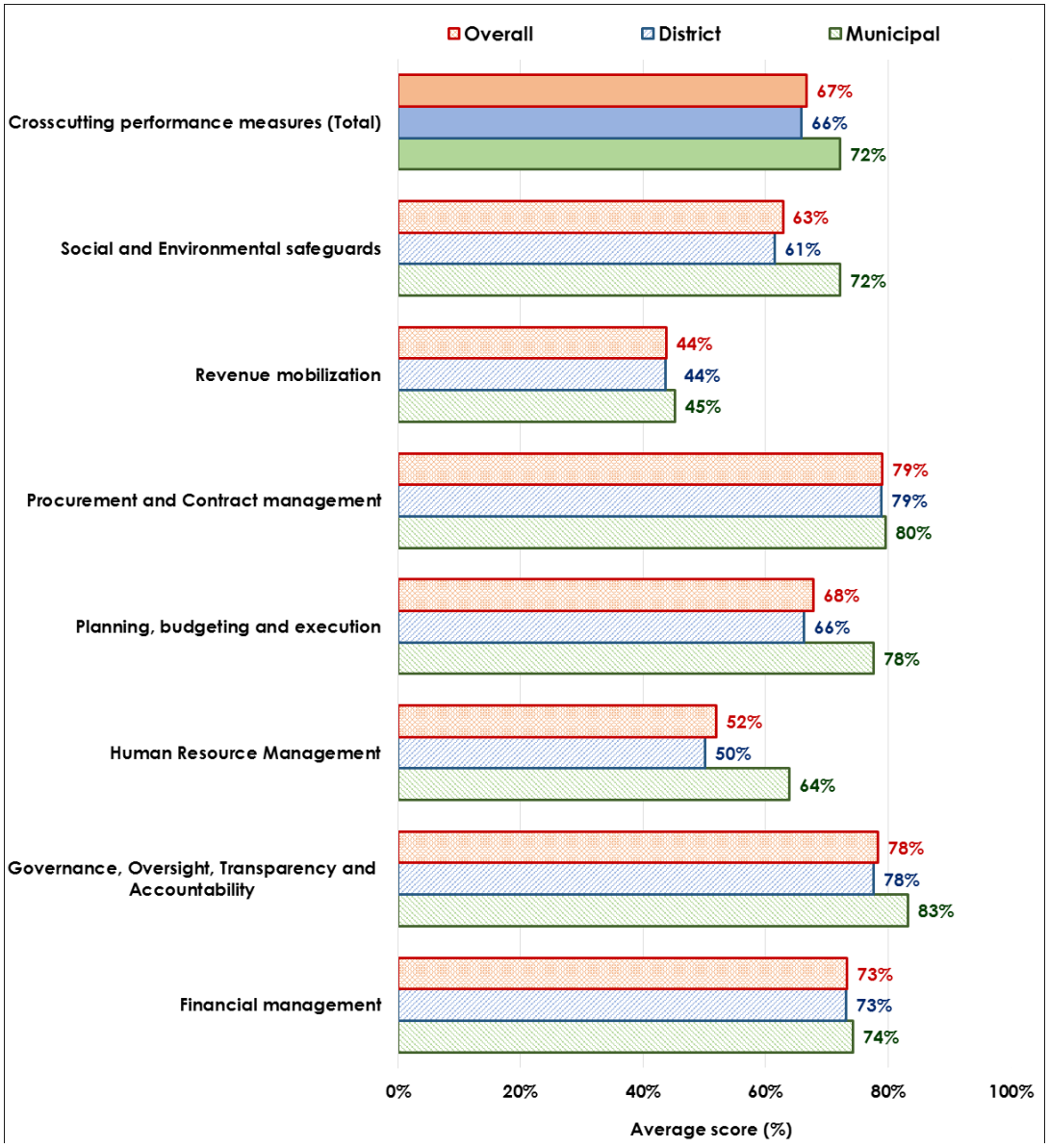
No. of LGs Assessed = 146

From Figure 4 above, a total of 14 (10%) of the LGs impressively scored between 81%-90%, while 40 (27%) of them had average scores between 71% - 80%. The majority of LGs scored within the range of 61% - 70% with a total of 50 (34%) LGs lying within this range.

Kira Municipal Council was the best performing LG with an average score of 87%, followed

by Kiruhura district (86%), Rubanda DLG (85%) and Ibanda DLG (85%). Kikuube and Pawach DLGs registered the lowest average score with 42%, closely followed by Bukwo and Busia DLGs with 43% each.

Figure 5: Results for crosscutting performance measures – LGPA 2019



No. of LGs Assessed = 146 (DLGs = 127, MLGs = 19)

The best-performed thematic area was Procurement and contract management, where LGs overall achieved 79% of the maximum attainable score, followed by Governance, oversight, transparency and accountability with an overall score of 78%, and Financial management at 73%. Akin to previous assessemnts, the worst performed thematic area was Revenue mobilization with an overall score of 44%, followed by Human Resource Management at 52%.

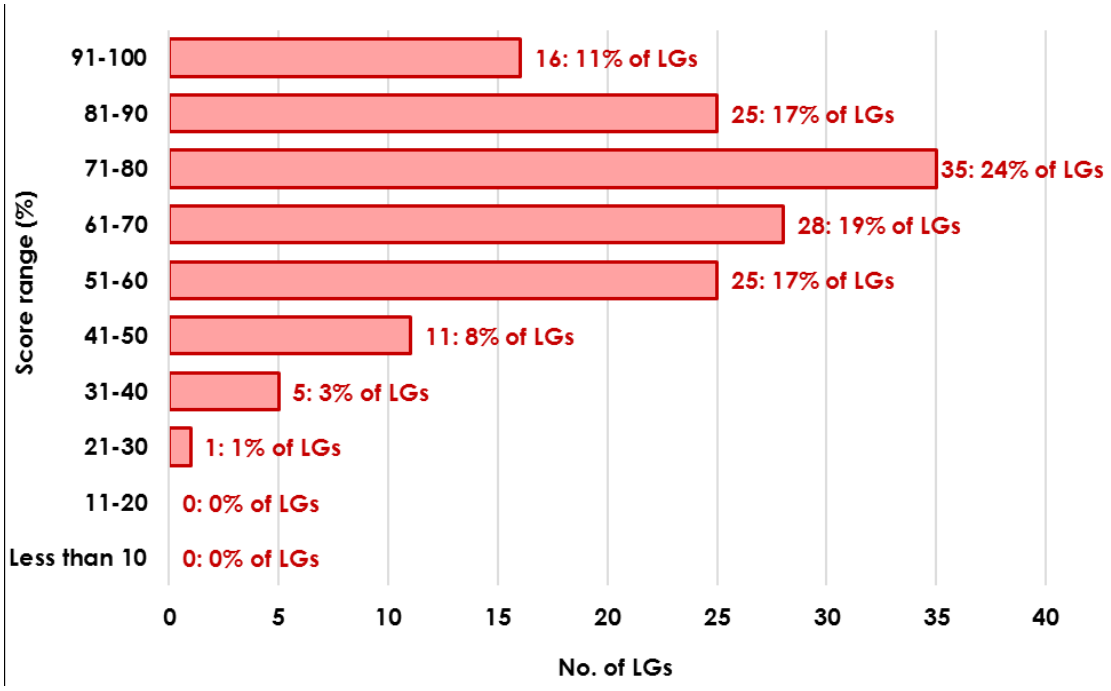
The best performing indicators were; Producing and submission of reports to Contracts Committee by the TEC (100%); Consideration of TEC recommendations by Contracts Committee (99%); and LG adherence to procurement thresholds (99%).

The worst performing indicators included; Filling of all Heads of Department positions substantively (8%); Consistency of Infrastruture Investments with the approved Physical Development Plan (9%); and Retired staff accessing the pension payroll within two months after retirement (18%).

Education – Key results

The overall average performance in Education performance measures improved from 65% in LGPA 2018 to 70% in LGPA 2019, with Municipal Councils scoring an average of 77% as compared to 68% for Districts.

Figure 6: Education performance score ranges for all LGs

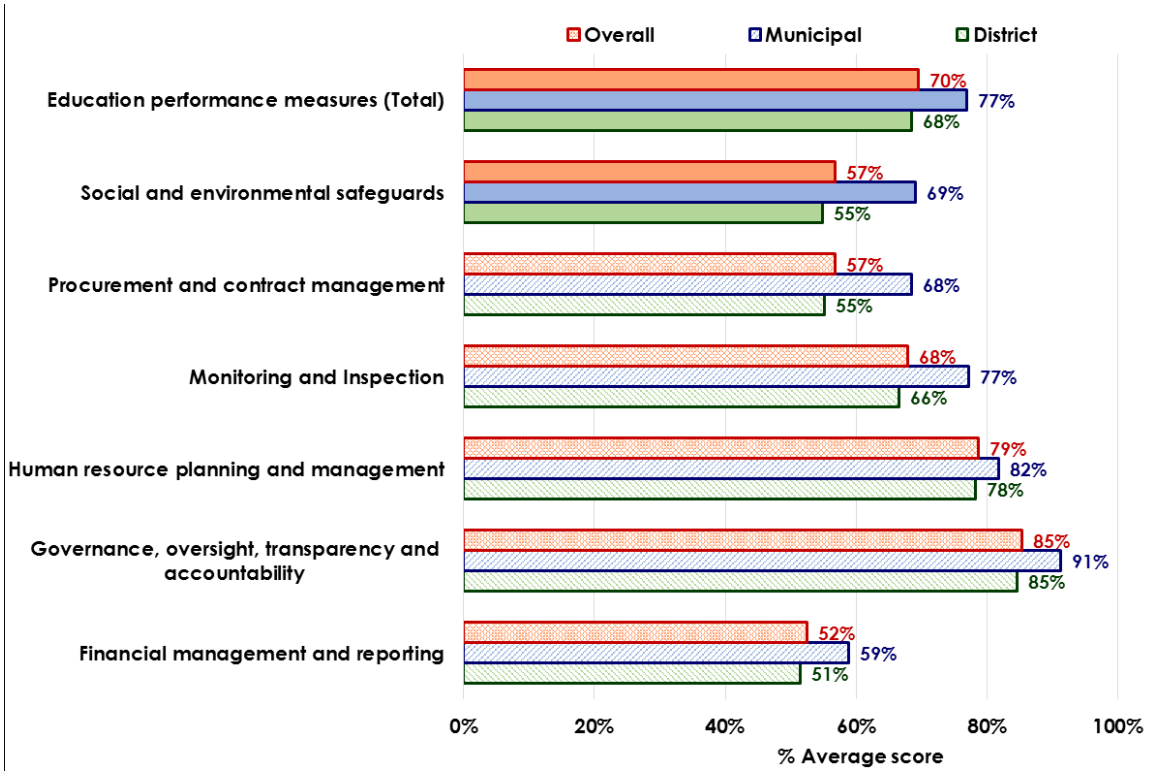


No. of LGs Assessed = 146

From Figue 6 above, 16 (11%) of the 146 LGs scored above 90%, while 25 (17%) of LGs scored between 81% - 90%, and an additional 35 (24%) of them LGs scored 71% - 80%. Notably, only 01 (1%) of the LGs scored below 30%.

Katakwi District, Kapchorwa District and Bukedea District emerged the overall best performers in Education scoring 96%, followed closely by Kumi district with95%. The worst performers in this sector performance measure were Arua district scoring 25%; while Bundibugyo and Maracha districts each scored 34%.

Figure 7: Education sector performance scores per thematic area



No. of LGs Assessed = 146

Performance across the six areas under Education performance measures indicated good performance in Governance, oversight, transparency and accountability with an average score of 85%, and Human Resource planning and management with an average score of 79%. The worst performed measure was Financial Management and Reporting with an average score of 52%. This was mainly due to delays in submission of quarterly and annual performance reports to the Planner for consolidation.

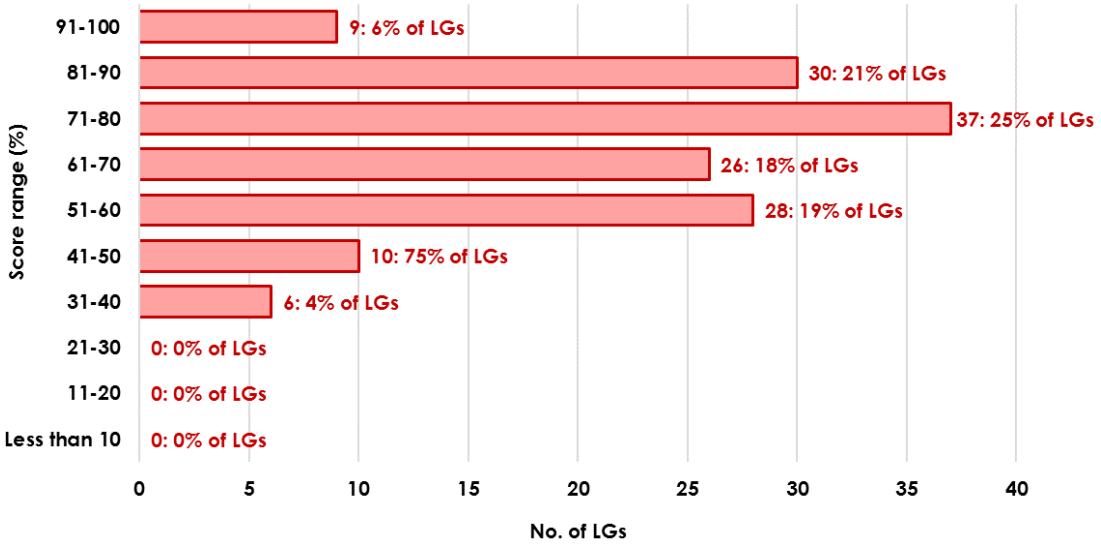
The best performing indicators included; Timely certification and recommendation of suppliers for payment (97%), Council committee responsible for education met and discussed service delivery and assessment issues (95%) and Education sector committee presented issues to Council for approval (95%).

Worst peforming indicators included; Follow up on internal audit recommendations for the previous FY (33%), Timely submission of Annual and Quarterly Performance Reports (38%) and Guidance on how to manage sanitation for girls and PWDs (45%).

Health – Key results

The overall average performance in Health performance measures improved from 65% in LGPA 2018 to 70% in LGPA 2019, with Municipal Councils scoring 78% compared to 68% for Districts.

Figure 8: Health Performance score ranges across LGs

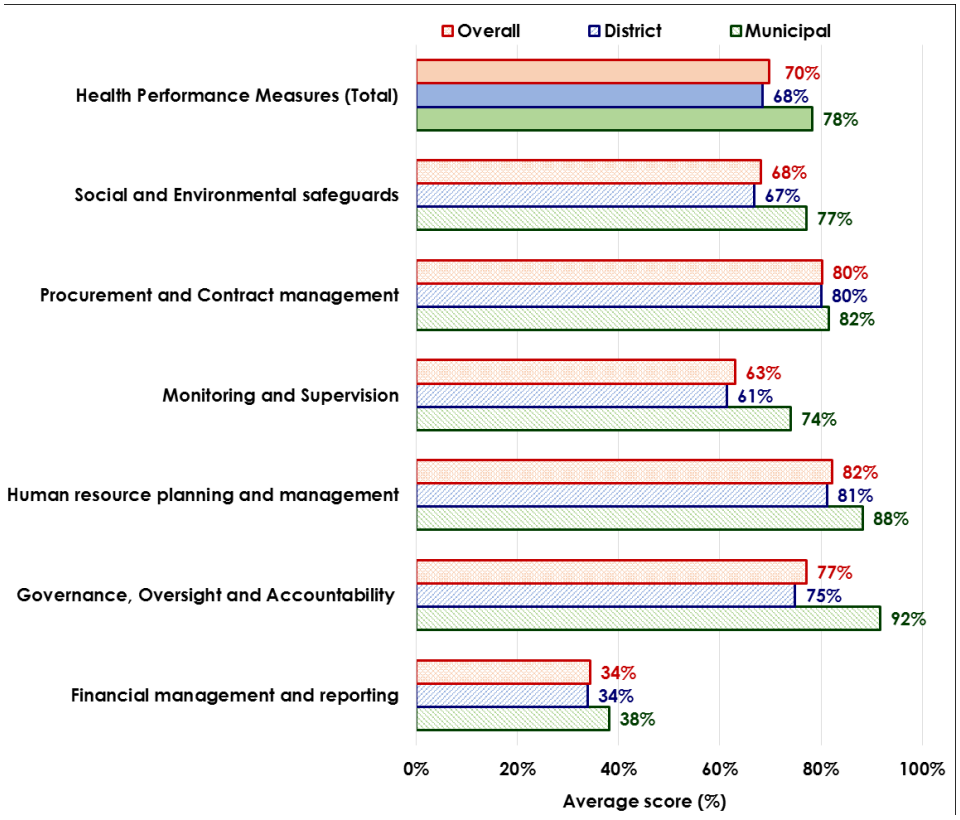


No. of LGs Assessed = 146

Overall, 9 (6%) of the 146 LGs scored above 90%, while 30 (21%) of the LGs scored in the range of 81%-90%, and 37 (25%) of them scored in the range of 71%-80%.

Kiruhura District emerged the overall best performer in Health scoring 98%, followed closely by Kayunga and Rubanda scoring 97% and 96% respectively. The worst performers in this category were Kikuube, Bugweri and Kasanda scoring 39%, 35% and 33% respectively.

Figure 9: Summary Results for Health in LGPA 2019



No. of LGs Assessed = 146

The best-performed areas under Health performance measures included; Human Resource Planning and Management (82%), Procurement and Contract Management (80%), and Governance, Oversight and Accountability (77%). The worst-performed area was Financial Management and Reporting (34%),with districts scoring 34% and Municipal Councils 38% respectively.

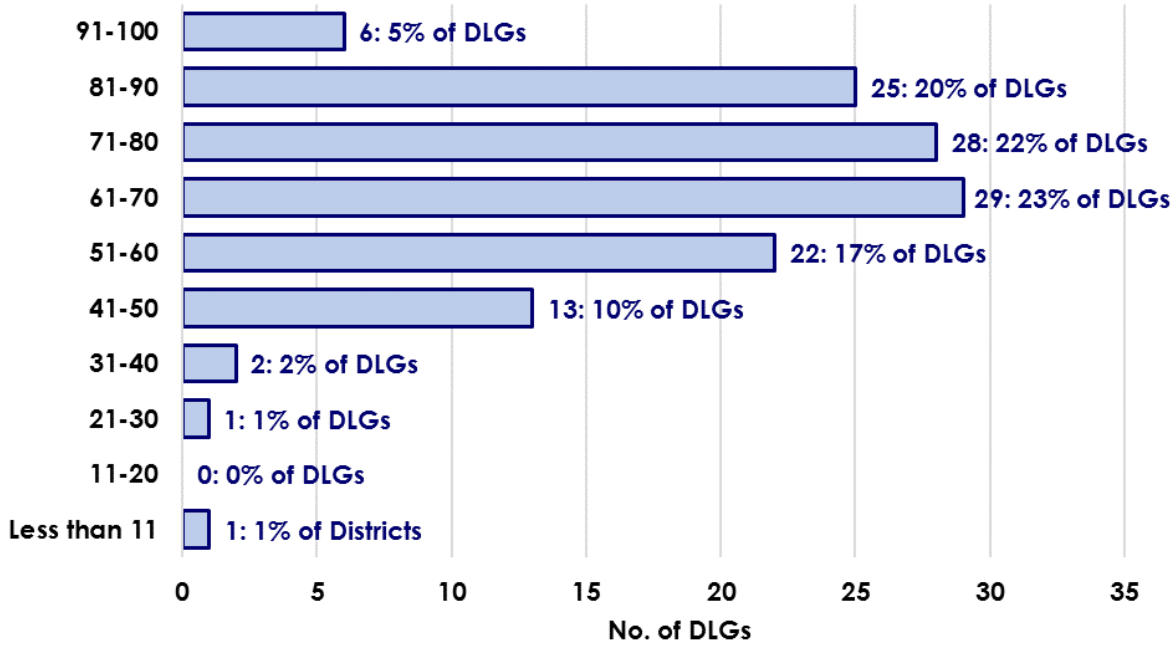
The best performed indicators in the LGPA 2019 under Health measures were; Timely certification and recommendation of suppliers for payment (97%), Council committee responsible for health meeting to discuss service delivery and assessment issues (95%), Submission of accurate and consistent data on list of health facilities (95%) and Health sector committees presenting issues to Council for approval (93%).

The worst performing indicators included; Follow up on internal audit recommendations (33%), Timely submission of annual and quarterly performance reports (36%), and Communication of guidelines to Lower LGs and health facilities (43%). Follow up on audit recommendations has persistently been performed poorly over the last 3 assessments.

Water and Sanitation – Key results

The overall average performance of districts in Water and Sanitation performance measures marginally improved from 67% in LGPA 2018 to 68% in LGPA 2019.

Figure 10: Water and Sanitation Performance Scores for Districts

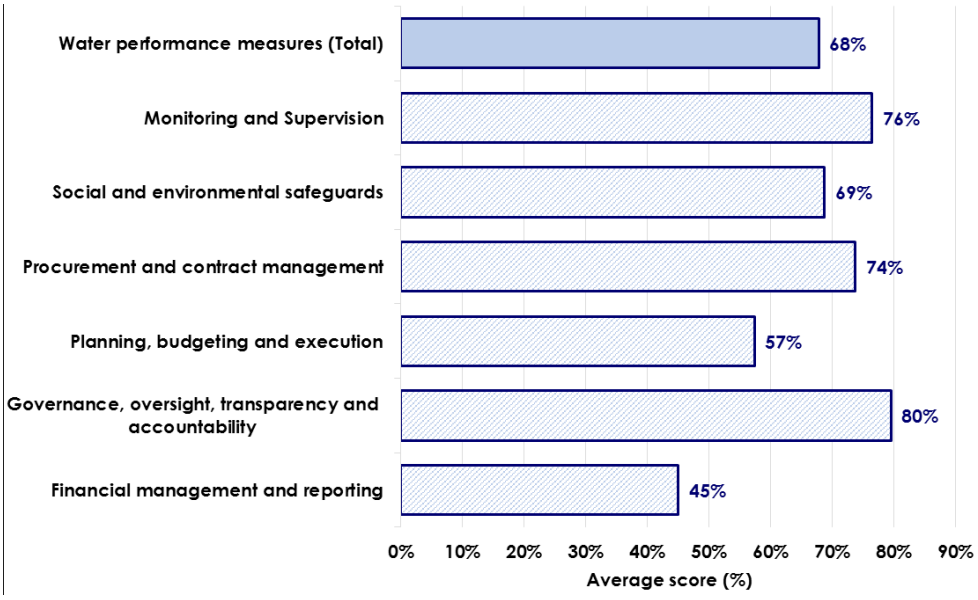


No. of LGs Assessed = 127

From figure 10 above, 6 (5%) of the 127 DLGs scored above 90%, another 25 (20%) LGs scored in the range of 81%-90%, while 79 (62%) of the LGs scored between 51%-80%. The rest of the 17 (21%) LGs scored below 50% of the total attainable points. The best ten performing districts in water performance measures were: Ibanda and Bugiri Districts both with a 100% score, Iganga (97%), Kumi (93%), Ngora and Namutumba (91% each), and Mayuge, Lwengo, Kasese, and Kaliro all scoring 89%.

The worst performing districts were: Namisindwa and Butaleja (45% each), Nakaseke (44%), Nabilatuk (43%), Kikuube (42%), Oyam (41%), Kwania (39%), Abim (36%), Moroto (24%) and Kaabong (10%).

Figure 11: Overall Water and Sanitation performance per thematic area



No. of LGs Assessed = 127 (Note: The Water assessment was only conducted in DLGs)

From Figure 11 above, the Governance, Oversight, Transparency and Accountability was the best performed thematic area with an average score of 80% and the worst performed area was financial management and reporting with 45%. Key to note is that the Planning, budgeting and execution thematic area registered a major decline in performance i.e. from 76% in 2017 to 57% in 2019.

The best performed indicators in the LGPA 2019 under Water and Sanitation measures were; Timely payment of suppliers(97%), Construction of water and sanitation facilities as per design (95%), Council committee responsible for water presented issues to Council for approval (93%) and Council committee responsible for Water met and discussed service delivery and assessment issues (93%).

The worst performed indicators included; Timely submission of quarterly and Annual performance reports to the Planner (40%), Targeting of sub-counties with safe water coverage below the district average in the budget for the current FY (47%), and Environmental concerns followed-up (50%).

PART A: INTRODUCTION

1.0 Background and Overview

1.1 Structure of the Synthesis Report

This Local Government Performance Assessment Report 2019 is structured into four parts as described below:

Part A presents the introduction that describes the background and objectives of the LGPA, as well as the process through which the LGPA exercise was conducted. It also highlights how the results will be used and their implications on stakeholders including Local Governments, line Ministries and LG accounting officers.

Part B presents the LGPA results for all the areas assessed, and these include: (i) Accountability requirements; (ii) Crosscutting performance measures; (iii) Education performance measures; (iv) Health performance measures; and (v) Water performance measures. For each of the areas assessed, a summary of the thematic performance areas has been given including the maximum score of each area; overall results have been presented, results per thematic area discussed and conclusions and major recommendations for each assessment area presented. Since this is the third edition of the assessment, trend analysis has also been included to track progress of the performance areas over the last three assessments (2017,2018 and 2019).

Part C provides the overall conclusions and recommendations, including status of progress on implementation of key reccomendations from the last two assessments by both Local and Central Government.

Part D presents the annexes which include; league tables for all the assessed LGs indicating their ranks and overall scores over the three assessments as well as each LG's compliance level to the accountability requirements and average score in each of the performance measures.

1.2 Background to the Local Government Performance Assessment

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

In light of the above, Government embarked on reforms to finance LGs, to enable them effectively deliver the mandated services. Among the reforms is the Intergovernmental Fiscal Transfer Reform that started in FY 2014/15. The Government's Intergovernmental Fiscal Transfers Reform Program focuses on three main objectives;

a. Restore adequacy in financing of decentralized service delivery;

b. Ensure equity in allocation of funds to LGs for service delivery; and

c. Improve the efficiency of LGs in the delivery of services.

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

1.3 Objectives of the LG Performance Assessment

The overall objective of the Local Government Performance Assessment (LGPA) system is to promote effective behavior, systems and procedures in order to improve LG's administration and service delivery. The specific objectives of the system include;

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 by providing (i) Information to LGs for use in making management decisions that are intended to enhance their performance; and (ii) inputs to other M&E and assessment systems such as the Government Annual Performance Report (GAPR) and various sector/subject specific assessments and M&E systems.

1.4 Performance measures assessed in the Local Government Performance Assessment

The LG performance assessment system has three dimensions: 1) Accountability and budget requirements, divided into: 1a) Budget and 1b) Accountability requirements; 2) Cross-cutting and sector functional processes and systems, broken down into 2 a) measures for districts and municipalities, (2b) and for sub-counties, town councils and divisions; and 3) service delivery results targeting the service delivery units.

This assessment (2019) covered dimensions: 1) Accountability requirements, and dimension 2a) Cross-cutting and sector functional processes and systems broken down in measures for districts and municipalities. It should be noted that the rest of the dimensions were not covered under this assessment. However, these will be incorporated overtime.

This National Synthesis Report therefore presents the findings from the review of accountability requirements and performance measures in crosscutting and sector functional processes and systems across 146 Local Governments, including 127 districts and 19 Municipal Local Governments.

2.0 The Assessment Process

2.1 Preparation for the LGPA Exercise

The LGPA process has been carefully designed and rigorously implemented in a clear and sequenced manner to ensure credible assessment results. The process is guided by the LGPA Manual that was updated in 2018, in close consultations with a wide range of stakeholders from central and lower level Government as well as previous assessors. The printed version of the LGPAM 2018 was disseminated to LGs, and logins were provided to enable them access the Online Perfomance Management Sytem (OPAMS) where the manual and the reports are always uploaded for easy access. The assessment is coordinated by the Office of the Prime Minister (OPM), the chair for the Local Government Performance Assessment Taskforce (LGPAT).

2.1.1 Preparation of the LGs for the LGPA

OPM and MoLG officially communicated to the LGs about the LGPA exercise through an announcement in the Newspapers, telephone calls and email. The Taskforce provided technical support and guidance during the assessment, while acting as the link between the assessors and LGs.

2.1.2 Contracting and Training of the Assessment Firms

To ensure neutrality and quality of the process, the LGPA was contracted out to private firms, namely; Pazel Conroy Consulting Limited (Northern Cluster); Promote Uganda Limited (Central Cluster) and UPIMAC Consultancy Services Ltd (Eastern and Western Clusters). The Taskforce undertook training of the assessors on 10th and 11th October, 2019.

The training focused on key areas such as; background and objectives of the LG performance assessment system; interpretation of the LGPA indicators in the LGPAM, assessment procedures, as well as procedures for compiling the LG specific reports including use of the OPAMS for data reporting and analysis. The trainers also emphasized effective coordination and communication for timely execution of the assignment.

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

2.1.3 Contracting and Training of the LGPA Quality Assurance firm

For quality assurance of the exercise and the results, Executive Results Consults Ltd was contracted to; i) verify and confirm assessment of sampled LGs in accordance with the performance indicators in the manual. ii) assess the degree of adherence to the LG performance assessment manual (2018) by the LG PA teams; and iii) raise inconsistency issues in the implementation of the LG PA with the assessment team, quality assurance team and OPM, in order to address the gaps and secure the quality and validity of the results. The QA firm was trained and oriented on 13th December, 2019.

2.2 The LGPA Exercise

2.2.1 Team composition and organisation

The LGPA was conducted by 12 sub-teams, each with 7 assessors. Each of the assessors had an area ofspecialisation corresponding to the thematic/sector areas to be assessed. Each of the 12 sub- teams was coordinated by a Sub-Team Leader (STL). The 3 sub-teams within each region were headed by a Cluster Team Leader (CTL).

2.2.2. National level data collection

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

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

2.2.3 LG level data collection

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

Data collection was in strict adherence to the LGPAM which guided document review and site visits. On the second day in each LG, the AT conducted a wrap-up/debriefing meeting with the TPC of the LG, to provide their observations and feedback on the assessment. The LG data collection was undertaken from 20th October to 6th December, 2019 across the country as per the schedule that was officially communicated to the LGs.

2.2.4 Compilation of LG-specific reports

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

2.3 LGPA Spot Checks

2.3.1 Sampling of LGs

As part of the overall QA of the process, the LGPA Task Force conducted comprehensive spot checks of the LGPA exercise in 36 Local Governments.

2.3.2 Spot check process

The spot checks took place from 1st November to 6th December, 2019. They were undertaken by sub-teams of LGPAT members. Each of these sub-teams had three members, one of whom was the team leader. The LGPAT spot checks took place concurrently with the assessment. Prior to the spot checks, the LGPAT developed a checklist for data collection and agreed on the logistical arrangements coordinated by OPM.

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

2.3.3 Compilation of LG specific spot check reports

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

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

Majority of the LG staff appreciated the exercise and the level of professionalism exhibited by the assessors. Apart from the misinterpretation of some of the perfomance measures by the assessing firms[4], LGs appreciated them for being comprehensive.

In addition, majority of the District staff were physically available for the LGPA. The LGPAT noted that LGs that had conducted mock assessments were better organised and were better prepared in terms of the required documentation for the assessment.

2.4 LGPA Quality Assurance Process

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

4 Which were captured during the validation and QA process, and corrected before finalization by the LGPA teams.

2.4.1 Sampling of LGs for QA

The sampling of LGs for the QA exercise was guided by the requirement within the Manual which stipulates that 10% of the assessed LGs are sampled. The QA exercise was therefore conducted in 15 LGs[5] sampled from the various regions and clusters. The QA team conducted an independent assessment of the selected LGs, to adduce whether the assessment exercise was credible, reliable and hence valid. The criteria for sampling was as follows; i) selected LGs from each LGPA sub-team; ii) covered atleast 2 MLGs; iii) included a mix of relatively new and old LGs; and iv) covered at least one refugee-hosting LG.

2.4.2 National level data collection

Following training of the QA teams by the LGPA Task Force members, data collection at the central government level was undertaken on 16th and 17th December, 2019 before visiting the LGs. Backstopping support to the Quality Assurance team was provided by the LGPA Task Force, supported by ODI-BSI consultants.

2.4.3 LG level data collection

The LG level data collection generally proceeded as per planned schedule, with two days of interactions in each LG between 18th December, 2019 and 17th January, 2020. However, it was noted that availability of the technical staff at the LG level during the Quality Assurance exercise was poor when compared to the LGPA. An exit/wrap up meeting with the Technical Planning Committee was held to highlight the major issues identified during the exercise, as well as agree with the LGs on the general findings. An exit declaration form highlighting the major findings was signed by the assessment team and the Local Government.

2.4.4 Compilation of LG specific reports

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

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

2.4.5 Compilation of Cluster Synthesis Reports

The LGPA and QA firms prepared LGPA cluster synthesis reports by consolidating individual Local Government reports. The reports included an analysis of performance per indicator and a trend analysis of performance from the LGPA 2017, 2018 and 2019 assessments, to establish any declines or improvements in performance. The LGPA and QA teams then presented the LGPA cluster reports in a workshop organised by the LGPA Taskforce on 11th February, 2020 to review and reconcile the results from the LGPA and QA teams .

5 Mukono, Mubende, Sembabule, Kaberamaido, Budaka, Iganga, Kabaale, Sheema, Kasese, Hoima, Moroto Kitgum, Yumbe districts; and Iganga and Nebbi MLGs.

2.4.6 Comparison of LGPA and QA reports

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

Upon review of the variations between the LGPA and QA teams' results in the sampled LGs, the Taskforce noted that overall, the results presented were credible and no major variations were observed. The Taskforce recommended submission of the LGPA results to the Fiscal Decentralisation Technical Committee (FD-TC) for further review and approval.

2.5 Process of compiling the National Synthesis Report

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

2.6 Review and approval of the LGPA Results

The Local Government Performance Assessment Task Force (LG PA TF) reviewed and finalized the National Synthesis report. Approval of the LGPA results is the responsibility of the Fiscal Decentralisation Technical Committee. The LGPA 2019 results were presented to the FD – TC meeting on 13th February, 2020; which were discussed and approved for use in the allocation of FY2020/21 conditional grants to LGs.

2.7 Use of the LGPA Results

The results of the assessment will have important implications which include; **Informing the appointment of LG Accounting Officers:** Compliance to accountability requirements will be a major input into the appointment of Accounting Officers for FY2020/21.

a) **The allocation of part of the development grants:** The results of the LGPA will be used during the allocation of development grants for FY 2020/21 for Health, Water, Education and DDEG.

b) **Informing the development of Performance Improvement Plans:** Performance Improvement Plans (PIPs) shall be developed to support the worst performing LGs, and will incorporate the LGPA 2019 results as soon as they are disseminated. The PIPs will provide a comprehensive set of actions to address the identified gaps, and support the LGs to prepare for the forthcoming LGPA exercises.

c) **Informing the Government Annual Performance Report (GAPR):** The results of the LGPA will be captured in the GAPR for FY 2019/20 to be discussed by Cabinet. Issues requiring policy actions will be established and discussed with the concerned MDAs and LGs representatives.

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

PART B: FINDINGS FROM THE 2019 PERFORMANCE ASSESSMENT

The LGPA 2019 covered five assessment areas, namely:

1) Accountability requirements
2) Crosscutting performance measures
3) Education performance measures
4) Health performance measures
5) Water performance measures

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

Each section covers:

a) Introduction to the area and the purpose
b) Overall performance of the LGs
c) Performance trends since LGPA 2017
d) Results on each accountability requirement /performance indicator

3.0 Accountability Requirements

3.1 Introduction to Accountability Requirements

Accountability requirements is one of the five assessment areas of the LGPA 2019. The results for the compliance with the accountability requirements together with additional information from the Ministry of Local Government (MoLG) are used as a dialogue tool to improve the performance of Local Government Accounting Officers.

During the LGPA 2019, six indicators were assessed and these are;

1. Submission of Annual Performance Contract on time,
2. Submission of Procurement Plan on time,
3. Submission of Annual Budget Performance Report on time,
4. Submission of Quarterly Budget Performance report on time,
5. Follow-up on Audit Reports on time, and
6. Status of the Audit opinion

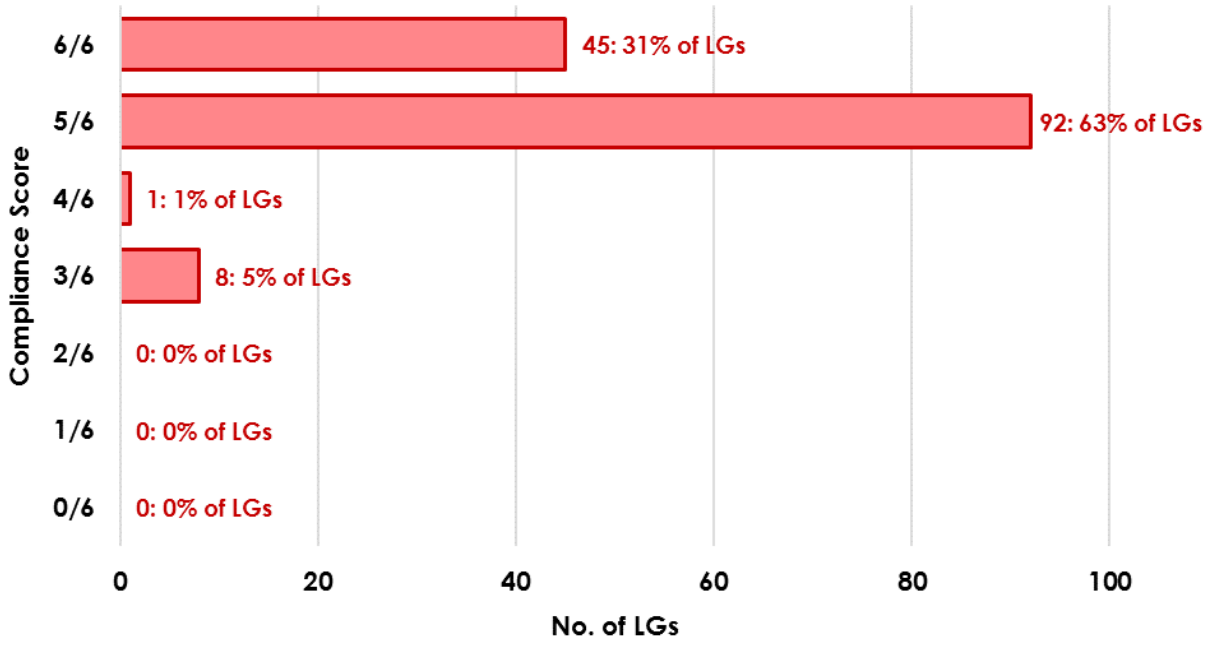
Note that each of the indicators has a binary score: 0 for Not compliant and 1 for compliant. All DLGs and MLGs were assessed on their level of compliance to each of the six indicators.

3.2 Overall Results on Accountability Requirements

3.2.1 Accountability Requirements for Districts and MLGs

Figure 12 below shows the distribution (by number and proportion) of LGs across the six compliance levels for accountability requirements.

Figure 12: Compliance of LGs to Accountability Requirements



Note: *Out of 146 LGs assessed, all LGs complied with at least 3 accountability requirements*

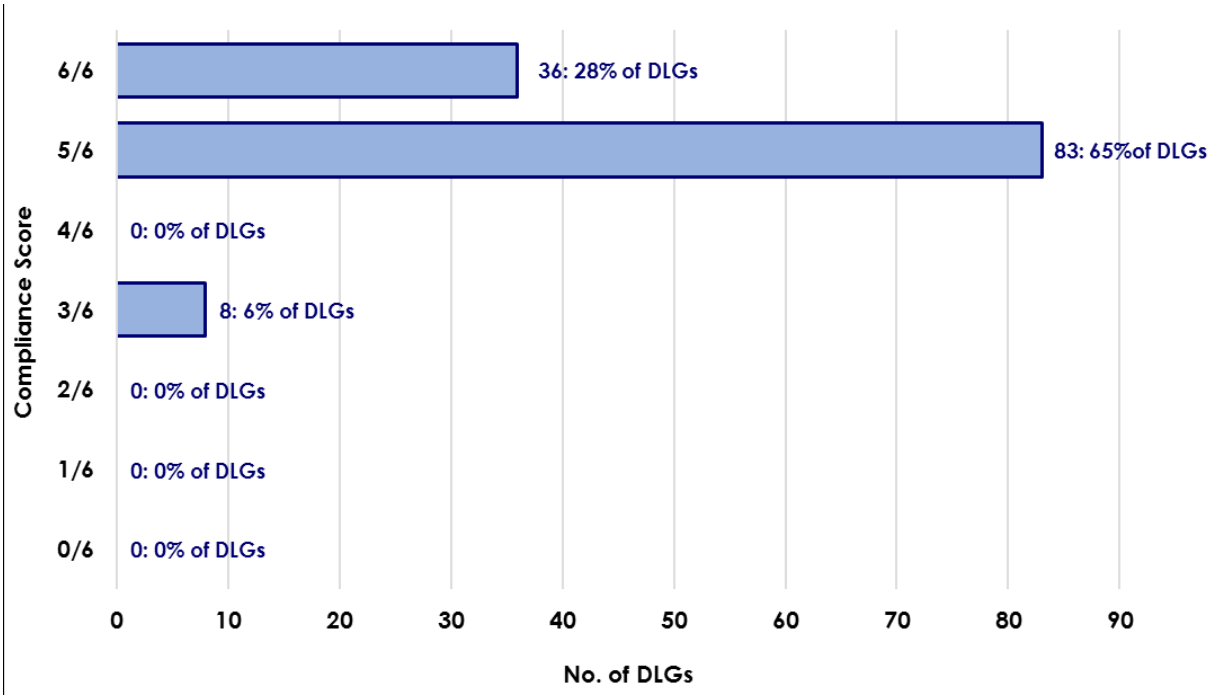
Results of the assessment show that the number of LGs complying with the six requirements greatly improved across the LGs in 2019 compared to LGPA 2018.

Specifically, 31% (45) of the 146 LGs assessed complied with all the 6 requirements, while 63% (92) of the LGs complied with 5 out of 6 requirements, 1% (1) LG complied with 4 out of 6 requirements, and the remaining 5% (8) LGs complied with 3 out of the 6 requirements.

3.2.2 Accountability Requirements for Districts

Figure 13 below shows the distribution (by number and proportion) of DLGs across the six compliance levels for accountability requirements.

Figure 13: Compliance to Accountability Requirements by Districts



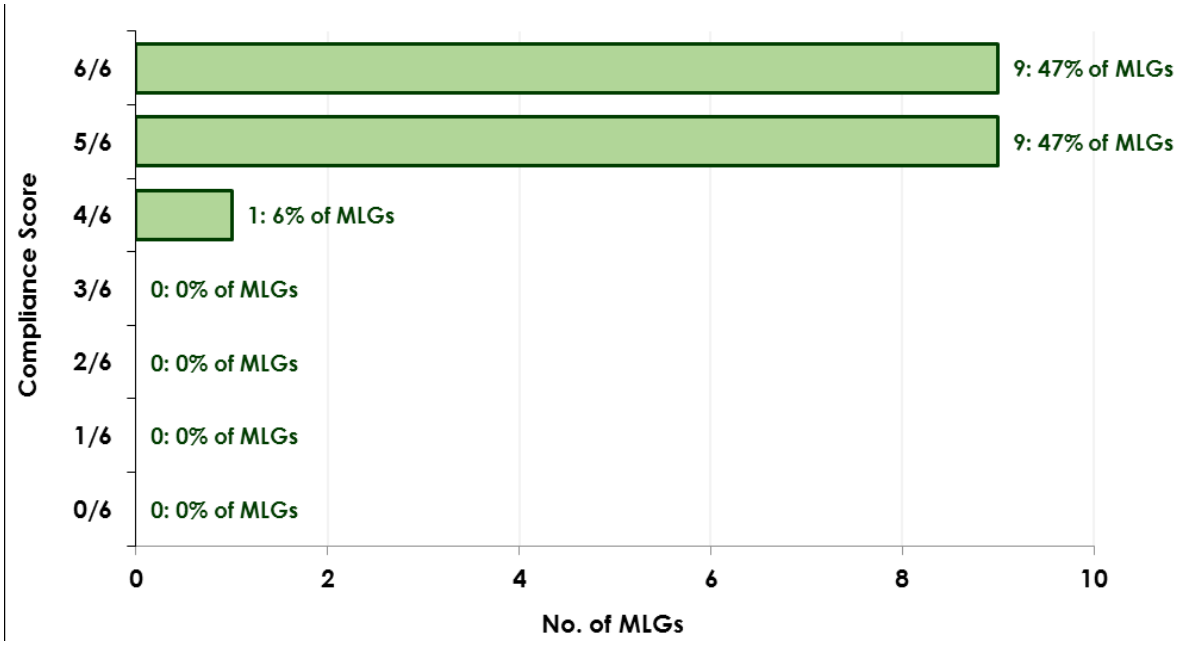
No. of DLGs Assessed = 127

Overall, 28% (36) of the DLGs assessed complied with all 6 accountability requirements, up from 2% (2) of the DLGs in 2018; while another 65% (83) of DLGs complied with 5 of the 6 requirements compared to 12% (15) of DLGs in 2018; and the remaining 1 (6%) MLG complied with 4 of the 6 requirements.

3.2.3 Accountability Requirements for MLGs

Figure 12 below shows the distribution (by number and proportion) of MLGs across the six compliance levels for accountability requirements.

Figure 14: Compliance to Accountability Requirements by MLGs



No. of MLGs Assessed = 19

Overall, 47% (9) of the MLGs assessed complied to all 6 accountability requirements, while another 47% (9) of MLGs complied with 5 of the 6 requirements, and the rest of the remaining 1 (6%) MLG complied with 4 of the 6 requirements.

3.2.4 Ranking of LG's Performance in Accountability Requirements

Table 4 and 5 show the LGs with the highest and lowest compliance level (6 and 3 accountability requirements respectively). 45 out of 146 LGs complied with all the six requirements while 8 LGs complied with only 3 requirements.

Table 4: Best performing LGs regarding Compliance to Accountability Requirements

Vote Name	Score
Amudat District	6
Budaka District	6
Bugiri Municipal Council	6
Bukomansimbi District	6
Bundibugyo District	6
Bunyangabu District	6
Bushenyi District	6
Bushenyi- Ishaka Municipal Council	6
Butambala District	6
Gulu District	6
Ibanda District	6
Ibanda Municipal Council	6
Iganga Municipal Council	6
Isingiro District	6
Jinja District	6

Vote Name	Score
Kabarole District	6
Kaberamaido District	6
Kasese District	6
Kiboga District	6
Kira Municipal Council	6
Kisoro District	6
Kween District	6
Kyankwanzi District	6
Luuka District	6
Lwengo District	6
Lyantonde District	6
Makindye-Ssabagabo Municipal Council	6
Masindi District	6
Mityana Municipal Council	6
Mpigi District	6
Mubende District	6
Mukono District	6
Nabilatuk District	6
Namutumba District	6
Nebbi District	6
Ngora District	6
Rakai District	6
Rukiga District	6
Rukungiri District	6
Rukungiri Municipal Council	6
Sembabule District	6
Sheema District	6
Sheema Municipal Council	6
Soroti District	6
Wakiso District	6

No. of LGs Assessed = 146

Table 5: Worst performing LGs regarding compliance to Accountability requirements

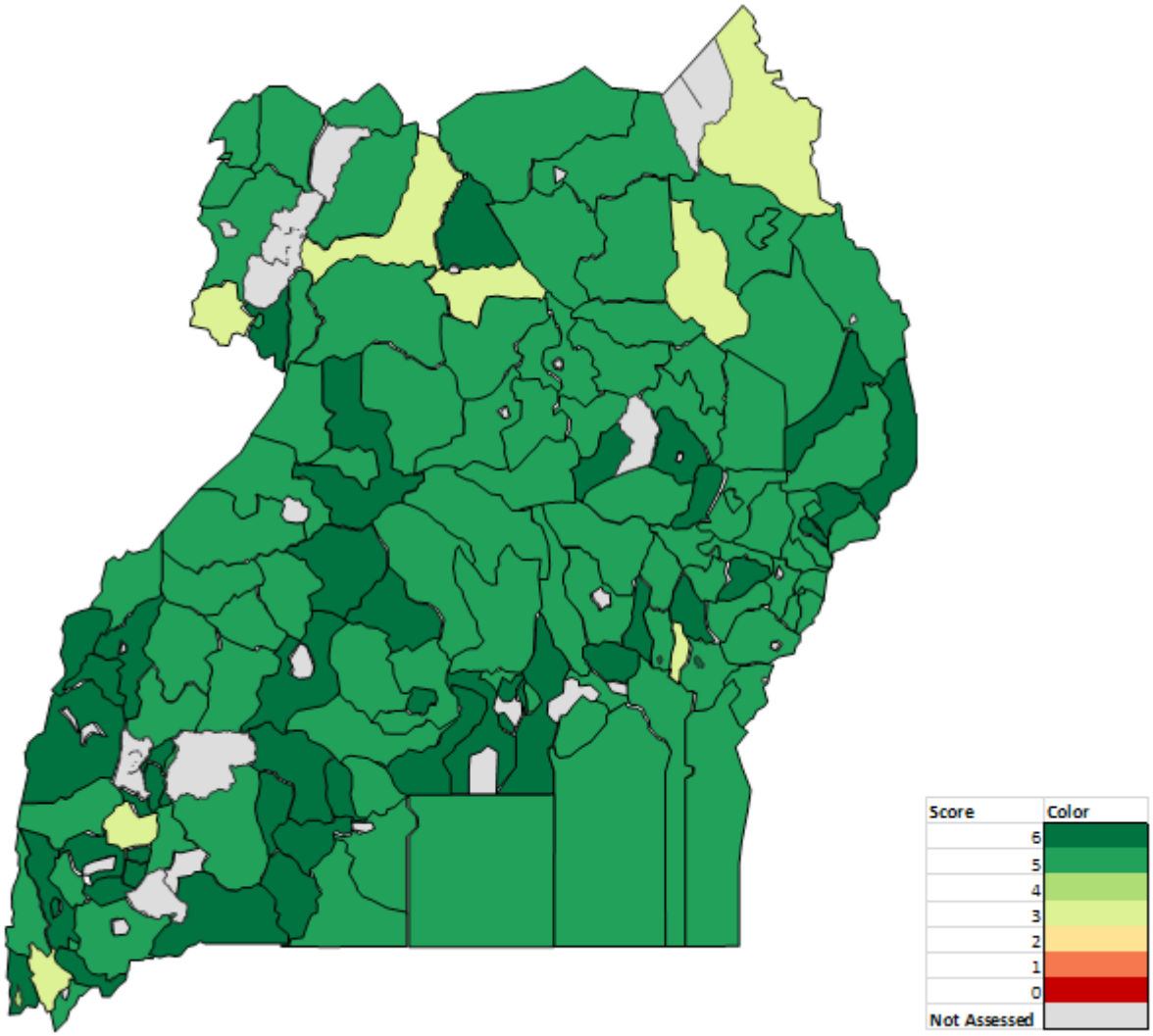
Vote Name	Score
Abim District	3
Amuru District	3
Bugweri District	3
Buhweju District	3
Kaabong District	3
Omoro District	3
Rubanda District	3
Zombo District	3

No. of LGs Assessed = 146

3.2.5 Analysis of Accountability Requirements Performance Across the Country

Figure 15 below depicts the distribution of performance scores for all the LGs across the country for accountability requirements.

Figure 15: Map of Compliance to Accountability Requirements across all LGs



No. of LGs Assessed = 146

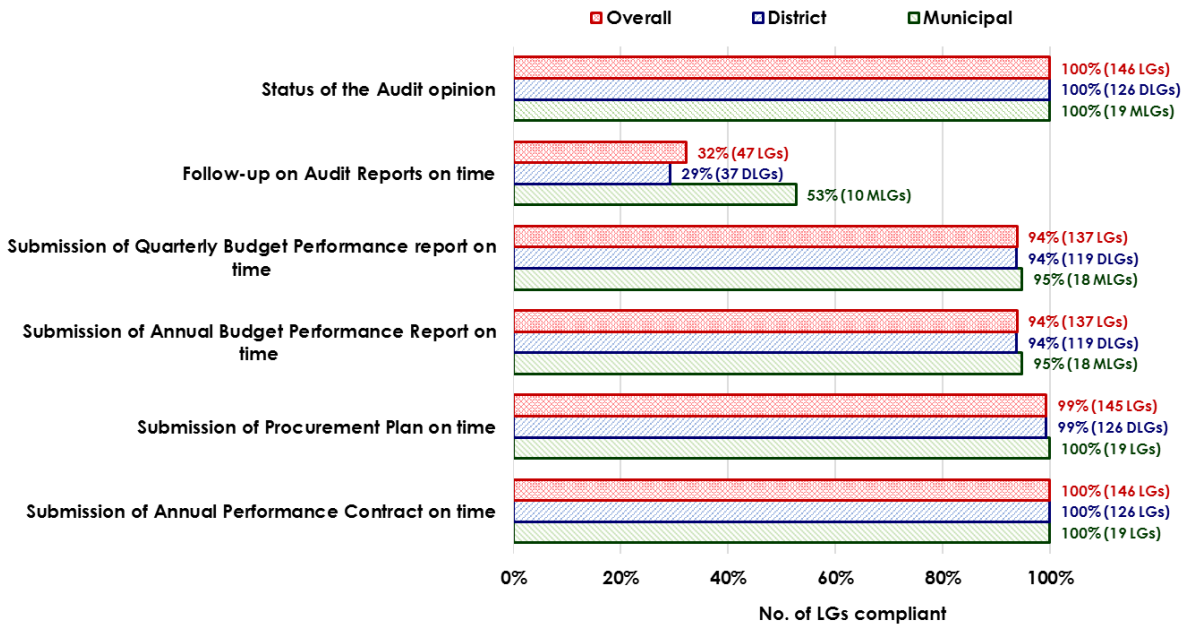
LGs that complied to all 6 accountability requirements were spread across the Eastern, Central and Western regions; while those complying to 5 out of 6 requirements evenly spread across all regions. The remaining LGs that complied to 3 out of 6 requirements were more concentrated in the Northern and West Nile regions of the country.

3.3 Performance Trends in Accountability Requirements

3.3.1 Overall Performance in Accountability Requirements in LGPA 2019

Figure 16 below shows the proportion of LGs that complied with each of the six accountability requirements; disaggregated for MLGs and DLGs.

Figure 16: Status of Compliance across the six accountability requirements in the 2019 LGPA



No. of LGs Assessed = 146 (DLGs = 127 and MLGs = 19)

The compliance of LGs with the six accountability requirements varies across the 6 areas. Most LGs complied with majority of the accountability requirements.

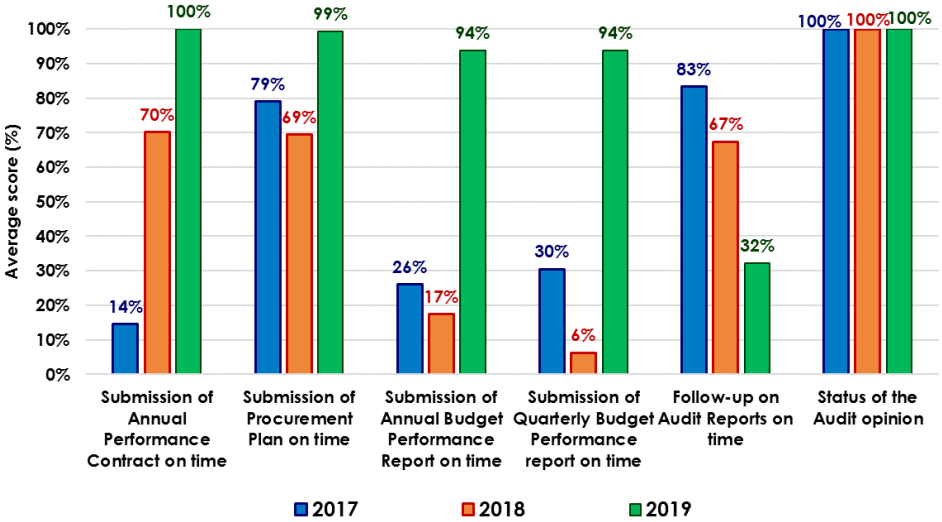
All the 146 LGs complied withthe requirement of submission of the annual performance contract in time and Status of the audit opinion. The third best area of performance was the compliance with the submission of procurement plan on time which was achieved by 145 out of 146 LGs. Meanwhile, 137 out of 146 LGs complied with the requirement to submit the Quarterly Budget Performance Report and Annual Budget Performance Report on time.

Compliance with follow-up on Audit Reports on time was poor; only 37 out of 127 DLGs and 10 out of 19 MLGs complied.

3.3.2 Comparing Level of Compliance between LGPA 2017, 2018 and 2019

Figure 17 shows compliance across all six accountability requirements for the previous three LGPAs.

Figure 17: Comparison in Performance Across LGPA 2017, 2018 and 2019



No. of LGs Assessed = 146

Overall, compliance to accountability requirements has improved significantly over the 3 LGPAs for Submission of annual performance contract on time, submission of procurement plan on time, submission of budget performance and quarterly budget performance report on time. Good performance was registered in status of Audit opinion as none of the LGs had an adverse or disclaimer audit opinion for the last three years.

Meanwhile, the percentage of LGs complying to follow-up on Audit reports on time has significantly reduced from 83% in LGPA 2017 to 67% in LGPA 2018 and 32% in LGPA 2019.

Table 4 below shows that over the years the number of LGs complying to at least three accountability requirements have improved in 2019 compared to 2018 and 2017.

Table 6: Comparison of Compliance Across Accountability

LG's Compliance with Accountability requirements	LGPA 2017	LGPA 2018	LGPA 2019
Compliance with 6/6	6%	2%	**31%**
Compliance with 5/6	14%	11%	**63%**
Compliance with 4/6	11%	38%	**1%**
Compliance with 3/6	45%	23%	**5%**
Compliance with 2/6	24%	17%	**0%**
Compliance with 1/6	0%	9%	**0%**
Compliance with 0/6	0%	0%	**0%**

No. of LGs Assessed = 146

Compliance has generally improved over the three assessments, with 94% of LGs complying with at least 5 of the 6 requirements in 2019, compared to 13% in 2018 and 20% in 2017.

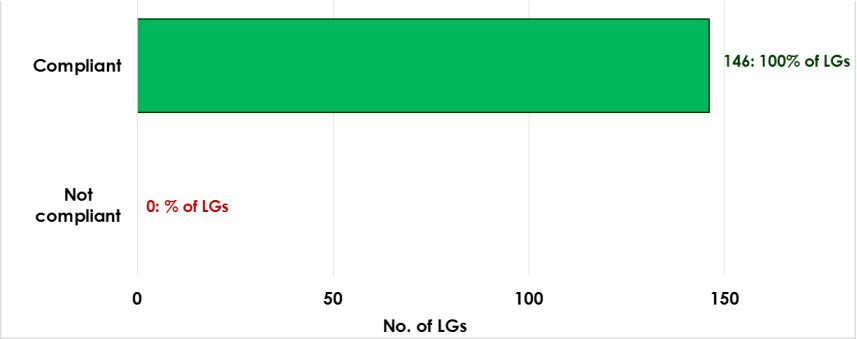
It should be noted that part of the improved performance in LGPA 2019 may be attributed to the extension of the deadline date to end of August due to the fact that the final IPFs issued by the MoFPED were only sent in Mid-June, making it difficult for LGs to complete and submit Performance Contracts on time.

3.4 Results per Accountability Requirement

3.4.1 Annual Performance Contracts Submitted on Time

Figure 18 below shows the proportion of LGs that were compliant, and those that were not compliant, with the accountability requirement on submission of the Annual Performance Contract on time.

Figure 18: Submission of Annual Performance Contract by all LGs on time



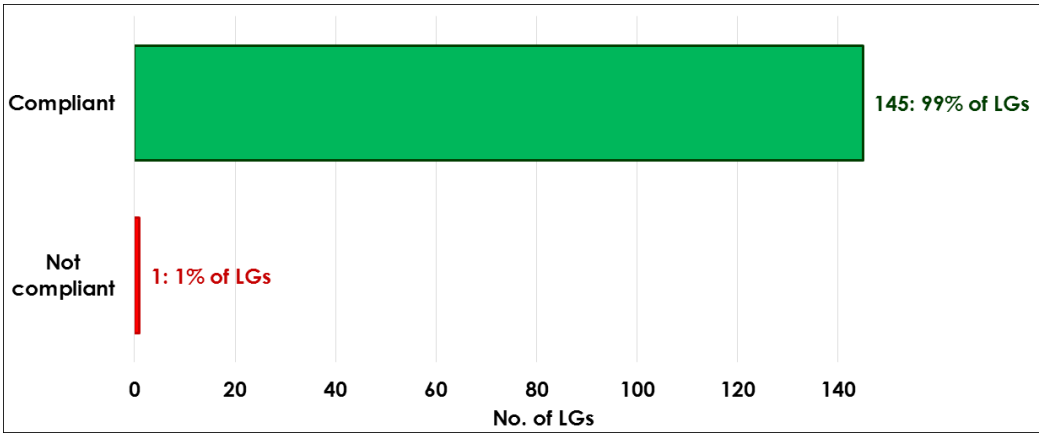
No. of LGs Assessed = 146

All LGs (100%) assessed in the 2019 LGPA submitted their Annual Performance Contract on time. This is an improvement compared with the 2018 assessment where only 101 (70%) of the LGs assessed were compliant. However, a large number of LGs still have internet connectivity and capacity related challenges in accessing the PBS to make the online submissions[6].

3.4.2 Budget Includes a Procurement Plan

Figure 19 shows the proportion of LGs that were compliant, and those that were not compliant, to the accountability requirement on submission of Budget with a procurement plan on time.

Figure 19: Submission of Budget with Procurement Plan by all LGs in time



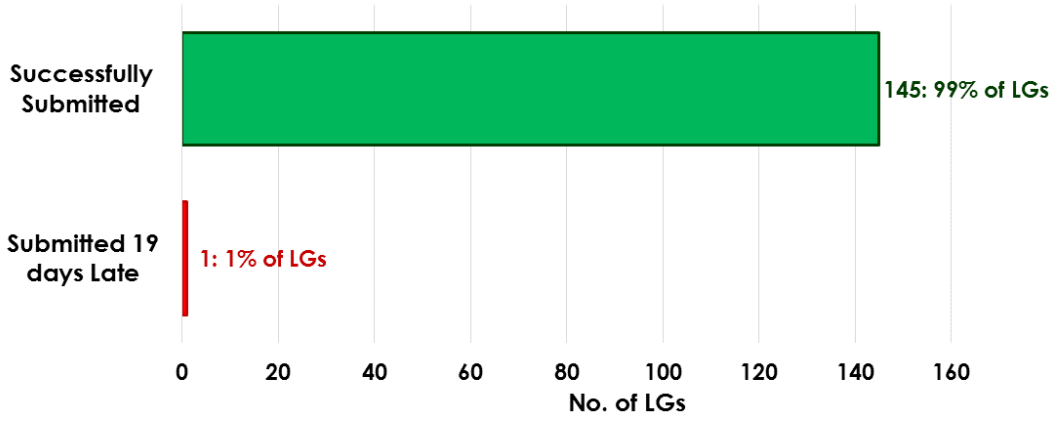
No. of LGs Assessed = 146

Compliance with this requirement tremendously improved with 145 (99%) of the 146 LGs complying, compared to 69% in 2018, and 79% in 2017. Only Gomba District submitted 19 days after the deadline date.

6 As mentioned above in section 3.3.2, it is important to note that the deadline for the submission for 2019 was revised by MoFPED.

Figure 18 shows the proportion of LGs that were compliant, and those that were not compliant, to the accountability requirement on the timing of LGs' submission of their budget with a procurement plan.

Figure 20: Timing of LG Submission of Budget with Procurement Plan



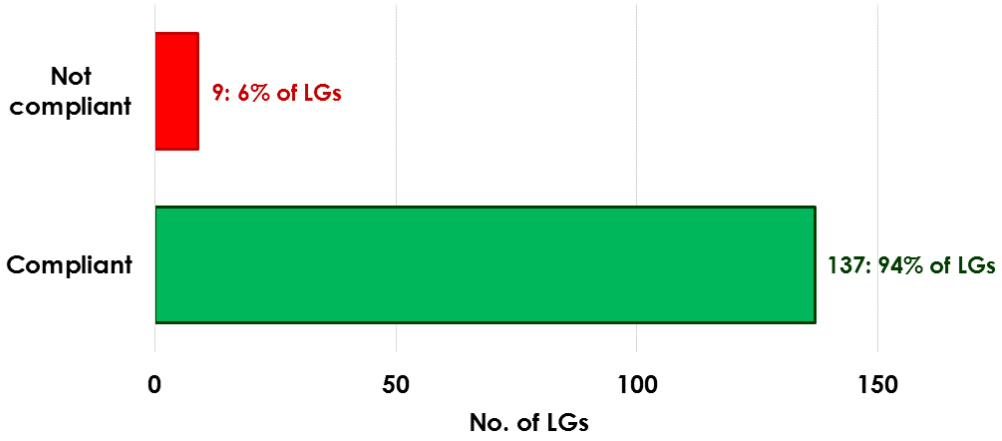
No. of LGs Assessed = 146

Compliance to timely submission also improved with 145 (99%) of the 146 LGs complying, compared to 100 (69%) of the LGs assessed in 2018.

3.4.3 Annual Performance Report Submitted on Time

Figure 21 shows the proportion of LGs that were compliant, and those that were not compliant, to the accountability requirement on submission of the Annual Performance Report on time.

Figure 21: Annual Performance Report Submitted on Time

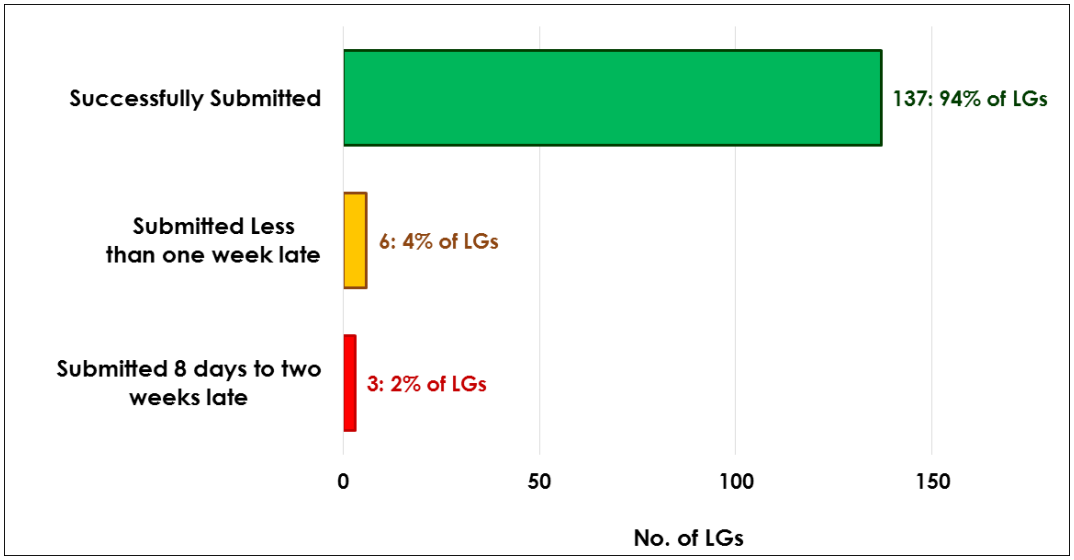


No. of LGs Assessed = 146

Submission of performance report improved in LGPA 2019 with 137 (94%) of the 146 LGs assessed compliant compared to 25 (17%) and 21 (15%) of the LGs assessed in LGPA 2018 and 2017 respectively.

Figure 22 shows the proportion of LGs that successfully submitted annual performance reports on time, and the delay in time for the non compliant LGs.

Figure 22: LGs delays in submission of annual performance report



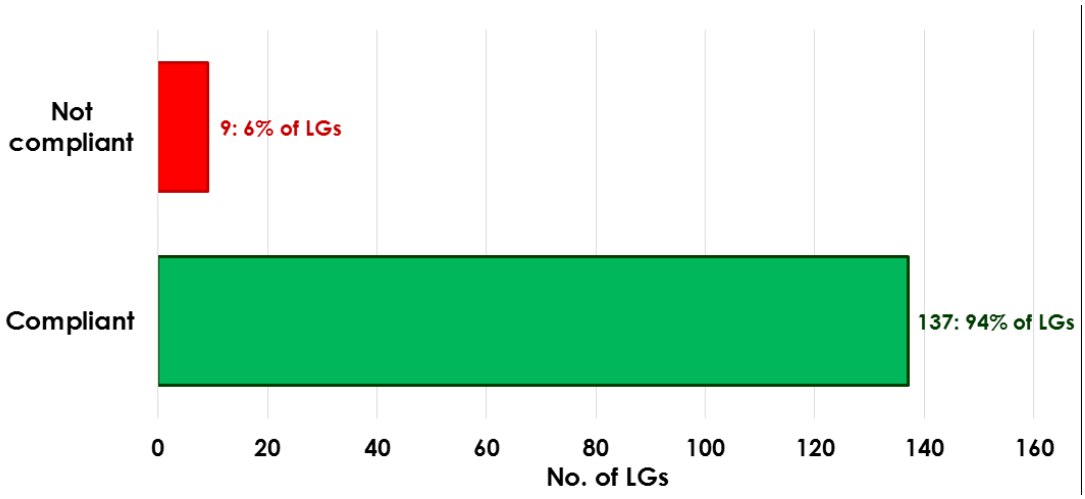
No. of LGs Assessed = 146

Generally, 94% (137) of the LGs assessed had submitted their annual performance reports on time, compared to 17% (25) and 27% (37) of the LGs in 2018 and 2017 respectively. Only 6% (9) of the LGs experienced delays in submission of their annual performance reports. These included; Abim, Amuru, Bugweri, Buhweju, Rubanda, Kaabong, Omoro, Zombo, and Kisoro Municipal Council, which were few weeks late in their submission.

3.4.4 Four Quarterly Reports Submitted

Figure 23 below shows the proportion of LGs that were compliant, and those that were not compliant, to the requirement on submission of Quarterly reports on time.

Figure 23: Submission of Quarterly Reports on time



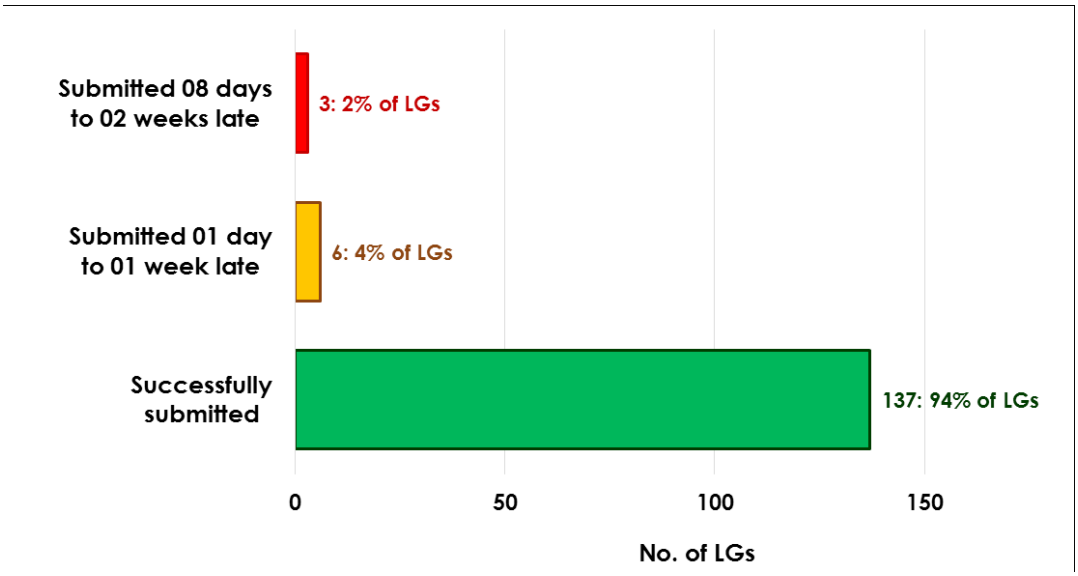
No. of LGs Assessed = 146

Overall, 94% of the 146 LGs assessed had submitted their Quarterly reports on time, a commendable improvement from 6% (9) and 30% (138) of the LGs assessed in the 2018 and 2017 LGPAs respectively.

During the LGPA 2019, it was challenging for most LGs to submit all reports within the stipulated time in the PFMAA. There was a transition to the PBS where all LGs were expected to submit the reports on line yet there were a number of challenges such as the system closing when a number of users' log in, internet connectivity and capacity of planners and HoDs to report on the system among others. The compliant LGs were therefore able to submit when the deadline was revised to August 31 despite the challenges.

Figure 24 shows the LGs that successfully submitted Quarterly Budget performance reports on time, and the delay in time for the non compliant LGs.

Figure 24: Timing of LG submission of Quarterly Budget performance reports



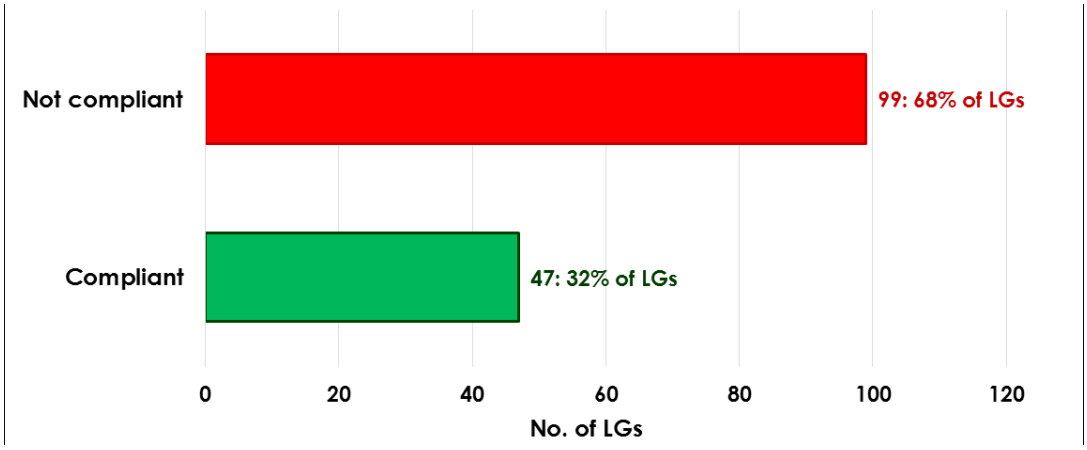
No. of LGs Assessed = 146

Most (94%) of the LGs successfully submitted their Quarterly Budget performance reports before the revised submission deadline of August 31st; an improvement from 6% (9) and 30% (42) of the LGs assessed in the 2018 and 2017 LGPAs respectively. Only 4% (6) of the LGs submitted 1 day to one week late, while 2% (3) of the LGs submitted beyond one week.

3.4.5 Follow up on Audit Reports for LGPA 2019

Figure 25 shows the proportion of LGs that were compliant and those that were not compliant to the accountability requirement on Follow up on Audit Reports for LGPA 2019.

Figure 25: Timing of DLGs and MLGs' in following up on Audit Reports for LGPA 2019



No. of LGs Assessed = 146

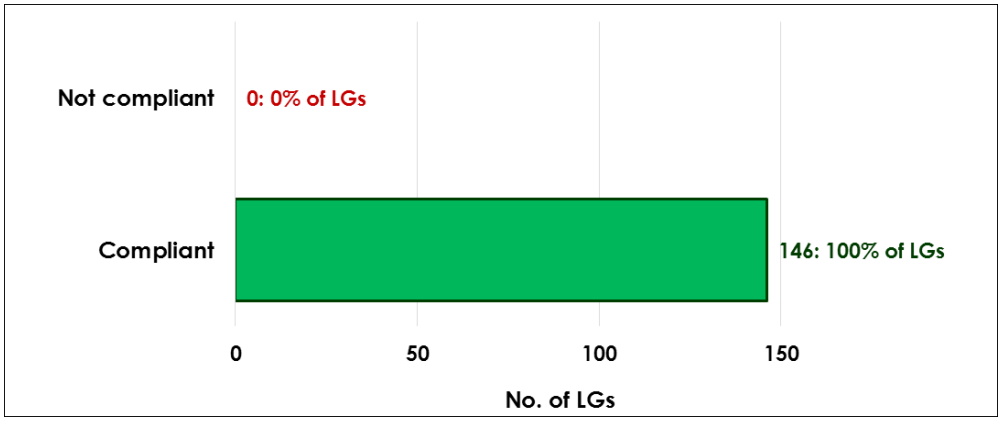
The vast majorityof LGs failed to submit their Budget and Procurement Plan on time, with only 32% (47) of the assessed LGs complying to the set timeline, a decline from 69% (100) of LGs in 2018; with 68% (99) of the LGs non-compliant compared to 31% (44) of the LGs assessed in 2018.

3.4.6 Audit opinion of LG Financial Statements

Figure 26 shows the proportion of LGs that were compliant, and those that were not compliant with the accountability requirement on the audit opinion (the audit of the last FY's financial statements should not be adverse or disclaimer audit opinion).

Figure 26 shows that the Status of the Audit Opinion of the LG financial Statements was among the best performing accountability requirement over the last three years. Overall, 100% of the LGs complied with the accountability requirement that the audit opinion related with audit of the last FY's financial statements should not be adverse or disclaimer audit opinion.

Figure 26: Status of the Audit Opinion of LG financial statements for all LGs



No. of LGs Assessed = 146

This continues to be one of the best performing accountability requirement over the last three years. In the 2019 LGPA, 100% of the LGs complied with the requirement having

attained an audit opinion that was neither adverse nor had a disclaimer opinion, similar to the results of the 2018 and 2017 LGPAs.

3.5 Conclusion on Accountability requirements

Analysis for LGPA 2019 shows that there was a general improvement in compliance with accountability requirements except for the requirment on follow-up on recommendations in the Audit reports for the previous FY.

Table 37 highlights the key emerging issues relating to compliance with accountability requirements, along with recommendations and proposed action for improvement.

4.0 Crosscutting Performance Measures

4.1 Introduction to Crosscutting Performance Measures

The crosscutting performance measures consist of seven thematic areas and 26 performance measures with performance scores as shown in Table 7; with 100 points as the maximum obtainable for the entire assessment area. This covers the crosscutting performance areas of importance for service delivery efficiency.

Table 7: Scoring guide for Cross cutting measures

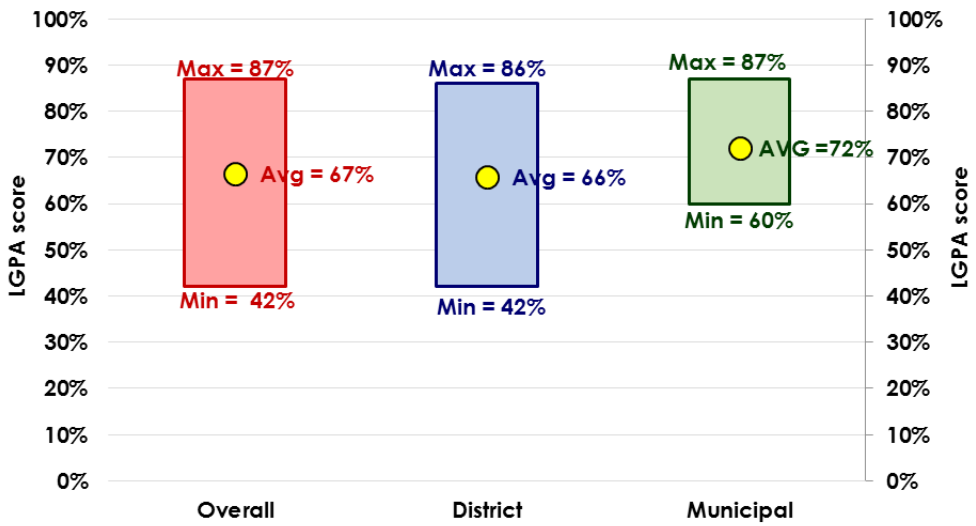
Number	Thematic area	Percentage of Overall maximum score for this thematic area
1	Planning, budgeting and execution	20 percentage points
2	Human resource management	14 percentage points
3	Revenue mobilization	10 percentage points
4	Procurement and contract management	16 percentage points
5	Financial management	20 percentage points
6	Governance, oversight, transparency and accountability	10 percentage points
7	Social and environmental safeguards	10 percentage points
Total		**100** percentage **points**

4.2 Overall results of Crosscutting Performance Measures

4.2.1 Crosscutting Performance Measures for Districts and MLGs

Figure 27 shows the relative orientation of the maximum, average and minimum scores in Crosscutting performance measures for all LGs.

Figure 27: Polarity of scores for crocussting performance



No. of LGs Assessed = 146

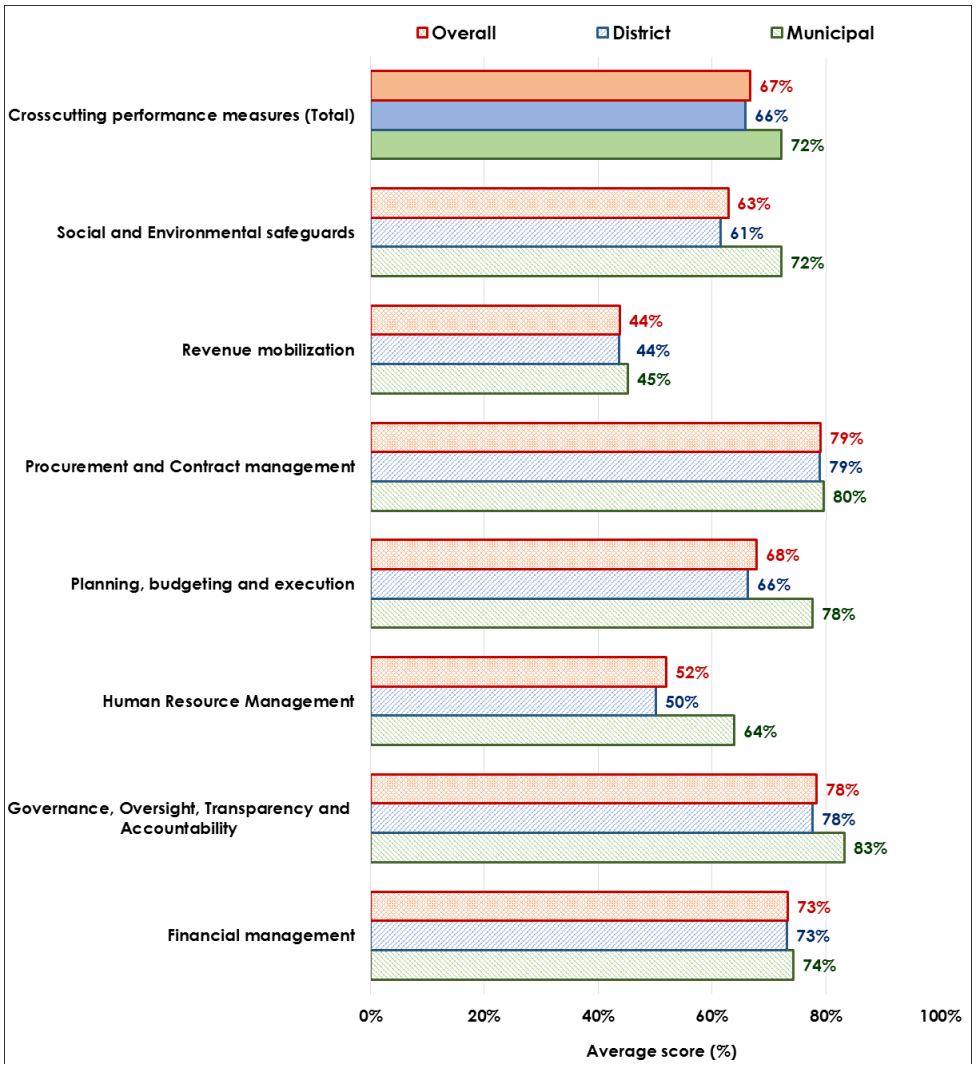
The overall average performance for all LGs was 67%; with DLGs scoring an average of 66%, while MLGs had a moderately higher average score of 72%.

The distribution of scores was partially inclined towards the upper limit of the scale, with DLGs' scores ranging from 42% - 86%; whereas MLGs performed slightly better with scores ranging from 60% - 87%.

4.2.2 Performance in crosscutting performance measures for 2019

Figure 28 shows the performance of LGs in the seven thematic areas for Crosscutting measures; disaggregated for MLGs and DLGs.

Figure 28: Results for crosscutting performance measures 2019



No. of LGs Assessed = 146

The average score across all crosscutting performance measures for LGs overall was 67%, with MLGs registering a higher score (72%) than that of DLGs (66%).

The best-performed thematic area was Procurement and contract management, where LGs overall scored 79%, followed by Governance, oversight, transparency and accountability with an overall score of 78%, and Financial management at 73%.

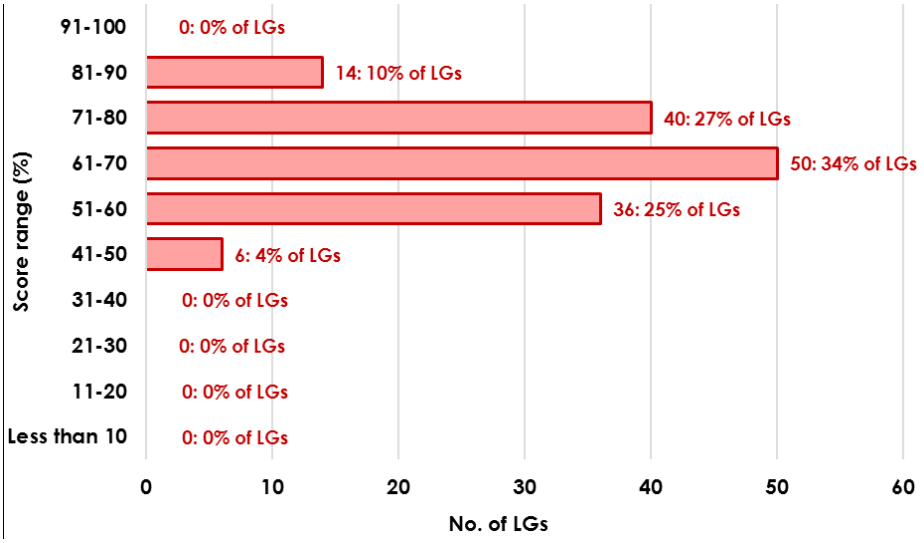
Similar to previous assessemnts, the worst performed thematic area was Revenue mobilization with an overall score of 44%, followed by Human resource management at

52%.

4.2.3 Distribution of LGs across average score categories - LGPA 2019

Figure 29 shows the proportion of LGs whose average score for the crosscutting measures lay within the different score ranges.

Figure 29: Crosscutting performance results for all LGs

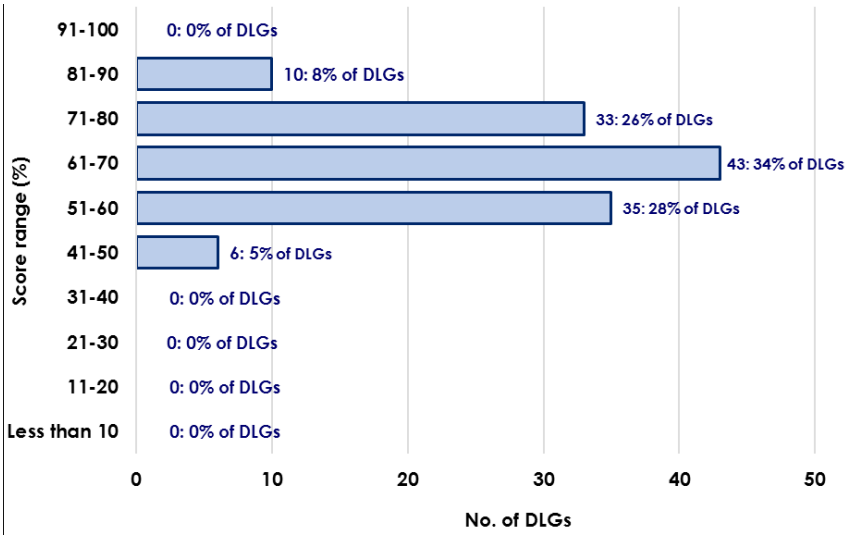


No. of LGs Assessed = 146

A total of 14 (10%) of the LGs assessed scored between 81%-90%, while 40 (27%) of them had average scores between 71% - 80%. The majority of LGs scored within the range of 61% - 70% with a total of 50 (34%) LGs placed within this range. An additional 36 (25%) of the LGs assessed had scores ranging from 51% - 60% and the remaining 6 (4%) LGs had low scores between 41% - 50%. Notably, none of the LGs assessed had a score below 40%.

Figure 30 shows the distribution (by number and proportion) of District LGs across the different score ranges for the crosscutting measures.

Figure 30: Crosscutting Performance Results for Districts

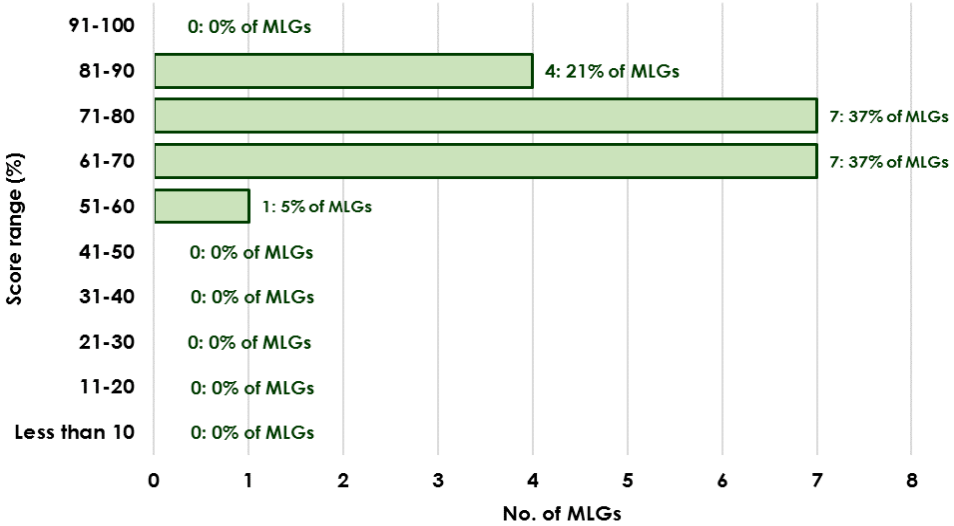


No. of DLGs Assessed = 127

Majority of DLGs had moderate performance with 33 (26%) of the DLGs assessed scoring between 71% - 80%, while 43 (34%) of them scored between 61% - 70%, and 35 (28%) of the districts scored 51% - 60%. Commendable scores ranging from 81% - 90% were registered for 10 of the DLGs assessed, wheres 6 (5%) of the DLGs had low scores between 41% - 50%. Nonetheless, none of the DLGs assessed scored below 41%.

Figure 31 shows the distribution (by number and proportion) of Municipal LGs across the different score ranges for the crosscutting measures.

Figure 31: Crosscutting Performance Results for Municipal LGs



No. of MLGs Assessed = 19

MLGs recorded good performance with 4 (21%) of those assessed scoring between 81% - 90%, while 7 (37%) of them scored between 71% - 80%, and a similar number scored between 61% - 70%. The remaining 1 MLG had an average score within the 51% - 60% range. Notably, none of the MLGs assessed scored below 51%, although none scored above 90% either.

4.2.4. Ranking of LGs performance in crosscutting performance measures

Table 8 shows the LGs with the highest average scores for the crosscutting measures assessment in the LGPA 2019.

Table 8: Ten (10) LGs with the highest scores in crosscutting performance measures

Rank 2019	Vote	Score 2019
1	Kira Municipal Council	87%
2	Kiruhura District	86%
3	Rubanda District	85%
4	Ibanda District	85%
5	Masindi Municipal Council	84%
6	Wakiso District	84%
7	Mbarara District	84%
8	Buikwe District	84%
9	Rukungiri Municipal Council	82%
10	Ibanda Municipal Council	82%

No. of LGs Assessed = 146

Kira Municipal Council was the best performing LG with an average score of 87%, followed by Kiruhura district (86%); while Rubanda DLG and Ibanda DLG each had an average score of 85%.

Tables 9 shows the LGs with the lowest scores for the crosscutting measures assessment.

Table 9: Ten (10) LGs with the lowest scores in cross-cutting performance measures

Rank 2019	Vote	Score 2019
137	Buhweju District	53%
138	Otuke District	52%
139	Lira District	52%
140	Amudat District	51%
141	Arua District	50%
142	Apac District	45%
143	Busia District	43%
144	Bukwo District	43%
145	Pakwach District	42%
146	Kikuube District	42%

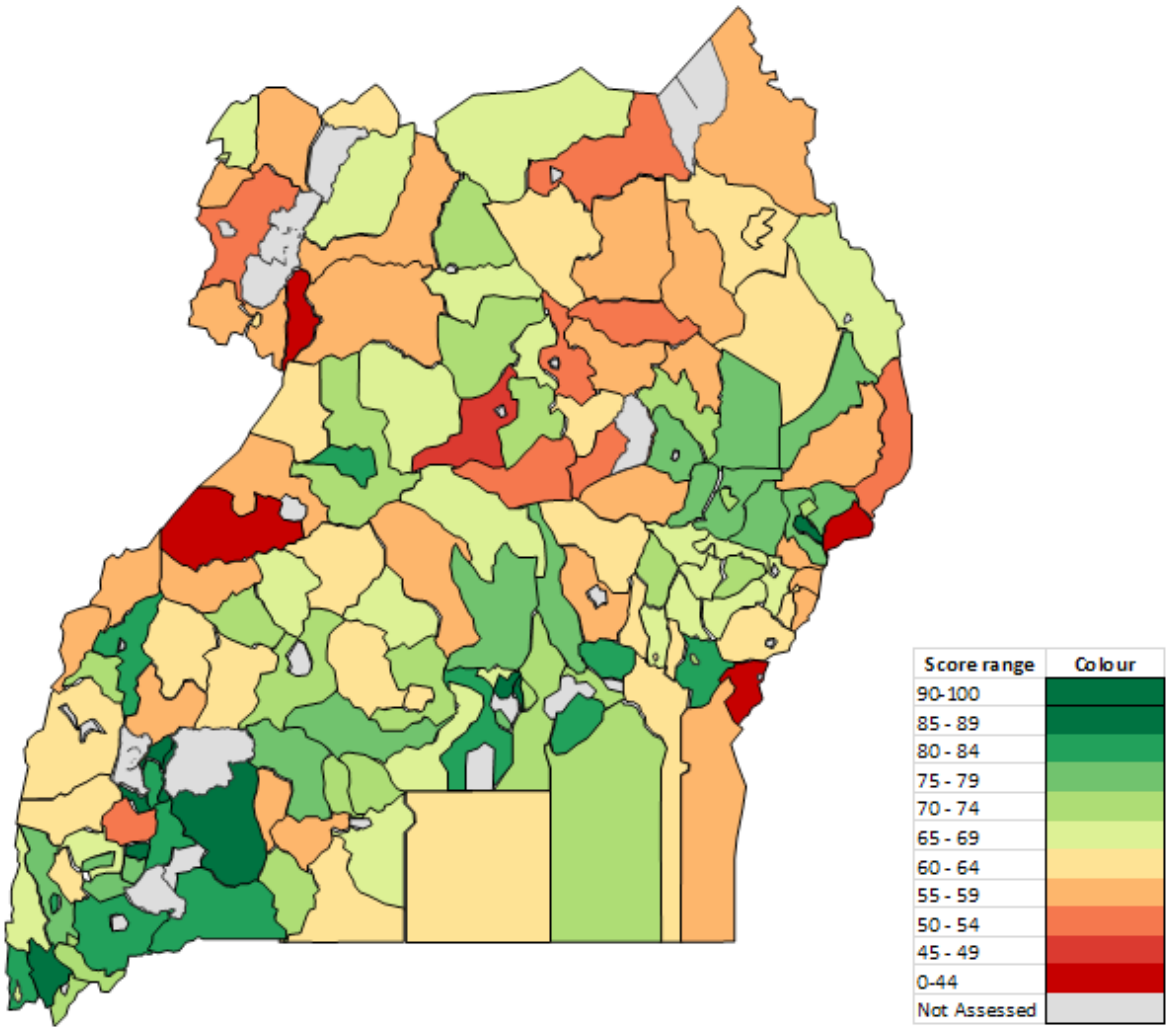
No. of LGs Assessed = 146

Kikuube DLG and Pakwach DLG registered the lowest average score of 42% each, closely followed by Bukwo DLG and Busia DLG who scored 43% each.

4.2.5 Analysis of Crosscutting performance scores across the country – 2019

Figure 32 shows the distribution of performance scores for all the LGs across the country for crosscutting measures.

Figure 32: Crosscutting performance scores across the country



No. of LGs Assessed = 146

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

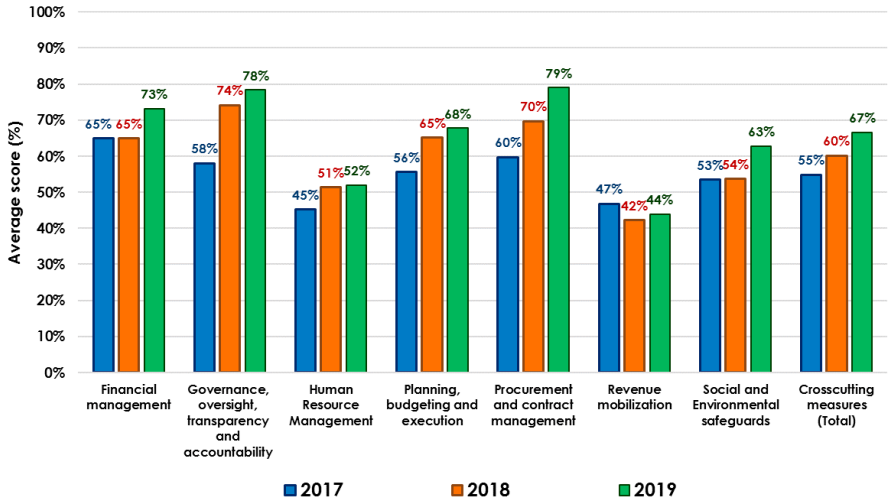
4.3 Performance trends in Crosscutting Performance Area

This section highlights findings from the assessment of each of the seven thematic areas assessed under crosscutting measures.

4.3.1 Comparing Performance between 2017, 2018 and 2019

Figure 33 shows the trend of performance across the crosscutting measures for the 2017, 2018 and 2019 assessments.

Figure 33: Comparing performance in crosscutting measures for 2017, 2018 and 2019



No. of LGs Assessed = 146

Overall performance for all the LGs assessed continued to improve with an average score of 67% in 2019, up from 60% in 2018 and 55% in 2017.

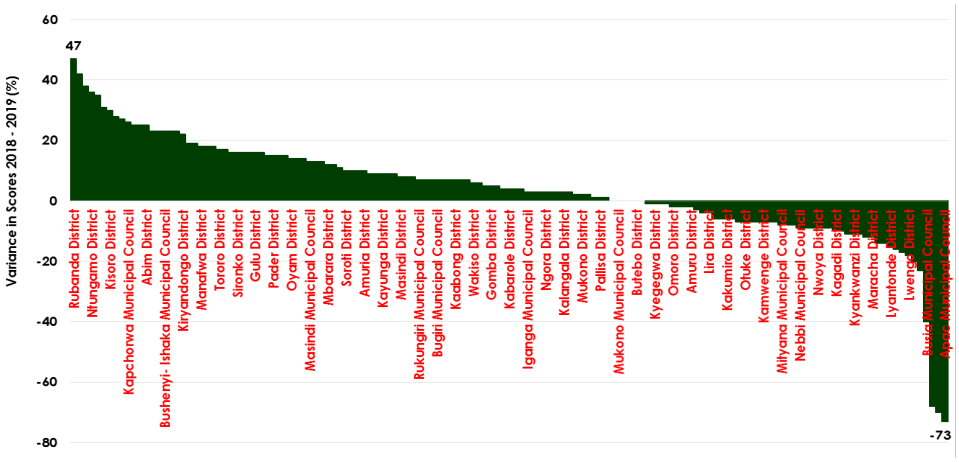
The greatest improvement was in Procurement and Contract Management, with an average score of 79%, up from 70% in 2018 and 60% in 2017. Notable improvement was also registered in Governance, oversight, transparency and accountability, where the average score of 78% was registered, up from 74% in 2018 amd 58% in 2017.

Low performance was however registered in Revenue mobilization with an average score of 44% in 2019, though this was a marginal increase from 42% in 2018. This still represents a decline from 47% in 2017. Human Resource Management also had a moderate score of 52% in 2019, a marginal increment from 51% in 2018 and 45% in 2017.

4.3.2 Improved and Declining LGs between 2018 and 2019 LGPA

Figure 34 shows performance trends for LGs comparing scores for crosscutting measures between the 2018 and 2019 assessment.

Figure 34: Trend of improvement or decline in performance between the 2018 and 2019 LGPA



No. of LGs Assessed = 146 (Note: Not all LGs names appear on this graph as it was scaled down to allow for visibility. It therefore generally illustrates the main trends)

In general, there were more LGs that realized an improvement than those whose performance declined,as depicted by the larger coverage of LGs on the left region of the graph than on the right. The highest improvement (47%) was registered by Rubanda DLG while the highest decline (-73%) was registered by Apac MLG.

Table 10 shows the LGs with highest improvement in scores between the 2018 and 2019 assessments for crosscutting measures.

Table 10: Ten (10) LGs with the highest improvements in performance from 2018 to 2019

Rank 2019	Vote	Score 2019	Score 2018	Improvement in points (%)
1	**Rubanda District**	**85%**	**38%**	**47**
2	**Isingiro District**	**81%**	**43%**	**38**
3	**Ntungamo District**	**80%**	**44%**	**36**
4	Buliisa District	62%	27%	35
5	Rukiga District	73%	42%	31
6	Kisoro District	82%	52%	30
7	Kiruhura District	86%	58%	28
8	Kabale District	71%	44%	27
9	Kapchorwa Municipal Council	67%	41%	26
10	Katakwi District	77%	52%	25

A commendable increment in scores was registered by the top 10 improved LGs' from the previous year's performance. Rubanda district had the highest improvement in percentage points (47) followed by Isingiro and Ntungamo districts with a 38 and 36 percentage point increase in score respectively.

Table 11 shows the LGs with the greatest decline in scores between the 2018 and 2019 assessments for crosscutting measures.

Table 11: Ten (10) LGs with the greatest decline in scores from 2018 to 2019

Rank 2019	Vote	Score 2019	Score 2018	Changes (%)
128	Yumbe District	59%	71%	-12
129	Maracha District	58%	70%	-12
130	Mityana District	71%	85%	-14
131	Bundibugyo District	56%	70%	-14
132	Lyantonde District	55%	70%	-15
133	Kiboga District	66%	82%	-16
134	Serere District	57%	74%	-17
135	**Lwengo District**	**58%**	**76%**	**-18**
136	**Arua District**	**50%**	**70%**	**-20**
137	**Hoima District**	**56%**	**79%**	**-23**

Hoima district registered the largest decline in performance with its score deteriorating by 23 percentage points, followed by Arua and Lwengo districts with declines of 20 and 18 percentage points respectively.

Table 12 below presents the top ten (10) performing LGs in the 2017 LGPA, and their performance in the subsequent 2018 and 2019 assessments.

Table 12: Top Ten (10) LGs in 2017, and their results in 2018 and 2019

Rank 2017	Vote	Score 2017	Rank 2018	Score 2018	Rank 2019	Score 2019
1	Masindi MC	83%	29	71%	**5**	**84%**
2	Sheema MC	80%	5	78%	**20**	**78%**
3	Omoro District	76%	46	69%	**65**	**67%**
4	Luwero District	75%	62	65%	**26**	**76%**
5	Wakiso District	74%	5	78%	**5**	**84%**
6	Butambala District	74%	54	67%	**29**	**75%**
7	Ibanda MC	73%	46	69%	**9**	**82%**
8	Mbarara District	73%	23	72%	**5**	**84%**
9	Rubirizi District	71%	84	61%	**83**	**64%**
10	Ntungamo MC	70%	51	68%	**Not Assessed**	**Not Assessed**

Wakiso DLG had the most notable consistency having been ranked 5th in all 3 assessments so far, while Masindi MLG, Sheema MLG and Mbarara DLG also had noteworthy perofmance having been ranked in the top quartile in all three assessments.

Concernedly, Omoro DLG and Rubirizi DLG have continued to fall down the ranks to 65th and 83rd in 2019 respectively.

Table 13 below presents the bottom ten (10) ranked LGs from the 2017 assessment, and their performance in the subsequent 2018 and 2019 assessments.

Table 13: Bottom Ten (10) LGs in 2017, and their results in 2018 and 2019

Rank 2017	Vote	Score 2017	Rank 2018	Score 2018	Rank 2019	Score 2019
137	Iganga MC	39%	97	57%	**105**	**60%**
138	Namayingo District	39%	106	54%	**125**	**56%**
139	Kumi MC	38%	69	64%	**48**	**71%**
140	Kapchorwa District	38%	102	55%	**38**	**73%**
141	Iganga District	38%	80	62%	**58**	**69%**
142	Kamwenge District	37%	62	65%	**117**	**58%**
143	Bukedea District	36%	2	84%	**29**	**75%**
144	Busia MC	35%	138	40%	**147**	**0%**
145	Kibuku District	32%	102	55%	**78**	**65%**
146	Katakwi District	31%	110	52%	**24**	**77%**

Persistently low performance has been registered by Busia MC and Namayingo DLG which have been ranked in the bottom-most quartile in all three assessments. Kamwenge DLG which had improved to 62nd place in 2018 has also retracted back to 117th.

Notably, three LGs have improved their performances and subsequently shifted in rank from the bottom-most to the top quartile over the three assessments; these are Katakwi DLG (24th up from 146th), Bukedea DLG (29th up from 143rd) and Kapchorwa DLG (38th up from

140th).

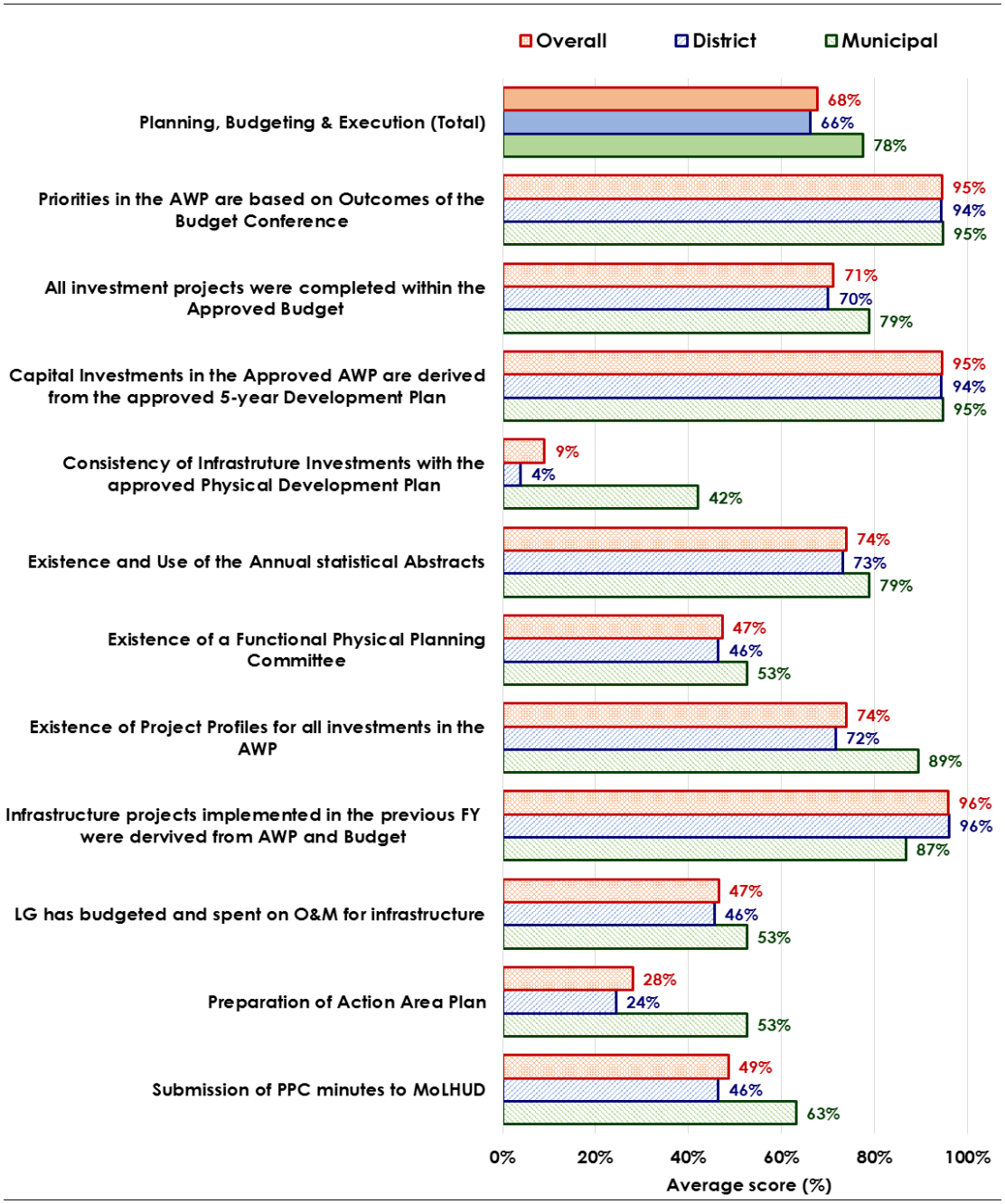
4.4 Results per Crosscutting Performance Measure

This section covers highlights of performance results in the 7 thematic areas of Crosscutting measures.

4.4.1 Planning, Budgeting and Execution

Figure 35 shows the average scores for LGs overall and across the various thematic areas under planning, budgeting and execution for the 2019 LGPA.

Figure 35: LG Performance Score in Planning, Budgeting and Execution



No. of LGs Assessed = 146

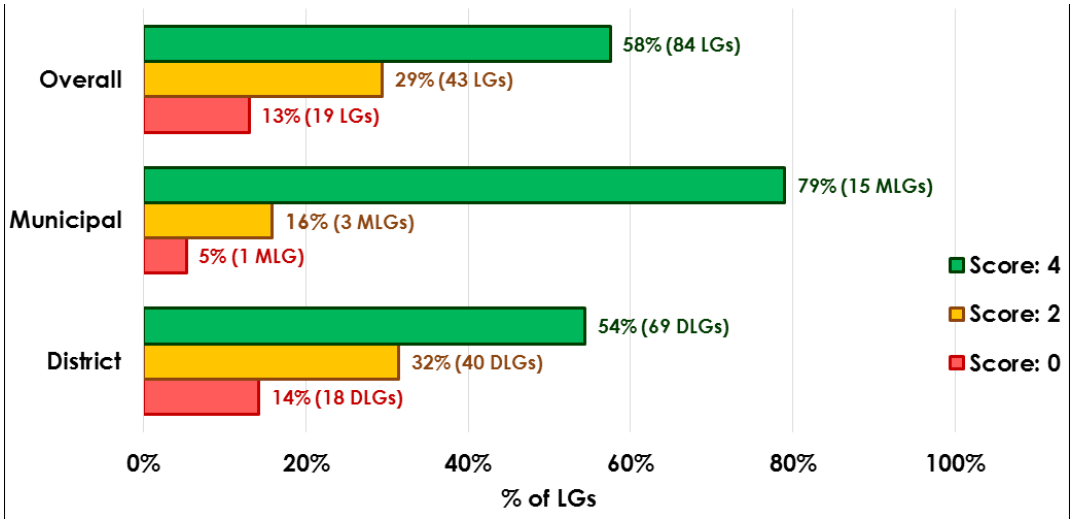
The average score for LGs overall was 68%, with MLGs scoring an average of 78%, slightly higher than DLGs at 66%.

The best performing indicators were: Infrastructure projects implemented in the previous FY were derived from the AWP and budget (overall score of 96%); Capital investments in approved AWP derived from the approved 5-year development plan (overall score of 95%); and Priorities in the AWP are based on outcomes of the Budget Conference (overall score of 95%).

The lower-most performing indicators were; Consistency of investment projects with the approved Physical development plan, which has persistently underscored with overall average score of 9% up from 6% in 2018; Preparation of action area plans (with overall score of 28% compared to 22% in 2018); Existence of a functional Physical Planning Committee (overall score of 47%, declining from 62% in 2018); and LG has budgeted and spent on O&M for infrastructure (overall score of 47% compared to 44% in 2018).

Figure 36 shows the only indicator within this thematic area with calibration: Infrastructure projects in previous FY implemented as per work-plan.

Figure 36: Evidence that the infrastructure projects implemented in the previous year were completed as per work plan by end of FY



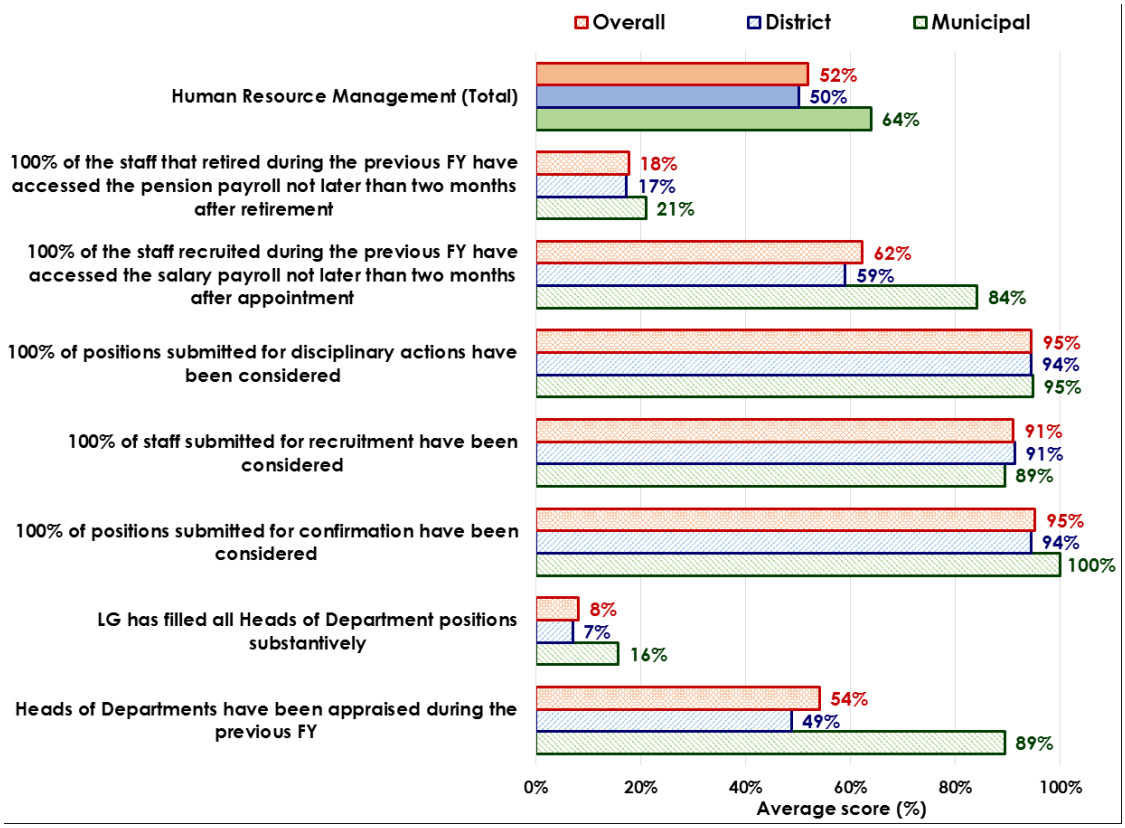
No. of LGs assessed = 146 (127 DLGs, 19 MLGs)

On this performance indicator, the performance of MLGs improved with 79% of them scoring the maximum score of 4 compared to 52% in 2018, while that of DLGs had a marginal increment from 53% in 2018 to 54% in 2019. The overall average score for all LGs marginally improved from 53% in 2018 to 58% in the 2019 assessment.

4.4.2 Human Resource Management

Figure 37 shows the average scores for LGs overall, and in the various thematic areas under Human Resource Management.

Figure 37: Performance Scores in Human Resource Management for all LGs



No. of LGs Assessed = 146

The average score for LGs overall was 52%, with MLGs averaging 64% of the maximum available score, compared to 50% for DLGs.

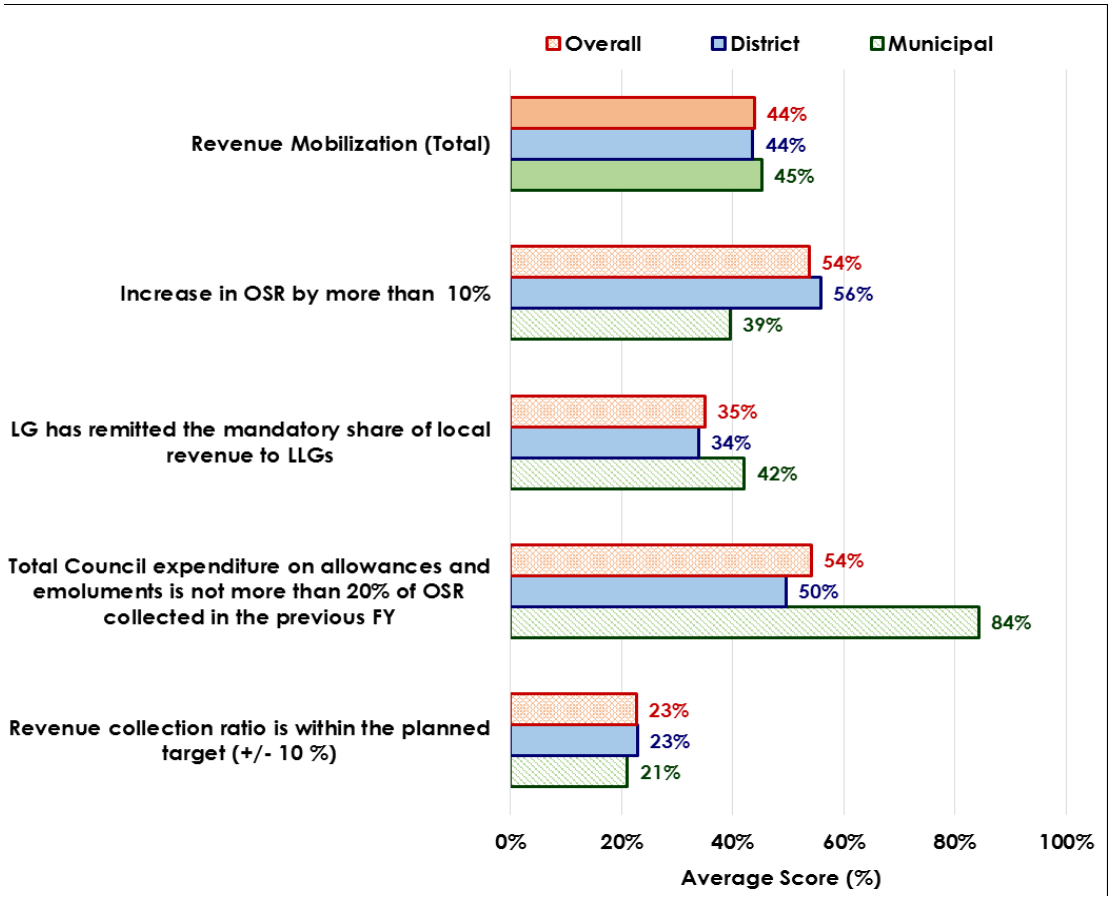
The highest scoring indicators included: 100% of positions submitted for confirmation have been considered (overall score of 95%); 100% of staff submitted for recruitment have been considered (overall score of 91%); and 100% of positions submitted for disciplinary actions have been considered (overall score of 95%). Notably, all MLGs had considered 100% of positions submitted for disciplinary action.

The lowest performed indicators were; LG has filled all Heads of Department positions substantively (overall score of 8%), and staff that retired in the previous FY accesseing the payroll not later than two months after retirement (overall score of 18%).

4.4.3 Revenue Mobilization

Figure 38 illustrates the average scores for LGs overall, and in the various thematic areas under Revenue mobilization.

Figure 38: Performance Scores for Revenue Mobilization for all LGs



No. of LGs assessed = 146

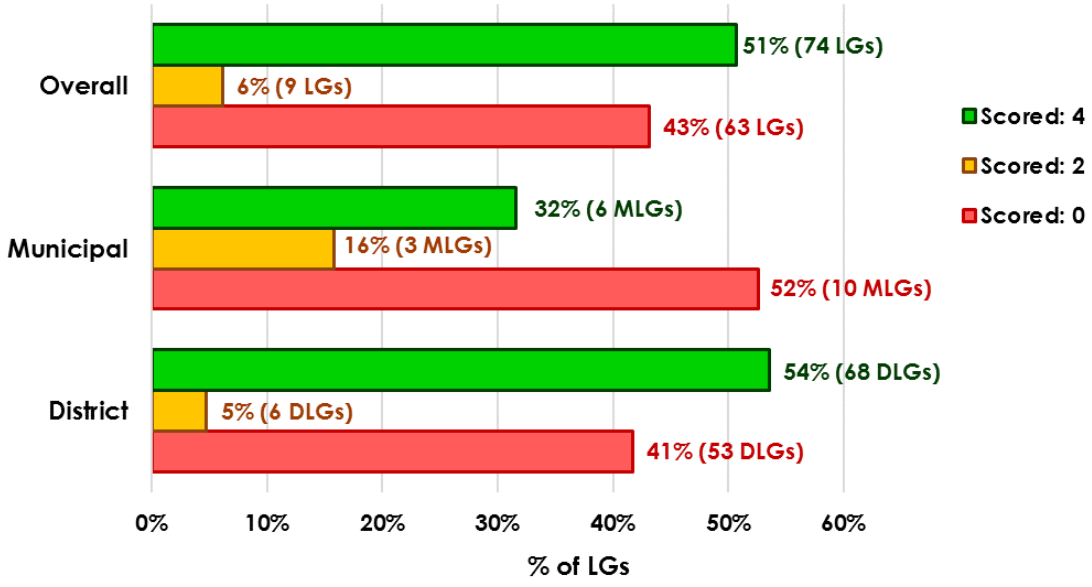
There was under performance across all the areas, with an overall score of 44% for all LGs.

The indicators that scored above the performance area average include: Increase in OSR by more than 10% (overall score of 54%); and Total Council expenditure on allowances and emoluments not more than 20% of OSR collected in the previous FY, which sharply declined from an overall score of 90% in 2018 to 54% in 2019.

A notable area of concern was the failure to meet planned revenue collection targets, with the corresponding indicator having an average score of 23%, sharply declining from 88% in the 2018 assessment. The other poorly performing area was in remittance of the mandatory share of local revenue to LLGs, where the corresponding indicator had an overall score of 35%, declining from 90% in 2018.

Figure 39 shows the distribution of LGs across score categories for the assessment on increasing Own Source Revenue (OSR).

Figure 39: Percentage increase in OSR from previous FY but one to previous FY



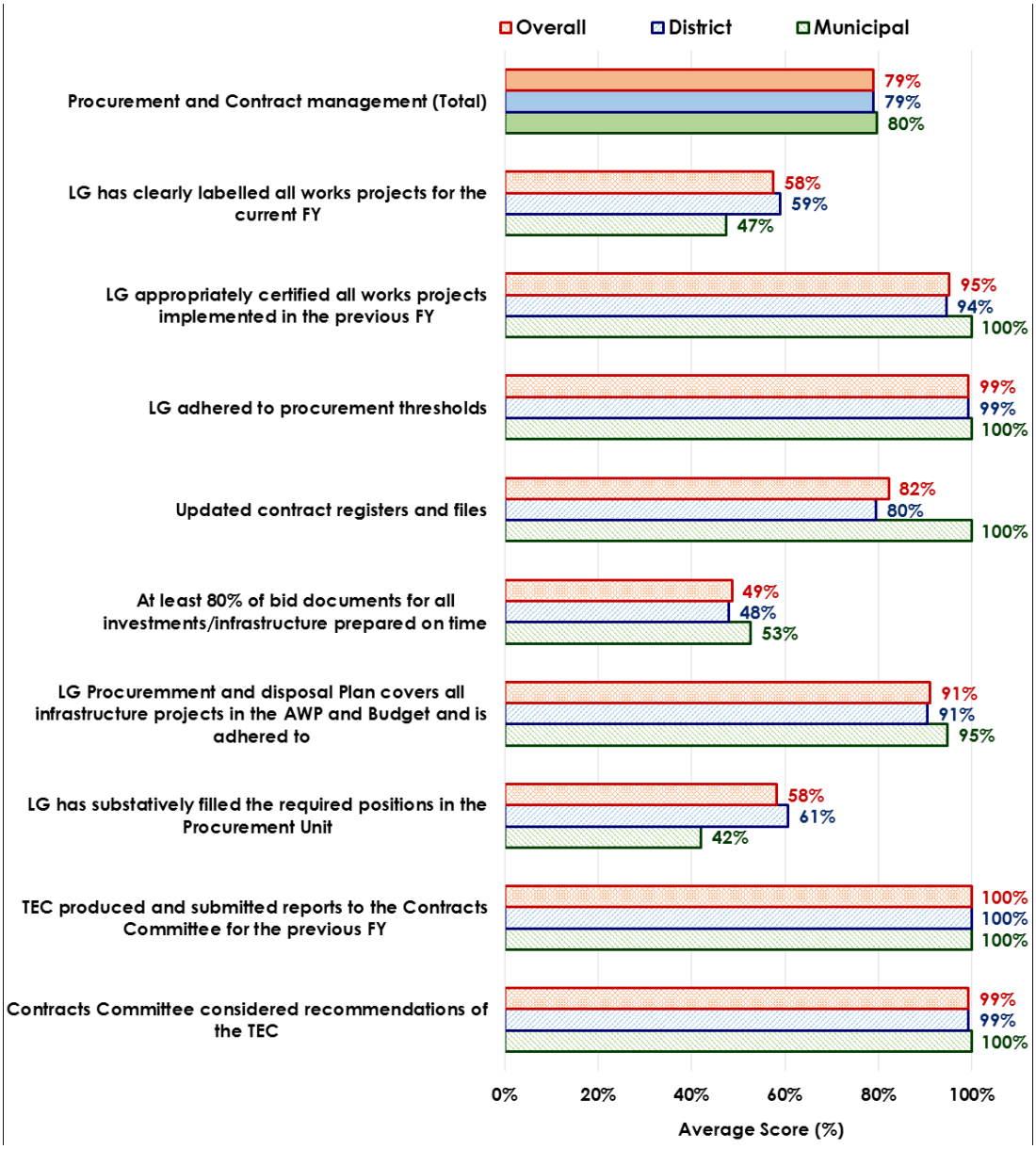
No. of LGs Assessed = 146

Overall, 51% (74) of the LGs scored 4 (increased their OSR from previous FY but one to previous FY by more than 10%), with 54% of DLGs registering the maximum score compared to 32% of MLGs. However, 43% (63) of the LGs scored 0 (had an OSR increase of less than 5%), up from 46% in 2018.

4.4.4 Procurement and Contract Management

Fig. 40 shows the performance overall, and across the various performance measures under procurement and contract management.

Figure 40: Crosscutting performance scores on Procurement and Contract Management



No. of LGs Assessed = 146

The overall score across all LGs was 79%, with the MLGs scoring 80% and DLGs averaging 79%.

There was good performance on 6 of the 9 performance indicators, particularly in the areas of; TEC producing and submitting reports to the Contracts Committee for the previous FY (overall score of 100%); Contracts committee considering recommendations of the Technical Executive Committee (overall score of 99%); LG adherence to procurement thresholds (overall score of 99%); and LG appropriately certifying all works projects implemented in the previous FY (overall score of 95%).

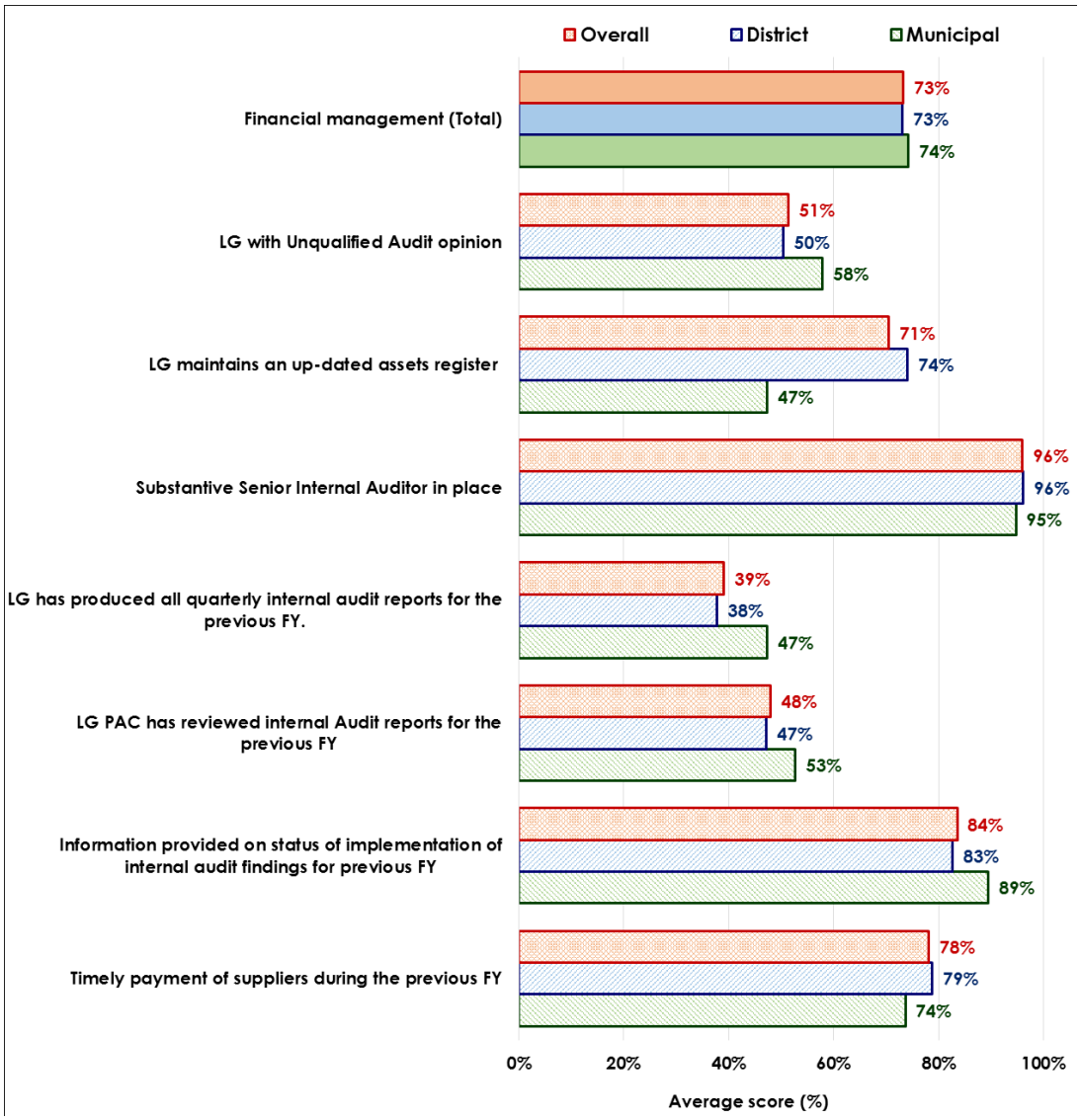
Average scores were attained in the areas of; LGs substantively filling the required positions in the Procurement Unit (overall score of 49%); LGs clearly labelling all works projects for

the current FY (overall score of 58%); and at least 80% of bid documents for all investments/ infrastructure prepared on time (overall score of 49%).

4.4.5 Financial Management

Figure 41 presents the performance on financial management indicators.

Figure 41: Crosscutting Performance Scores in Financial Management



No. of LGs Assessed = 146

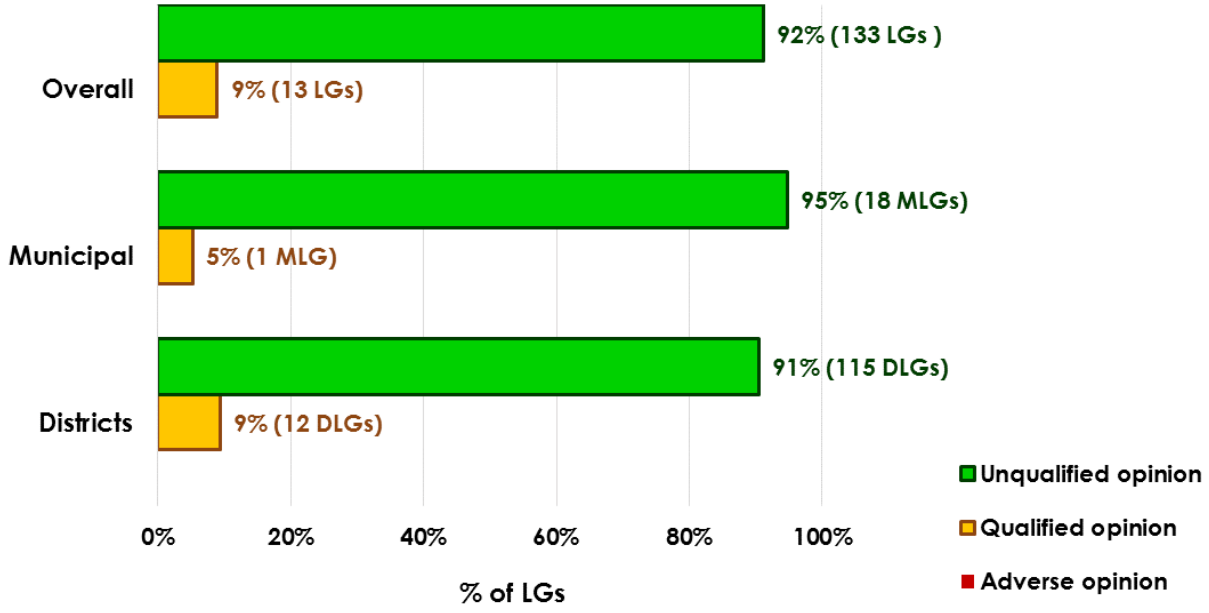
The LGs overall averaged 73% of the maximum available score on all the assessment area indicators, an improvement from the 62% average score in 2018.

The highest scoring indicators included; Having a substantive senior Internal Auditor in place (overall score of 96%) and Provison of information on status of implementation of internal audit findings for previous FY (overall score of 84%). Low performance was however registered on indicators on audit reporting; including; LG PAC reviewing Internal Audit reports for the previous FY (overall score of 48%), and Production of all quarterly internal audit reports for the previous FY (overall score of 39%).

Status of the Audit Opinion

Figure 42 shows the distribution of LGs across score categories on the status of the audit opinion following the OAG assessment of the quality of annual financial statements from the previous FY.

Figure 42: Status of the Audit Opinion



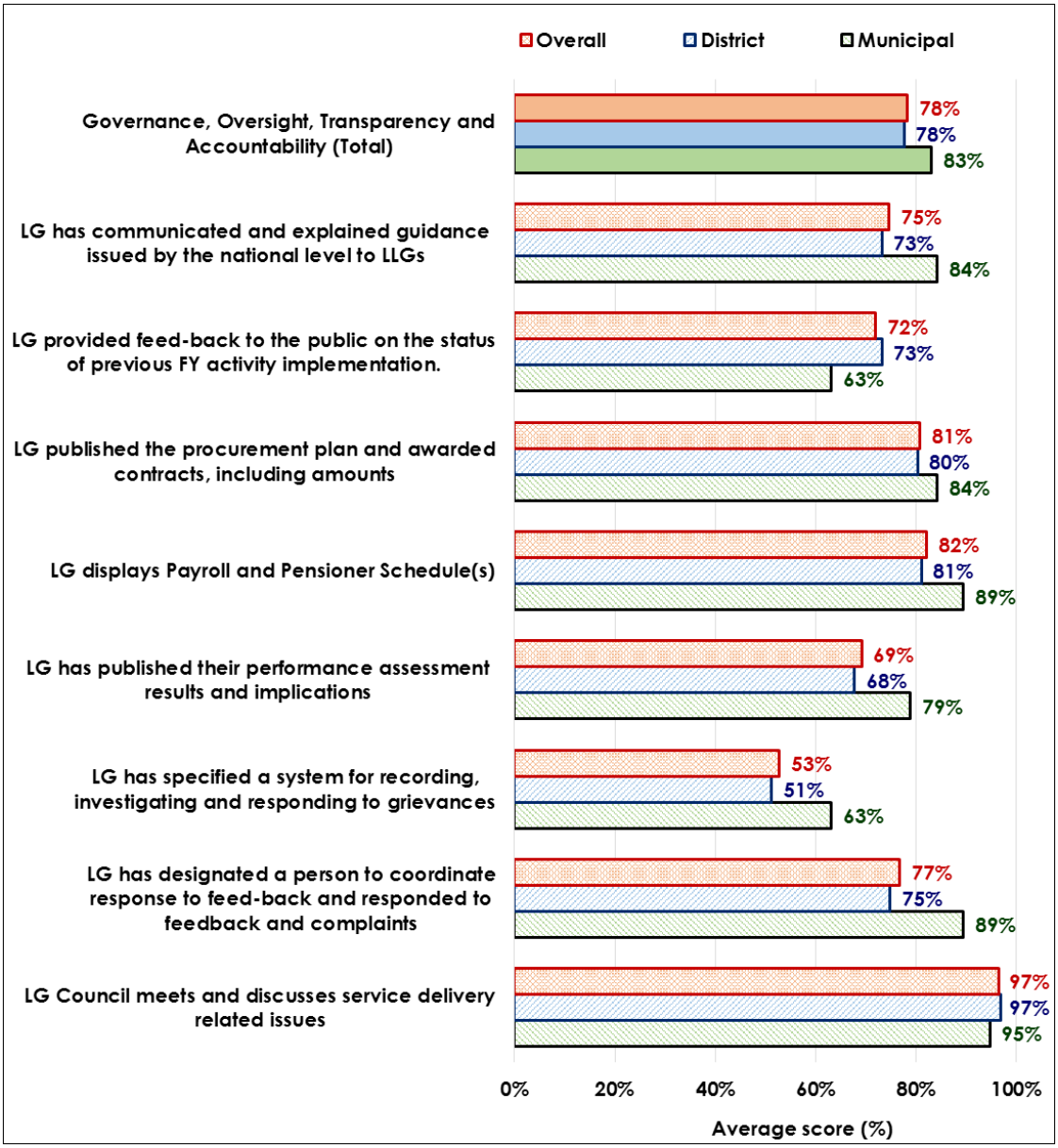
No. of LGs Assessed = 146

Overall, 133 (91%) of the 146 LGs assessed received an unqualified audit report (clean audit) from the Office of the Auditor General, an improvement from 83% in the 2018 assessment. The remaining 13 LGs received a qualified audit report, implying that none of the 146 LGs had an adverse or disclaimer audit report for the FY 2018/19.

4.4.6 Governance, Oversight, Transparency and Accountability

Figure 43 provides an overview of how LGs performed in the thematic area of Governance,oversight, transparency and accountability.

Figure 43: Crosscutting performance scores for governance, oversight, transparency and accountability



No. of LGs Assessed = 146

Performance in the assessment area was commendable with overall average scores on all indicators averaging at 78%, and ranging between 53% and 97%.

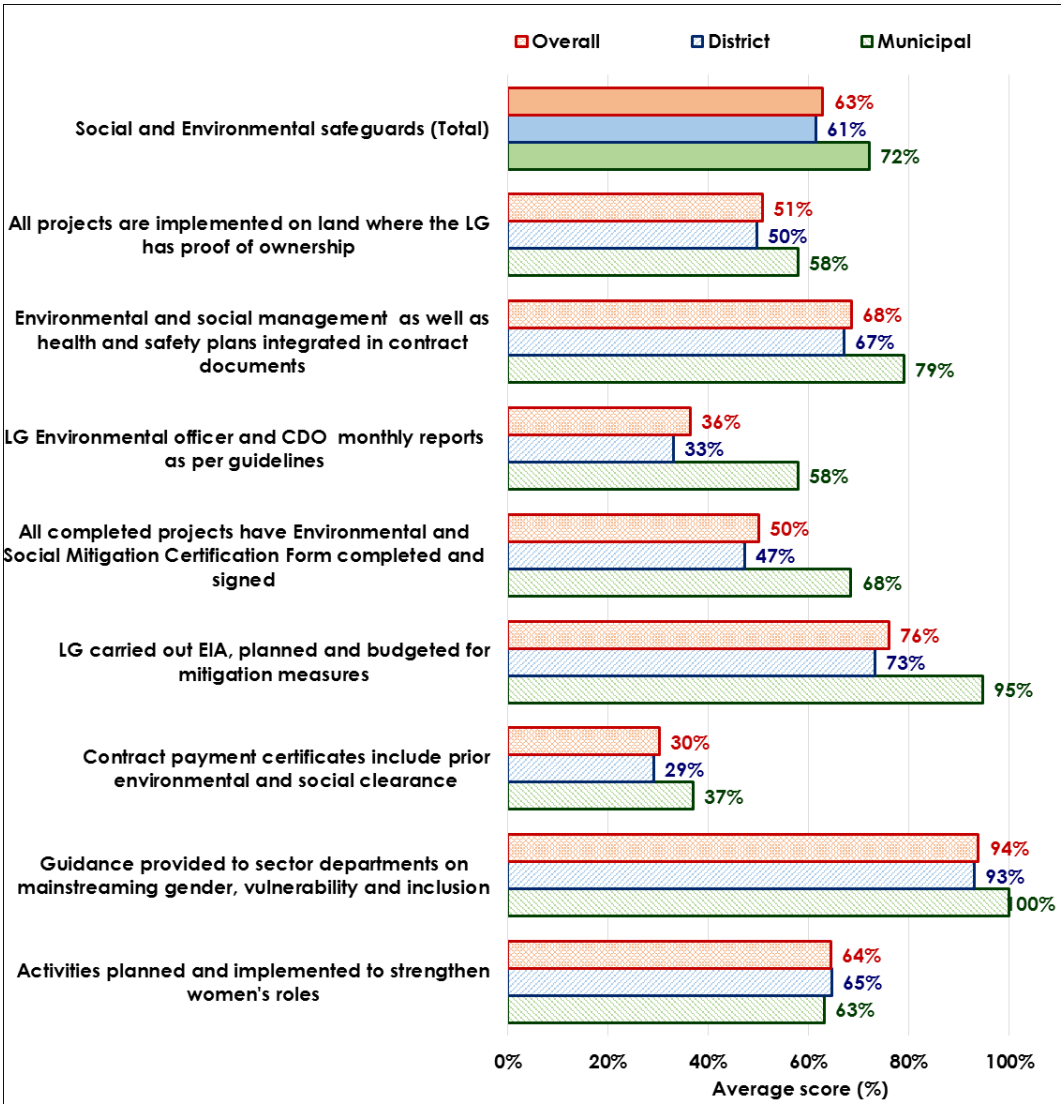
The highest scores were attained on the following indicators; LG council meeting and discussing service delivery related issues (overall score of 97%); LG displaying Payroll and Pensioner schedules (overall score of 82%); and LGs publishing their performance assessment results and implications (overall score of 81%).

The low performing indicators were; LGs having a specified system for recording, investigating and responding to grievances (overall score of 53%); and LGs publishing their performance assessment results and implications (overall score of 69%).

4.4.7 Social and Environmental Safeguards

Figure 44 provides an overview of how LGs performed in the Social and Environmental safeguards performance area.

Figure 44: Crosscutting Performance Scores in Social and Environmental Safeguards



No. of LGs Assessed = 146

Scores for the different indicators were spread across the different score categories, with overall indicator scores ranging from 30% to 94% of maximum available points.

Persistently low performance was registered for the indicator on Contract payment certificates including prior environmental and social clearance, where LGs overall scored 30%, only marginally higher than the 25% score of 2018; and LG Environmental officer and CDO reporting monthly as per guidelines, with overall score of 36% compared to 26% in 2018.

Notable performance was nonetheless registered on; LGs providing guidance to sector departments on mainstreaming gender, vulnerability and inclusion (overall score of 94% for LGs and a commendable 100% for MLGs); and LG carrying out EIA, planning and budgeting

for mitigation measures (overall score of 76% for LGs and a commendable 95% for MLGs).

4.5 Best and Worst scoring indicators in Crosscutting performance measures

4.5.1 Top 5 and Bottom 5 indicators in LGPA 2019 for Crosscutting measures

Table 14 below shows the performance indicators where LGs had the best and the worst performance in the 2019 assessment, measured by the total score as a percentage of the maximum obtainable points.

Table 14: Top 5 and Bottom 5 performing indicators for Crosscutting measures

Rank 2019	Top 5 Indicators	Score 2019
1	TEC produced and submitted reports to the Contracts Committee for the previous FY	100%
2	Contracts Committee considered TEC recommendations	99%
3	LG adhered to procurement thresholds	99%
4	LG Council meets and discusses service delivery related issues	97%
5	Capital Investments in the Approved AWP are derived from the approved 5-year Development Plan	96%
Rank 2019	**Bottom 5 Indicators**	**Score 2019**
51	Preparation of Area Action Plan	28%
52	Revenue collection ratio is within the planned target (+/- 10 %)	23%
53	100% of staff that retired during the previous FY have accessed the pension payroll not later than two months after retirement	18%
54	Consistency of Infrastruture Investments with the approved Physical Development Plan	9%
55	LG has filled all Heads of Department positions substantively	8%

No. of LGs Assessed = 146

The top 5 performing indicators under the cross-cutting measures had scores impressively ranging from 96% to 100%. The best performing indicators were; Producing and submission of reports to Contracts Committee by the TEC (100%); Consideration of TEC recommendations by Contracts Committee (99%); and LG adherence to procurement thresholds (99%).

The worst performing indicators had low scores between 8% and 28%. These included; Filling of all Heads of Department positions substantively (8%); Consistency of Infrastruture Investments with the approved Physical Development Plan (9%); Retired staff accessing the pension payroll within two months after retirement (18%).

4.5.2 Progress of the worst performing indicators from 2017 - Crosscutting measures

Table 15 below provides a performance trend of the worst performing indicators from the LGPA 2017, and their scores in the 2018 and 2019 assessments.

Table 15: Current progress of the worst performing indicators for Crosscutting measures from the LGPA 2017

Lowest five performing performance indicators				
Rank	**Indicator**	**Score 2017**	**Score 2018**	**Score 2019**
1	LG filling all HoDs positions substantially	2%	3%	**8%**
2	Access to the salary payroll within two months for 100 % of the staff recruited during the previous FY	9%	71%	**62%**
3	Clear labling for all works projects for current FY indicating project name, contract value, contractor, source of funding and duration	7%	12%	**58%**
4	A functional physical planning committee in place that considers new investments on time	14%	62%	**47%**
5	Evidence that all projects are implemented on land where LGs has proof of ownership (e.g. land tittle, agreement, etc.)	25%	47%	**51%**

Whereas 4 of the 5 indicators made commendable improvement over the two year period, the indicator on substantially filling all HoDs positions continues to have severely low scores, having only increased from 2% to 8% over the 3 years.

Key to note, two of the improved indicators in 2018 declined in the 2019 assessment. These include; LGs having a functional physical planning committee in place that considers new investments on time (made incredible improvement from 14% in 2017 to 62% in 2018, but relapsed to 47% in the 2019 assessment), and 100 % of the staff recruited during the previous FY accessing the salary payroll not later than two months after appointment (improved from 9% in 2017 to 71% in 2018, but then declined to 62% in 2019).

4.6 Conclusion on Crosscutting performance measures

The LGPA 2019 performance in the area of Crosscutting measures was commendable , with 64 (44%) of the 146 LGs assessed scoring the national average score of 68% or more, the exception was in the area of revenue mobilization. It is imperative that deliberate holistic actions and rigorous mechanisms are put in place to foster improvement in revenue mobilization.

Table 37 (Section 9.0) highlights the key emerging issues relating to the crosscutting measures, along with recommendations and proposed action for improvement.

5.0 Education Performance Measures

5.1 Introduction to Education Performance Measure

The education sector performance measures consist of six thematic areas, with weighted performance scores totaling to a maximum of 100 points as illustrated in Table 16. The thematic area and indicators cover the Education performance areas of importance to service delivery efficiency.

Table 16: Scoring guide for Education Performance Measures

Number	Thematic area	Percentage of Overall maximum score for this thematic area
1	Human resource, planning and management	30 percentage points
2	Monitoring and inspection	35 percentage points
3	Governance, oversight, transparency and accountability	12 percentage points
4	Procurement and Contract Management	7 percentage points
5	Financial management and reporting	8 percentage points
6	Social and environmental safeguards	8 percentage points
	Total	**100** percentage points

The LGPA 2019 considered the performance of Human resource, planning and management, Monitoring and inspection, Governance, oversight, transparency and accountability, Procurement and Contract Management, Financial management and reporting, Social and environmental safeguards. The assessment also shows performance of the mentioned thematic areas in the years 2017, 2018 and 2019.

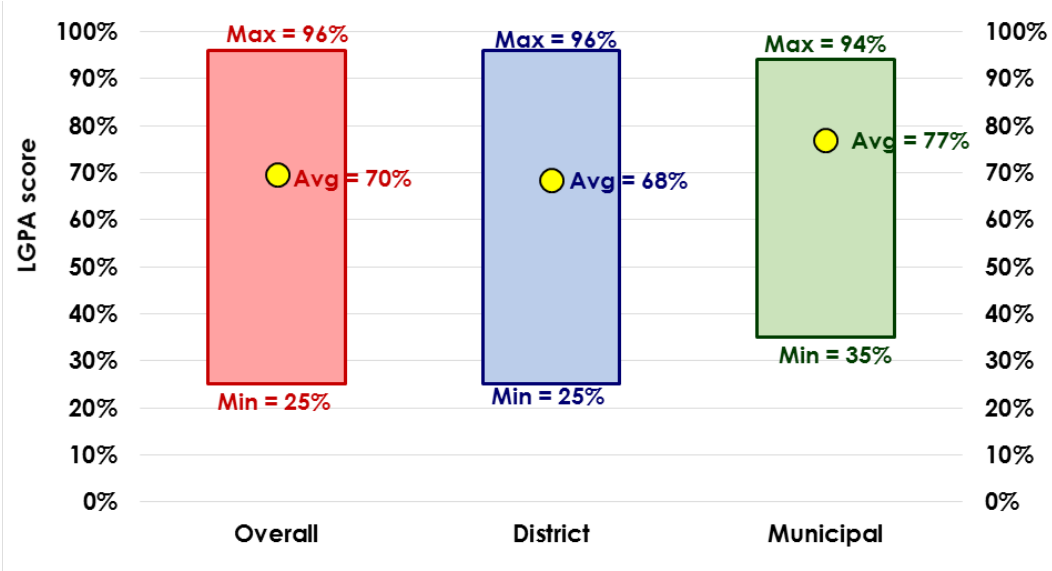
5.2 Overall Results of Education Performance Measures

Figure 45 shows that the average overall score for the education sector was 70% for all LGs. The MLGs performed better than the DLGs with an average score of 77% compared to the districts that had an average score of 68%. There was a notable variation in performance with the best LG scoring 96% and the lowest LG scoring 25%.

5.2.1 Education performance measures for Districts and Municipalities

Figure 45 shows the relative orientation of the maximum, average and minimum scores in Education performance measures for all LGs.

Figure 45: Polarity of scores for Education performance measures



No. of LGs Assessed = 146

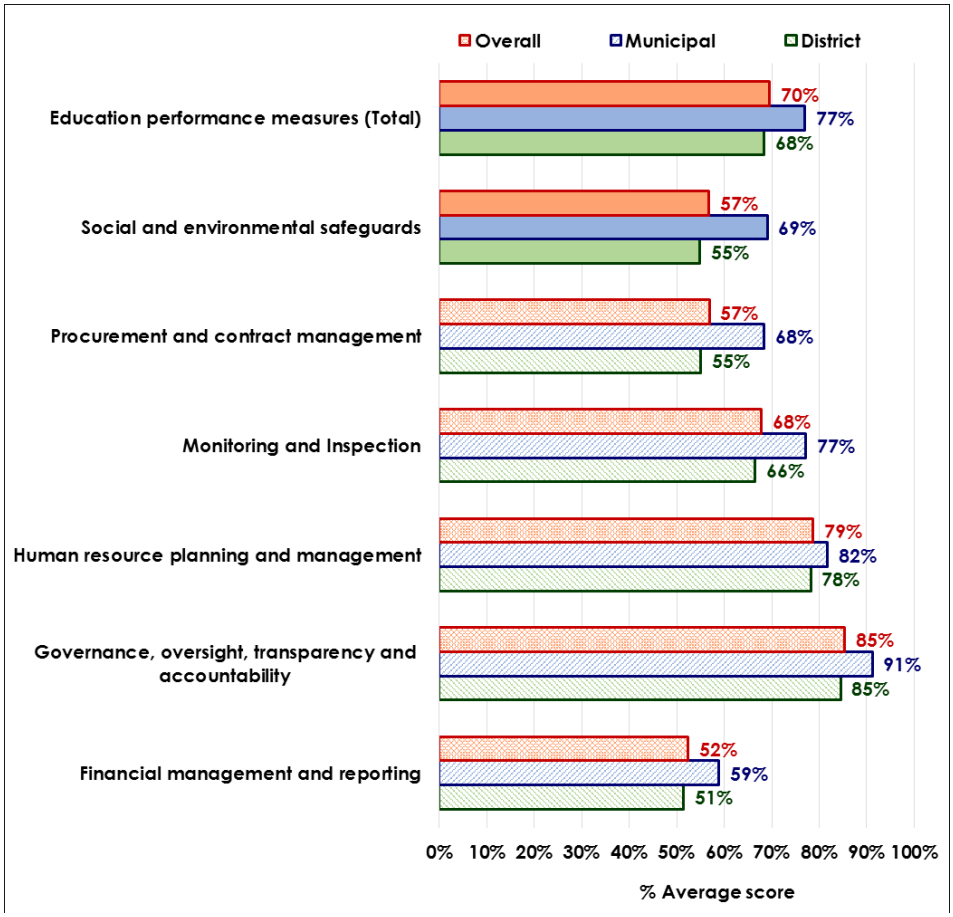
The overall average score across all LGs was 70%; with DLGs scoring an average of 68%, while MLGs had better performance with an average score of 77%.

The distribution of scores was evenly spread across the spectrum, with scores for all LGs ranging between 25%-96%, with the highest performing DLG and MLG registering 96% and 94% respectively; while the lowest performing DLG and MLG scored 25% and 35% respectively.

5.2.2 Overall Performance in Education Performance Area in LGPA 2019

Figure 46 shows the average scores of LGs across the seven thematic areas of Education performance measures; disaggregated for MLGs and DLGs.

Figure 46: Average scores per thematic area for Education performance measures



No. of LGs Assessed = 146

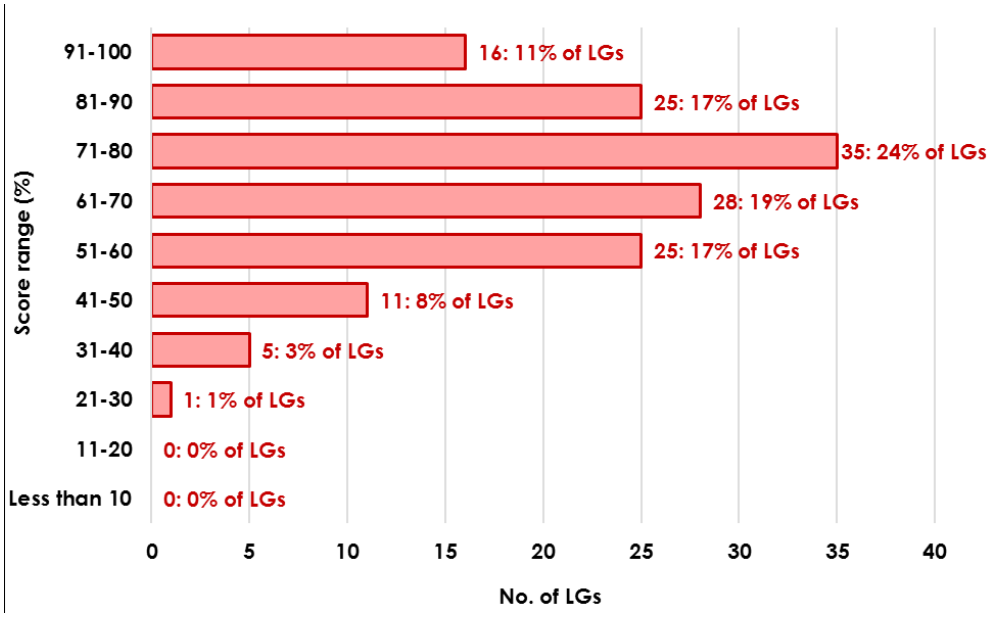
The average score for LGs overall was 70%, with MLGs scoring 76%, better than DLGs which scored an average of 68%. Governance, oversight, transparency and accountability was the best performed thematic area with a score of 85%, followed by Human Resource Planning and management with an overall score of 79%.

Low performance was registered in the area of Financial management and reporting with an overall score of 52%, while Procurement and contract management and Social and environmental safeguards each registered a 57% score.

5.2.3 Distribution of LGs across average score categories - LGPA 2019

Figure 47 shows the distribution (by number and proportion) of LGs across the different score ranges for the Education performance measures.

Figure 47: Education performance score for all LGs



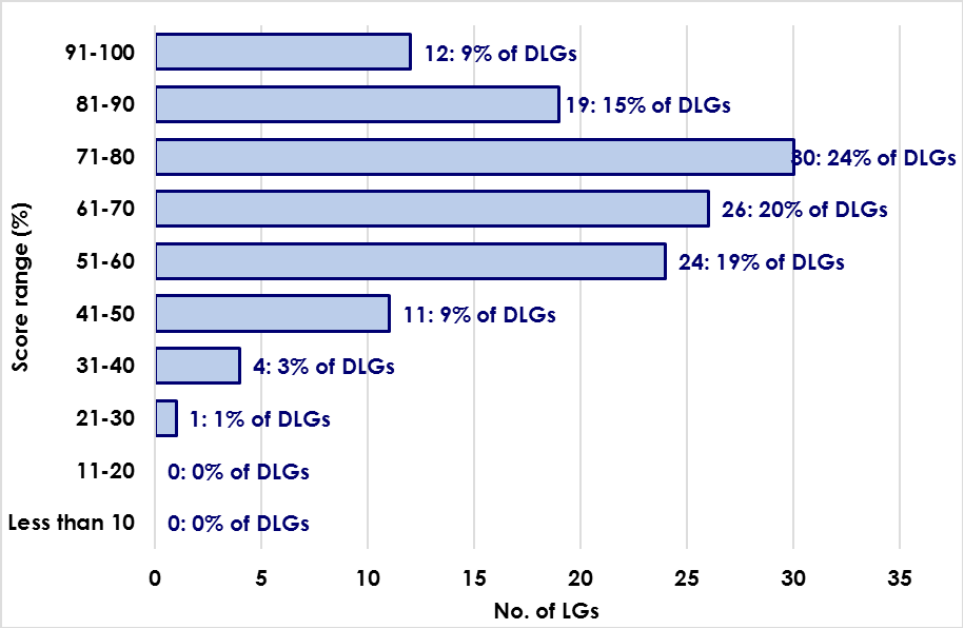
No. of LGs Assessed = 146

There were variations in performance across all the LGs, with 11% (16) of the LGs scoring above 90%, while 17% (25) of the LGs scored between 81%-90% and an additional 24% (35) of the LGs scored between 71%-80%.

5.2.4 Education Performance measures for Districts

Figure 48 shows the distribution (by number and proportion) of DLGs across the different score ranges for the Education performance measures.

Figure 48: Education Performance measure for Districts



No. of LGs Assessed = 127

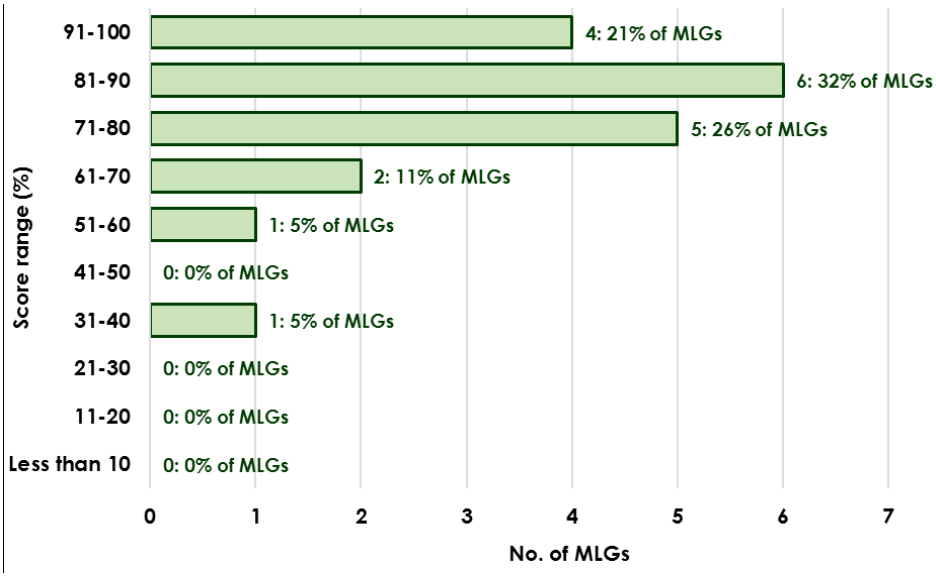
There were variations in performance across all the DLGs, with 9% (12) of the DLGs scoring above 90%, while 15% (19) of the DLGs scored between 81%-90% and 24% (30) of the DLGs

scored between 71%-80%.

5.2.5 Education Performance Measures for MLGs

Figure 49 shows the distribution (by number and proportion) of MLGs across the different score ranges for the Education performance measures.

Figure 49: Education performance measures for MLGs



No. of LGs Assessed = 19

There were variations in performance across all the MLGs, with 21% (4) of the MLGs scoring above 90%, while 32% (6) of them scored between 81%-90% and another 26% (5) of the MLGs scored between 71%-80%.

5.2.6 Ranking of LG Performance in Education performance measures

Table 17 shows the 10 highest scoring LGs in Education performance measures, and a comparison with the performance in LGPA 2017 and LGPA 2018.

Table 17: Ten Highest Scoring LGs in Education Performance Measures

Vote Name	Rank 2019	Score 2019	Rank 2018	Score 2018	Rank 2017	Score 2017
Katakwi District	**1**	**96%**	129	45%	120	33%
Kapchorwa District	**1**	**96%**	81	63%	9	79%
Bukedea District	**1**	**96%**	8	86%	137	17%
Kumi District	**4**	**95%**	4	89%	124	30%
Mityana MC	**5**	**94%**	97	57%	94	47%
Amuria District	**5**	**94%**	50	73%	136	18%
Kween District	**7**	**93%**	89	60%	59	61%
Kibuku District	**7**	**93%**	87	61%	102	45%
Masindi MC	**9**	**92%**	45	74%	2	84%
Kiruhura District	**9**	**92%**	59	70%	22	73%

No. of LGs Assessed = 146

Katakwi, Kapchorwa and Bukedea Districts were the best performing LGs in 2019, all scoring 96%. Incredible improvements were registered by Bukedia, Amuria, Kumi and Katakwi improved in rank by 136, 131, 120 and 119 places respectively.

Table 18 shows that some of the low performing LGs were able to improve their ranking significantly over time.

Table 18: Ten Lowest Scoring LGs in Education Performance Measures

Vote Name	Rank 2019	Score 2019	Rank 2018	Score 2018	Rank 2017	Score 2017
Pakwach District	**137**	**42%**	42	75%	Not Assessed	Not Assessed
Zombo District	**138**	**41%**	122	49%	16	76%
Yumbe District	**138**	**41%**	15	82%	6	80%
Kyenjojo District	**138**	**41%**	72	66%	68	59%
Bukwo District	**141**	**39%**	132	41%	38	68%
Nwoya District	**142**	**36%**	33	77%	38	68%
Nebbi Municipal Council	**143**	**35%**	59	70%	12	78%
Maracha District	**144**	**34%**	33	77%	4	83%
Bundibugyo District	**144**	**34%**	67	68%	59	61%
Arua District	**146**	**25%**	89	60%	28	70%

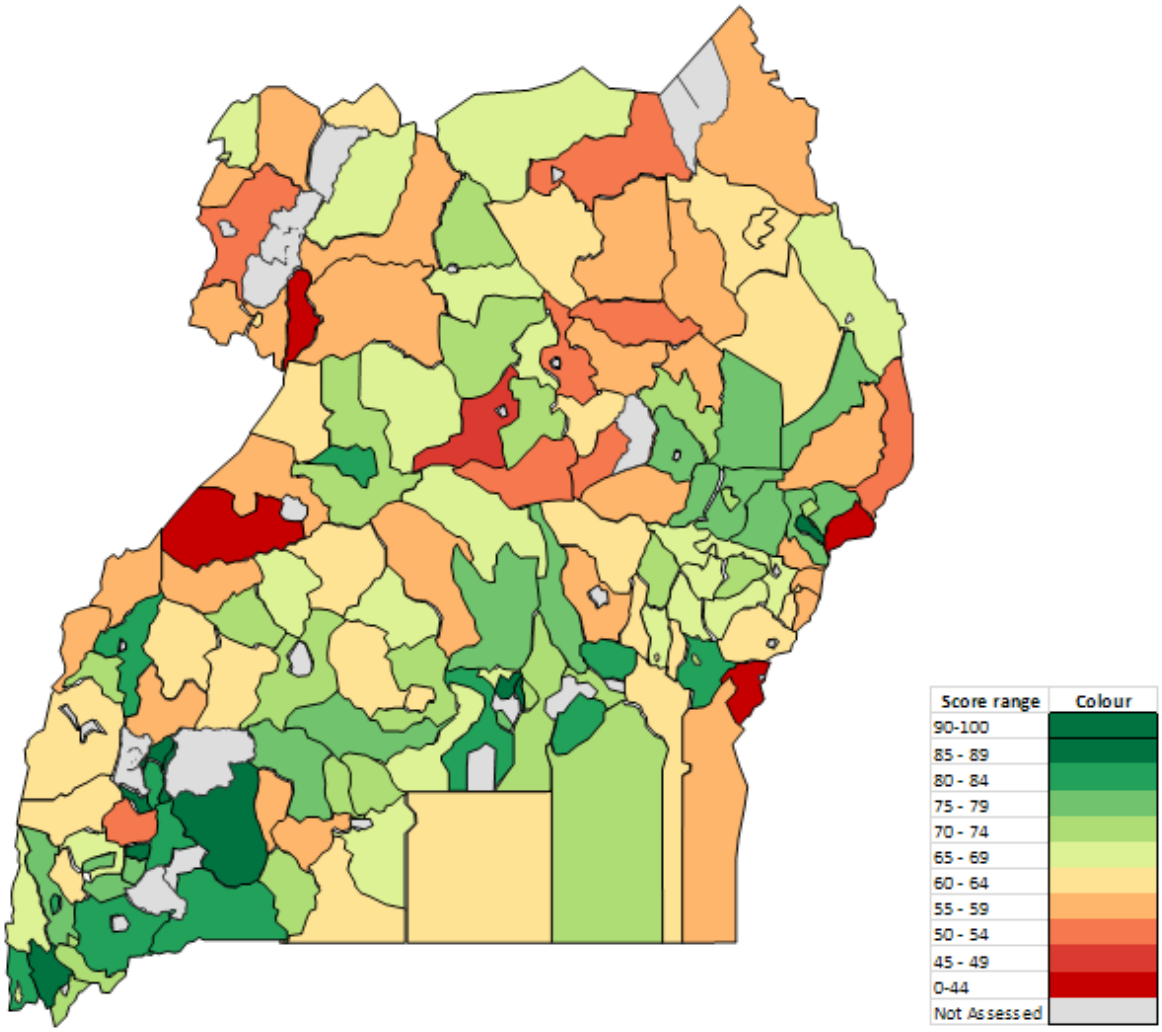
No. of LGs Assessed = 146

Arua, Bundibugyo and Maracha Districts were the worst performers in Education performanmce measures. The lowest drops were registered by Arua, Zombo, Nebbi MC, Yumbe and Maracha which dropped in rank by 118, 122, 131, 132 and 140 places respectively.

5.2.7 Analysis of Education performance scores across the country

Figure 50 depicts the distribution of performance scores for all the LGs across the country for Education performance measures.

Figure 50: Map of Education Performance Scores across LGs



No. of LGs Assessed = 146

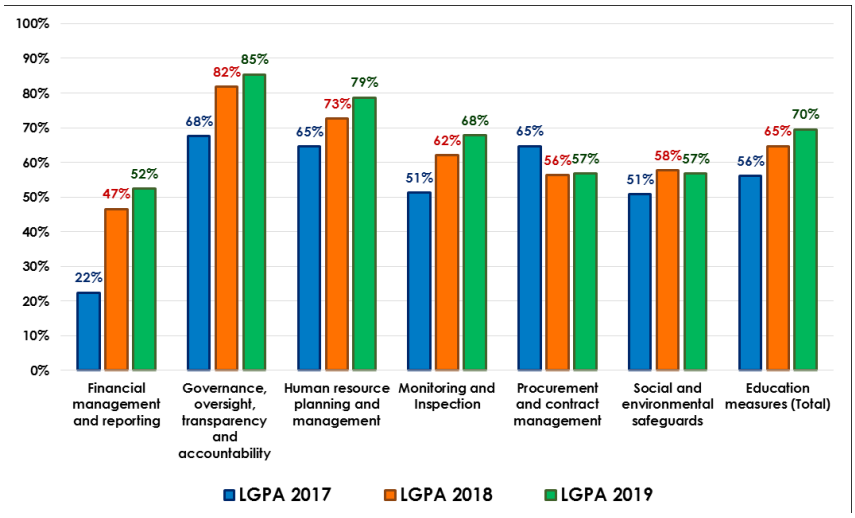
Generally, higher scoring LGs were concentrated in the South Western, Central and Bukedea sub-regions of the country; while the moderate scoring LGs were saturated in the found in evenly distributed across the North Eastern, West Nile and Bunyoro sub-regions.

5.3 Performance Trends in the Education Performance Area

5.3.1 Comparing Performance for LGPA 2017, LGPA 2018 and LGPA 2019

Figure 51 shows the trends in performance across the average scores in the six thematic areas from the LGPA 2017 and 2018 to the LGPA conducted in 2019.

Figure 51: Comparing the education performance scores from LGPA 2017, 2018 and 2019



No. of LGs Assessed = 146

There has been improvement in the various thematic areas with the overall average score for all the LGs increasing to 70% in 2019, up from 65% in 2018, and 56% in 2017.

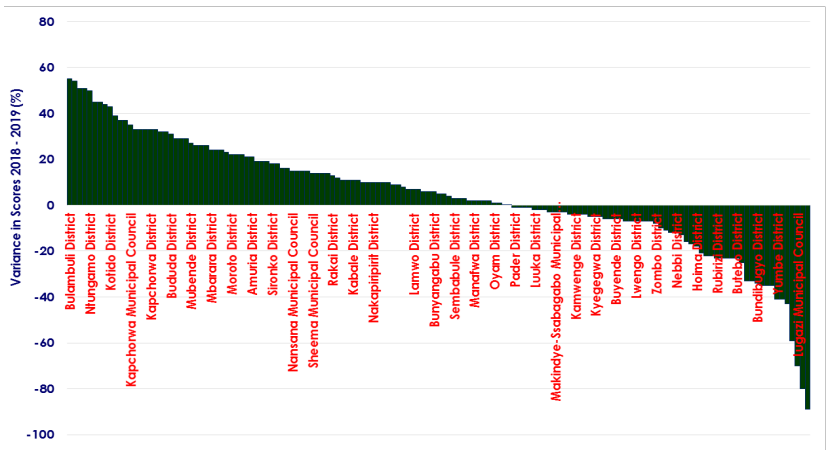
Most notable improvement was in; Governance, oversight, transparency and accountability with an average score of 85%, up from 82% in 2018 and 70% in 2017; and Human resource planning and management with a score of 79%,up from 73% and 68% in 2018 and 2017 respectively.

The only decline was registered in Social and environmental safeguards with a marginal decline from 58% in 2018 to 57% in 2019, having increased from 39% in 2017. Also, despite the improvement in scores from 22% in 2017, 47% in 2018 to 52% in 2019, Financial manegement and reporting remains the least performing area.

5.3.2 Improved and Declining LGs between 2018 and 2019 LGPA

Figure 52 shows performance trends for LGs comparing scores for education performance measures between the 2018 and 2019 assessment.

Figure 52: LG that had improvements and those that declined in performance from LGPA 2018 to LGPA 2019



No. of LGs Assessed = 146

In general, there were more LGs that realized an improvement than those whose performance declined Generally, more LGs improved than declined in their performance as portrayed by the larger section of LGs on the left than on the right region of the graph; although the decline in performance was also significant for some LGs.

Table 19 shows how the best performing LGs in 2017 performed in 2018 and in 2019.

Table 19: Performance of the top 10 LGs in LGPA 2017 in LGPA 2018 and LGPA 2019

Vote Name	Rank 2017	Score 2017	Rank 2018	Score 2018	Rank 2019	Score 2019
Amuru District	1	84%	7	85%	**42**	**80%**
Masindi MC	2	83%	40	74%	**9**	**92%**
Maracha District	4	81%	26	77%	**144**	**34%**
Kiryandongo District	5	80%	59	69%	**88**	**66%**
Butambala District	6	79%	9	8%	**24**	**86%**
Kapchorwa District	9	78%	75	83%	**1**	**96%**
Nebbi MC	12	77%	51	63%	**120**	**54%**
Apac MC	13	76%	16	70%	**Not Assessed**	**Not Assessed**
Agago District	16	74%	26	80%	**88**	**66%**
Kiruhura District	22	73%	44	76%	**95**	**64%**

The greatest decline in ranking was registered by Kiryandongo DLG, Nebbi MC and Maracha, which declined by 83, 108 and 140 places respectively between 2017 and 2019.

Table 19 shows that performance is not one-off, but has to be maintained year by year.

Table 20: Overview of the performance of the bottom 10 LGs in LGPA 2017 in LGPA 2018 and LGPA 2019

Vote Name	Rank 2017	Score 2017	Rank 2018	Score 2018	Rank 2019	Score 2019
Ngora District	138	12%	43	74%	**24**	**86%**
Bukedea District	137	17%	7	86%	**1**	**96%**
Amuria District	136	18%	48	73%	**5**	**94%**
Lugazi MC	135	19%	56	70%	**Not Assessed**	**Not Assessed**
Serere District	134	22%	23	79%	**17**	**89%**
Nansana MC	133	22%	66	67%	**33**	**82%**
Njeru MC	132	23%	14	82%	**92**	**65%**
Budaka District	131	26%	30	78%	**62**	**74%**
Bokomansimbi District	130	26%	84	61%	**115**	**55%**
Iganga MC	129	28%	97	56%	**28**	**85%**

No. of LGs Assessed = 146

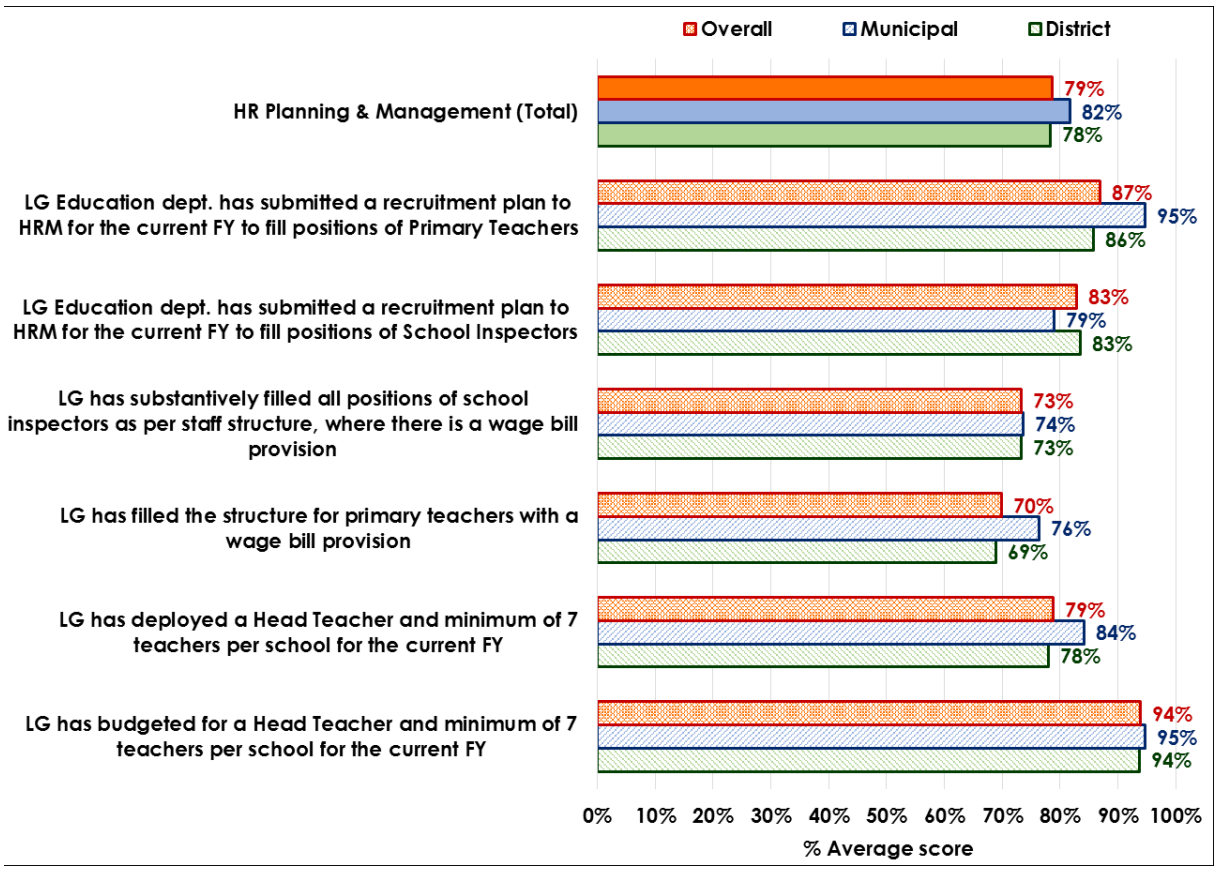
The best improved LGs amongst the ten bottom performers from the 2017 assessment were; Bukedea, Amuria, Sereren and Ngora DLGs which improved in ranking by 136, 131, 117 and 114 places respectively.

5.4 Results Per Education Performance Measures

5.4.1 Human Resource Planning and Management

Figure 53 shows the performance of LGs concerning Human resource planning and management.

Figure 53: Education performances scores in Human resource planning and management

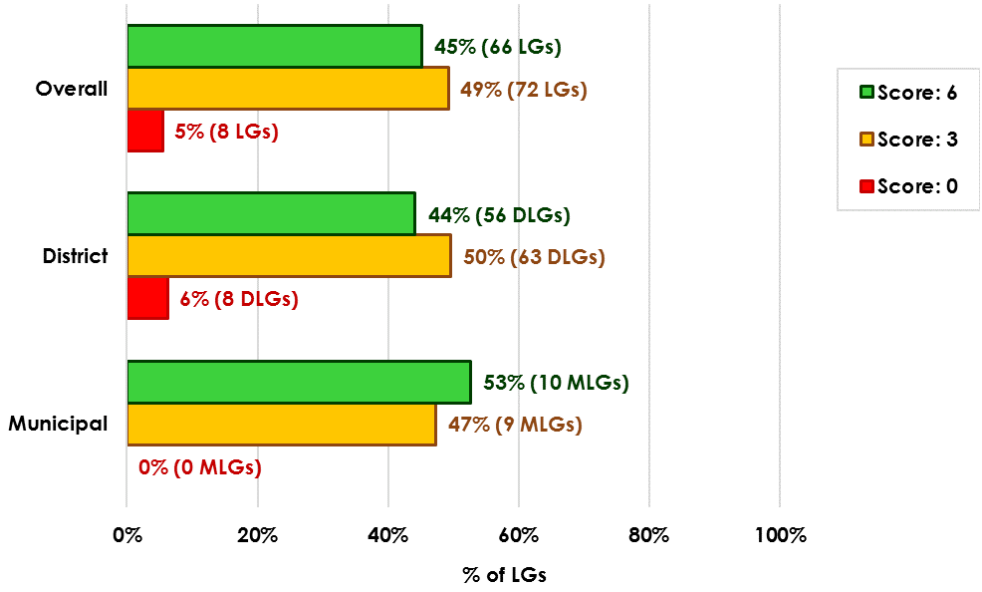


No. of LGs Assessed = 146

The best performing thematic area was; Budgeting to ensure that each school has a head teacher and a teacher per class at 94%; followed by Submission of a recruitment plan to HRM to fill positions of teachers at 87%. However, although the LGs had budgeted for teachers, only 70% of the LGs had filled the staff structure with a wage bill provision for teachers, while only 73% had filled the structure for school inspectors.

Figure 54 shows the performance of LGs with regard to filling the structure of primary teachers with a wage bill provision.

Figure 54: LGs that filled the structure of primary teachers with a wage bill provision



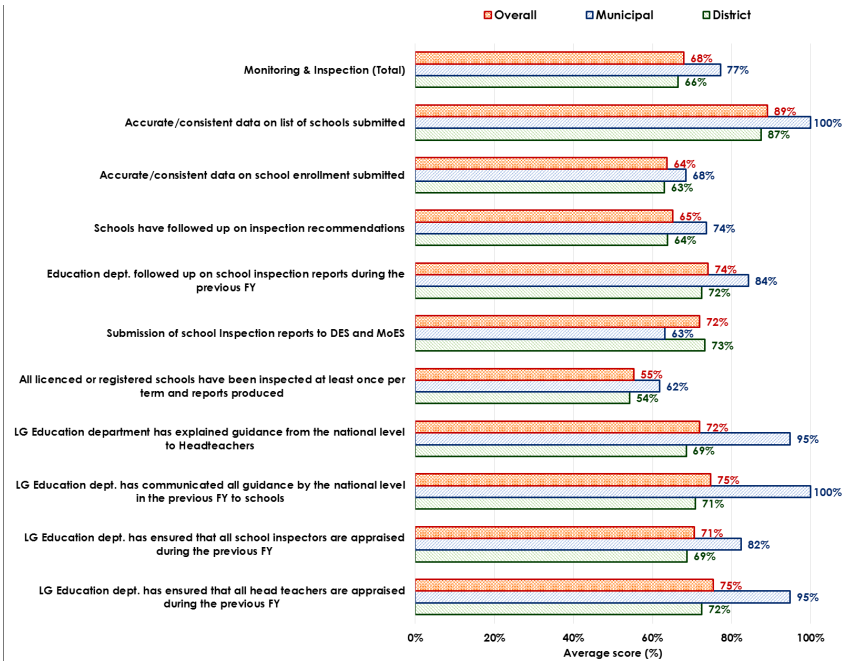
No. of LGs Assessed = 146

Overall, 45% (66) of the LGs registered the highest score of 6 points (100 % of primary teachers positions filled), while 49%(72) of the LGs attained a score of 3 (80-99 % of the positions are filled), and 5% (8) of the LGs had a score of 0 (Less than 80% of the positions filled). Additionally, more MLGs (53%) achieved the maximum score of 6 compared to 44% for DLGs.

5.4.2 Monitoring and Inspection

Figure 55 shows the performance in the thematic area of monitoring and inspection.

Figure 55: Average scoring per indicator for Monitoring and inspection



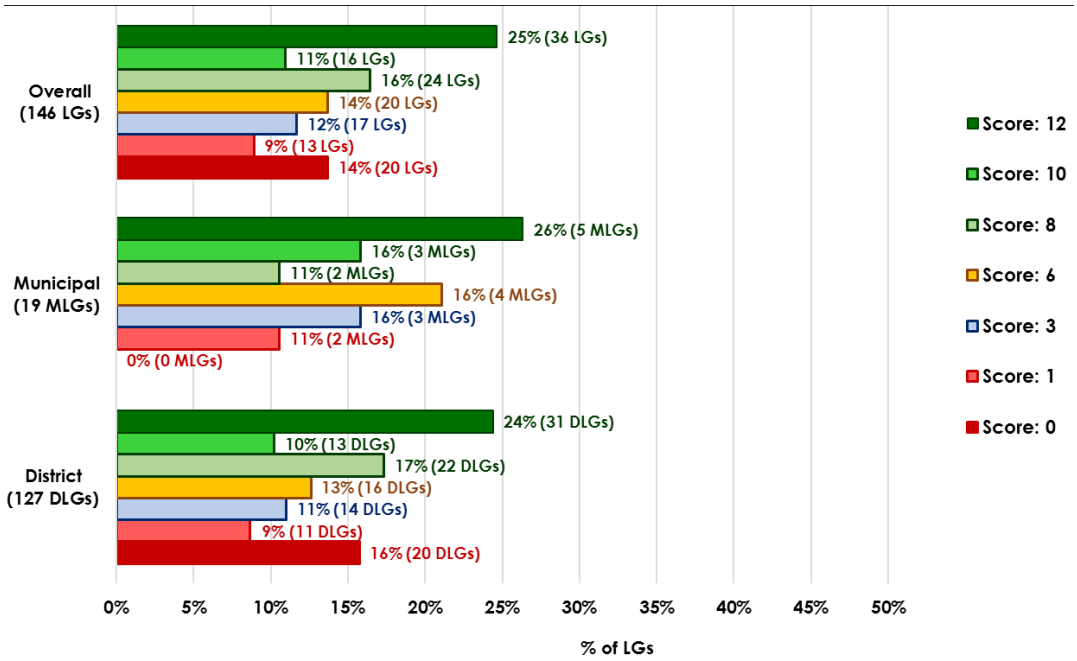
No. of LGs Assessed = 146

The best performed area was; Submission of consistent data on list of schools (average score of 89%), followed by Appraisal of all head teachers and Communication of guidelines from the centre, which both had an average score of 75%.

The lowest performance was registered in; Inspection of all licenced or registered schools at least once per term and reports produced (average score of 55%), while all other areas recorded average scores above 60%.

Figure 56 shows the performance on inspection of all licensed or registered schools at least once per term.

Figure 56: All licensed or registered schools have been inspected at least once per term and reports produced

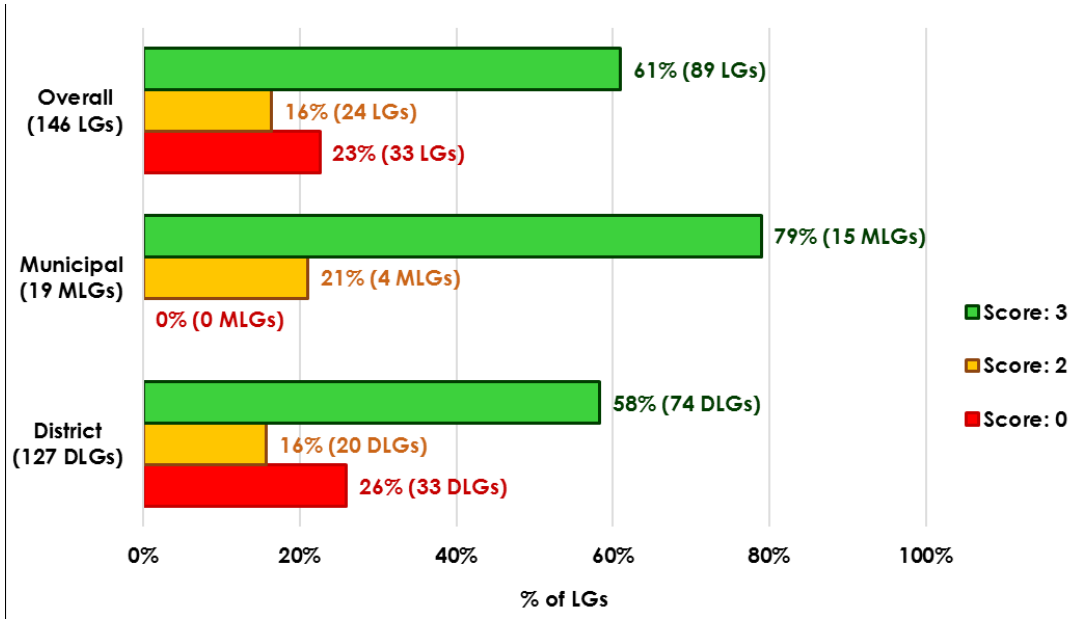


No. of LGs Assessed = 146

Overall, 25% (36) of the LGs registered the highest score of 12 points (100% of schools inspected), while 11% (16) of the LGs attained a score of 10 (90-99% of schools inspected), and 16% (24) of the LGs had a score of 8 (80-89% of schools inspected). The remaining 14% (20) of the LGs had a score of 0 (less than 50% of schools inspected), all of which were DLGs.

Figure 57 shows the performance of LG Education Departments on appraisal of school inspectors in the LGPA 2019.

Figure 57: LG Education Departments that appraised school inspectors - LGPA 2019



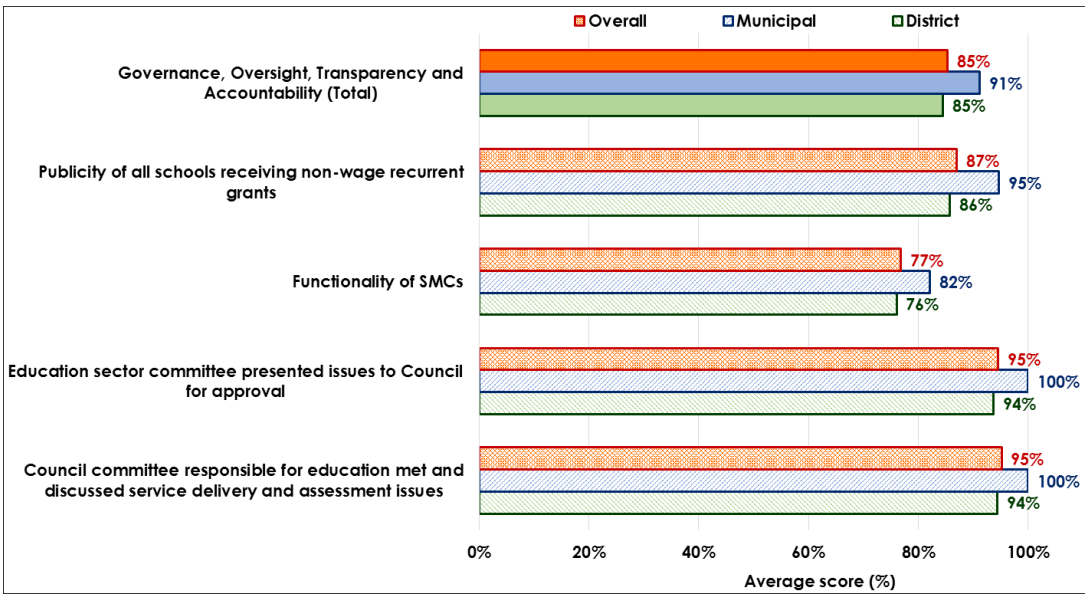
No. of LGs Assessed = 146

Overall, 61% (89) LGs out of the 146 LGs attained a score of 3 (90%-100% of school inspectors appraised); while 16% (24) of the LGs scored 2 (70%-89% of school inspectors appraised); and 23% (33) LGs, all of which were DLGs, registered a score of 0 (less than 70% of inspectors appraised).

5.4.3 Governance, Oversight, Transparency and Accountability

Figure 58 shows the average scoring for the different indicators under the Education performance area of Governance, oversight, transparency and accountability.

Figure 58: Average scoring per indicator under Governance, oversight, transparency and accountability



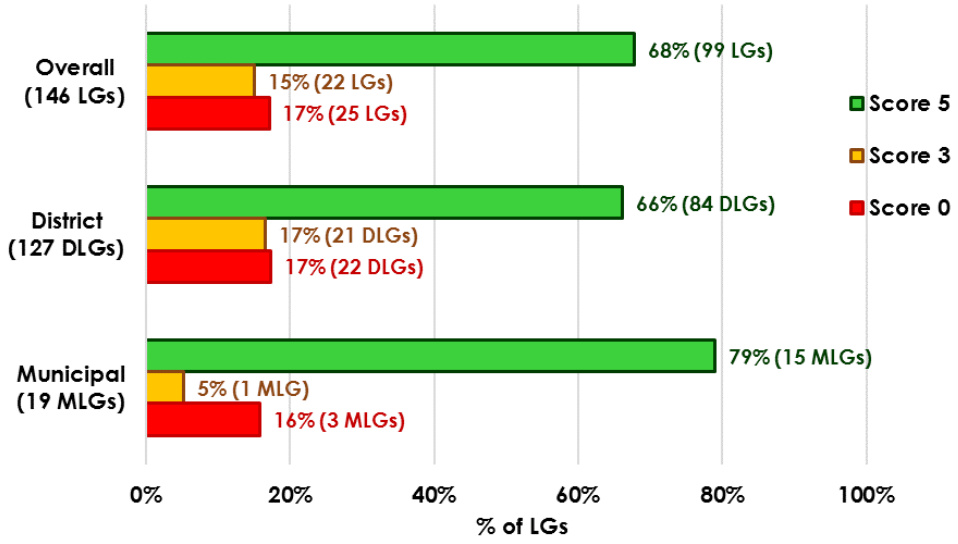
No. of LGs Assessed = 146

The overall score for all the LGs was 85%, with MLGs performing better than DLGs with scores of 91% and 85% respectively.

Notable performance was registered in; Education sector committee presented issues to Council for approval, and Council meeting and discussing Education service delivery and assessment issues, each of which had an average score of 95%.

Figure 59 shows the distribution of LGs across score categories for the assessment of evidence that primary schools have functional SMCs (established, meetings held, discussions of budget and resource issues and submissions of reports to DEO/MEO).

Figure 59: Evidence that all primary schools have functional SMCs



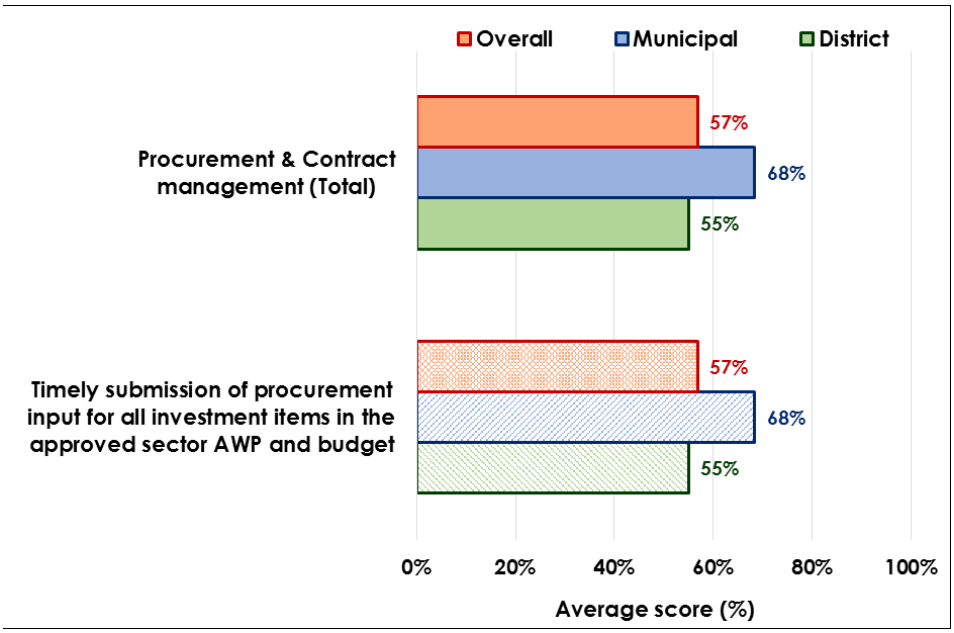
Number of LGs assessed=146.

Overall, 68% (99) of the 146 LGs assessed a score of 5 (100% of SMCs functional), while 15% had a score of 3 (80%-99% of SMCs functional), and the remaining 17% (25) LGs scored 0 (Less than 80% of SMCs functional).

5.4.4 Procurement and Contract Management

Figure 60 presents the average scores for the only indicator under the Procurement and Contract Management performance area.

Figure 60: Average scoring for the Indicator under the performance area of procurement and contract management



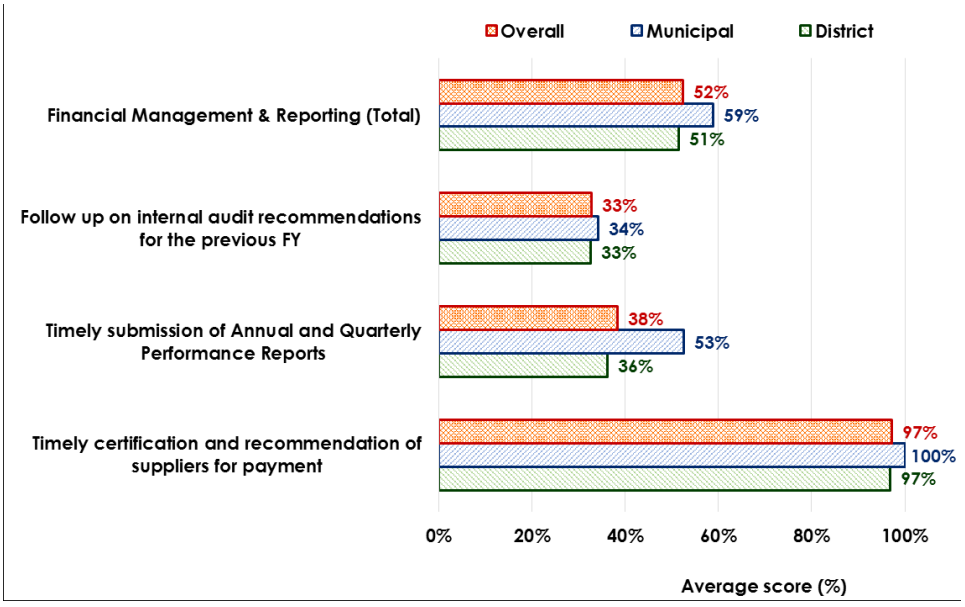
No. of LGs Assessed = 146

The average score for timely submission of procurement input for all investments was 57% for all the LGs, with MLGs performing better than the DLGs with average scores of 68% and 55% respectively.

5.4.5 Financial Management and Reporting

Figure 61 shows the average scores for the indicators under the Financial Management and Reporting thematic area.

Figure 61: Average scoring per indicator for education performance area in Financial Management and reporting



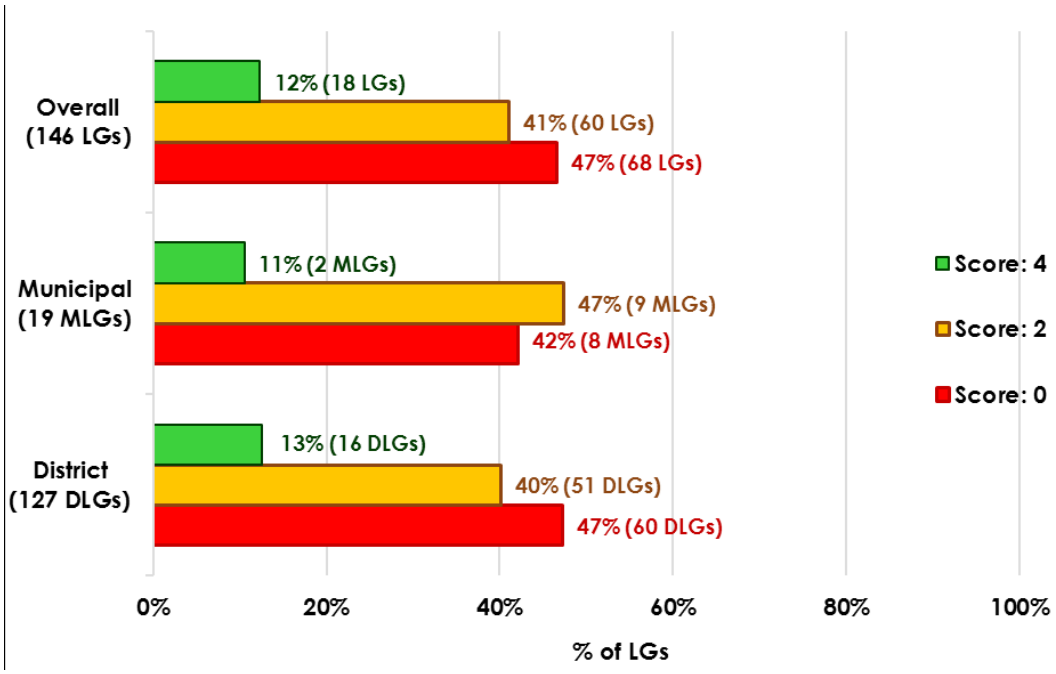
No. of LGs Assessed = 146

The average score for all LGs in financial management and reporting was 52%, with MLGs averaging 59% and DLGs with 51%.

Whereas exceptional scores were registered for Timely certification and recommendation of suppliers for payment (97%), performance was considerably low for Timely submission of annual and quarterly reports (38%) and Follow up on internal audit recommendations for the previous FY (33%). Timely reporting remains a challenge for most LGs partly due to persistent network failures that sometimes make it difficult to access the PBS.

Figure 62 shows the distribution of LGs across score categories for the assessment on whether LGs have evidence that the sector has provided information on the internal audit on the status of implementation of all audit findings for the previous FY, and whether there are queries or not.

Figure 62: Follow up on internal audit recommendations for the previous FY



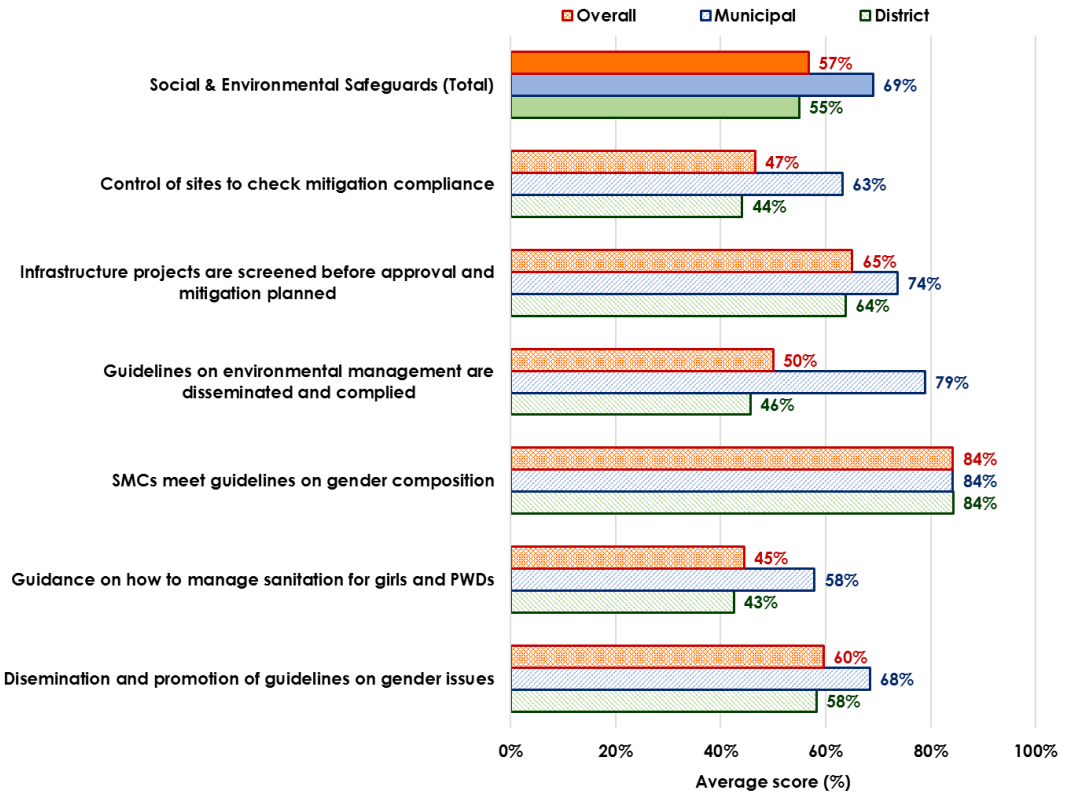
No. of LGs Assessed = 146

Generally, 12% (18) of the 146 LGs assessed scored 4 (had no queries), while 41% (60) of the LGs scored 2 (had provided information to the internal audit on the status of implementation of all audit findings for the previous financial year), and the majority 47% (68) of the LGs scored 0 (had either not submitted at all or had not followed up all the issues).

5.4.6 Social and Environmental Safeguards

The average scores for the indicators under Social and environmental safeguards are shown in Figure 63 .

Figure 63: Average scoring per Indicator for education performance area in Social and Environmental Safeguards



No. of LGs Assessed = 146

The average score for all LGs in this thematic area was 57%, with MLGs registering an average of 69% while DLGs had a average score of 55%.

The best performance was registered in; School management committees meeting gender guidelines with an overall score of 84%, followed by Screening of infrastructure projects before approval, with an average score of 65%.

Low performance was however registered on; Guidance on how to manage sanitation for girls and PWDs with an average score of 45% ,and Control of sites to check for mitigation compliance with an average score of 47%.

5.5 Best and Worst scoring indicators in performance measures for Education

5.5.1 Top 5 and Bottom 5 performing indicators in LGPA 2019 for Education performance measures

The table below provides an overview of the top 5 and bottom 5 performing performance indicators in the 2019 LGPA. The best performing indicator was budgeting to ensure that each school has a head teacher and a teacher per class at 97%, while the worst performing performance indicator was the timely submission of Annual and Quarterly Performance Reports at 26%.

Table 21: Overview of the top five and bottom five scoring indicators for Education performance measures

Rank 2019	Top 5 Indicators	Score 2019
1	Timely certification and recommendation of suppliers for payment	97%
2	Council committee responsible for education met and discussed service delivery and assessment issues	95%
3	Education sector committee presented issues to Council for approval	95%
4	LG has budgeted for a Head Teacher and minimum of 7 teachers per school for the current FY	94%
5	Accurate/consistent data on list of schools submitted	89%
Rank 2019	**Bottom 5 Indicators**	**Score 2019**
21	Guidelines on environmental management are issued	50%
22	Control of sites to check mitigation compliance	47%
23	Guidance on how to manage sanitation for girls and PWDs	45%
24	Timely submission of Annual and Quarterly Performance Reports	38%
25	Follow up on internal audit recommendations for the previous FY	33%

No. of LGs Assessed = 146

5.5.2 Progress of the worst performing indicators from LGPA 2017 for Education

Table 22 below shows how the worst performing indicators in the 2017 LGPA have turned out in 2019 results.

Table 22: Trends in the 5 worst performing indicators in LGPA 2018 for Education performance measures

Ranking worst indicators 2017	Performance indicator	Score 2018	Score 2019
1	SMCs meet guidelines on gender composition	32%	33%
2	Timely submission of Annual and Quarterly Performance Reports	35%	64%
3	Education dept. followed up on school inspection reports during the previous FY	37%	47%
4	LG Education dept. has communicated all guidelines by the national level in the previous FY to schools	47%	65%
5	LG has deployed a Head Teacher and minimum of 7 teachers per school for the current FY	55%	73%

No. of LGs Assessed = 146

As shown in the Table 22, there was an improvement in all the 5 worst performing indicators from the 2018 LGPA.

5.6 Conclusion

Similar to previous assessments, the Education function in LGs overall continued to improve in the 2019 LGPA, with the average score improving from 56% in 2017, to 65% in 2018 and 70% in 2019. MLGs recorded better improvement with a 23 percentage point increment across the 3 assessments, compared to the 14 percentage point increment posted by DLGs.

Despite commendable improvements in Social and Environmental safeguards and Financial management and Reporting, the latter remains at a low average score of 43%, up from 25% in 2017. There is need to scale up efforts to improve performance in these two areas.

Table 37 highlights the key emerging issues relating to the Education performance measures, along with recommendations and proposed action for improvement.

6.0 Health Perfomance Measures

6.1 Introduction to Health Performance Measures

The performance of the LG Health Departments was assessed against 6 thematic areas and 15 perfomance measures with weighted performance scores totaling to a maximum of 100 points. The thematic areas are presented in Table 23.

Table 23: Scoring guide for for Health Performance Measures for LGPA 2019

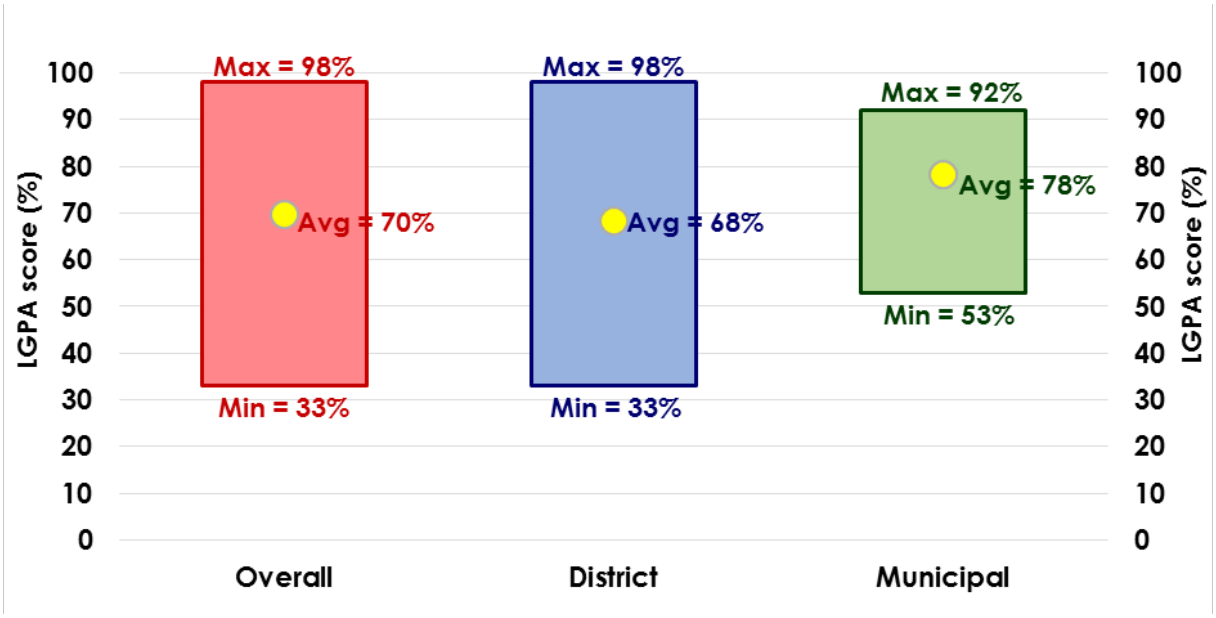
Number	Thematic Area	Percentage of Overall Maximum score (%)
A	Human resource planning and management	26 percentage points
B	Monitoring and Supervision	32 percentage points
C	Governance,Oversight,transparency and accountability	14 percentage points
D	Procurement and contract management	08 percentage points
E	Financial management and reporting	08 percentage points
F	Social and environmental safeguards	12 percentage points
Total		**100** percentage **points**

6.2 Overall Results of Health Performance Measures

6.2.1 Health Performance Measures for Districts and MLGs

Figure 27 shows the relative orientation of the maximum, average and minimum scores in Health performance measures for all LGs.

Figure 64: Polarity of scores for the health performance measures



No. of LGs Assessed = 146

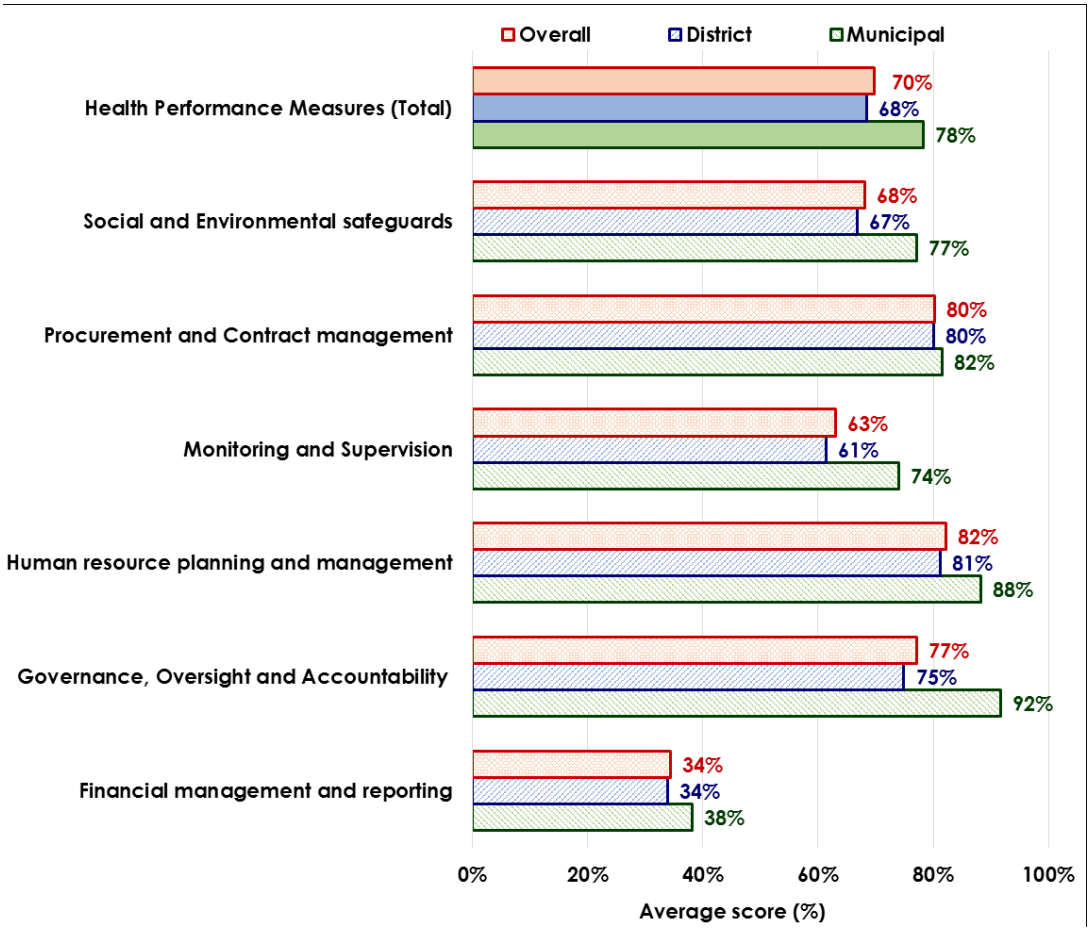
The overall average score for all the 146 LGs combined for the health performance measures was 70%, which constitutes an improvement from 65% in 2018. MLGs, which performed better than the DLGs scored an average of 78% while DLGs scored an average

of 68%. Both MLGs and DLGs recorded an improvement when compared to the scores of 2018 which were 72% and 64% respectively. The highest score was 98% compared to 96% in 2018 whereas the lowest was 33% compared with 16% in 2018.

6.2.2 Overall performance in Health Performance Area - LGPA 2019

Figure 65 shows the average scores of LGs across the seven thematic areas of Health performance measures; disaggregated for MLGs and DLGs.

Figure 65: Overall Health Sector Performance Scores per thematic area



No. of LGs Assessed = 146

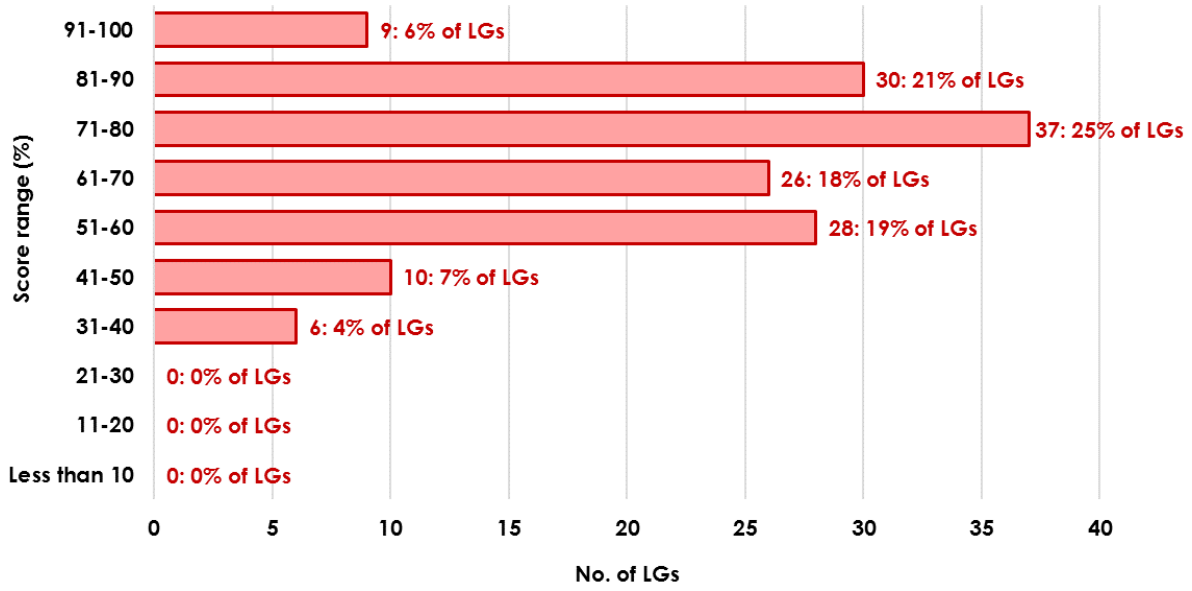
The overall average score across the six performance measures in health was 70%. MLGs with an average score of 78% performed better than Districts that attained an average of 68% .

The best-performed area was Human resource planning and management at an average score of 82%, while the worst performed area was that of financial management and reporting at an average score of 34% due to delays in submission of quarterly and annual performance reports to the Planner for consolidation.

6.2.3 Distribution of LGs across average score categories - LGPA 2019

Figure 66 presents the distribution (by number and proportion) of District LGs across the different score ranges for the health performance measures

Figure 66: Health Performance Scores of all LGs

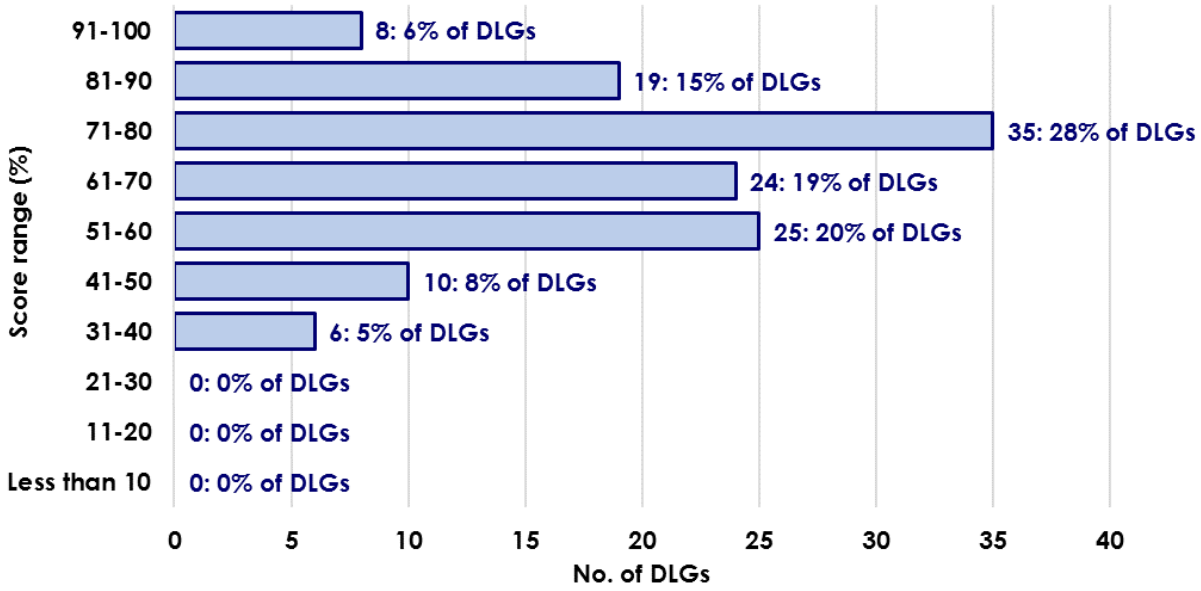


No. of LGs Assessed = 146

A total of 37 LGs (25%) scored between 71%-80%, while 30 LGs (21%) scored between 81%-90%. Only 16 LGs (12%) scored below 50% of the maximum attainable score.

Figure 67 presents the distribution (by number and proportion) of District LGs across the different score ranges in the health performance measures.

Figure 67: Health Performance Measures for Districts

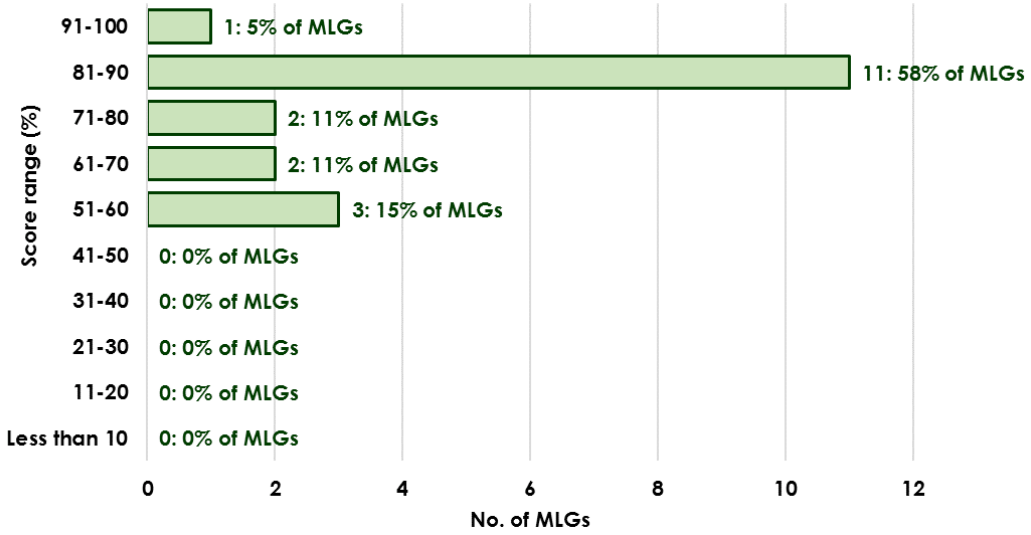


No. of DLGs Assessed = 127

Overall, 6% (8) of the DLGs assessed scored between 91%-100%, while 15% (19) of the DLGs scored in the range of 81%-90%, and majority 28% of the DLGs scored in the range of 71%-80%.

Figure 68 shows the distribution (by number and proportion) of District MLGs across the different score ranges for the health performance measures.

Figure 68: Health Performance Measures for MLGs



No. of MLGs Assessed = 19

All MLGs scored in the score range of 51%-100% with the majority (58%) of the MLGs falling in the score range of 81%-90%. Generally, the MLGs performed better than the DLGs in the health performance measures.

6.2.4 Ranking of LGs Performance in Health Performance Measures

Table 24 below presents results for the ten (10) highest scoring LGs on health performance measures respectively during the 2019 LGPA.

Table 23: Ten (10) Highest Scoring LGs on Health Performance

Rank 2019	Vote Name	Score 2019	Rank 2018	Score 2018	Rank 2017	Score 2017
1	Kiruhura District	**98%**	74	67%	62	56%
2	Kayunga District	**97%**	15	84%	30	69%
3	Rubanda District	**96%**	142	28%	119	34%
4	Ntungamo District	**94%**	139	32%	62	56%
4	Katakwi District	**94%**	60	70%	81	48%
6	Rukungiri District	**93%**	98	60%	51	61%
7	Njeru MC	**92%**	6	88%	96	44%
7	Ngora District	**92%**	15	84%	83	47%
7	Butambala District	**92%**	6	88%	22	71%
10	Kumi District	**90%**	74	67%	73	52%

No. of LGs Assessed = 146

Kiruhura District got the highest score of 98%, while Kasanda District scored lowest at 33%. The comparison of 3 years' assessments also shows Kiruhura district improving from 56% (ranked 62) in 2017 to 98% (ranked 1) in 2019 assessment. Rubanda and Katakwi districts were also among the most improved districts.

Table 25 shows the lowest performing LGs in the 2019 LGPA, and their performance in the 2018 and 2017 assessments (for those that were assessed).

Table 24: Ten (10) Lowest Scoring LGs on Health Performance

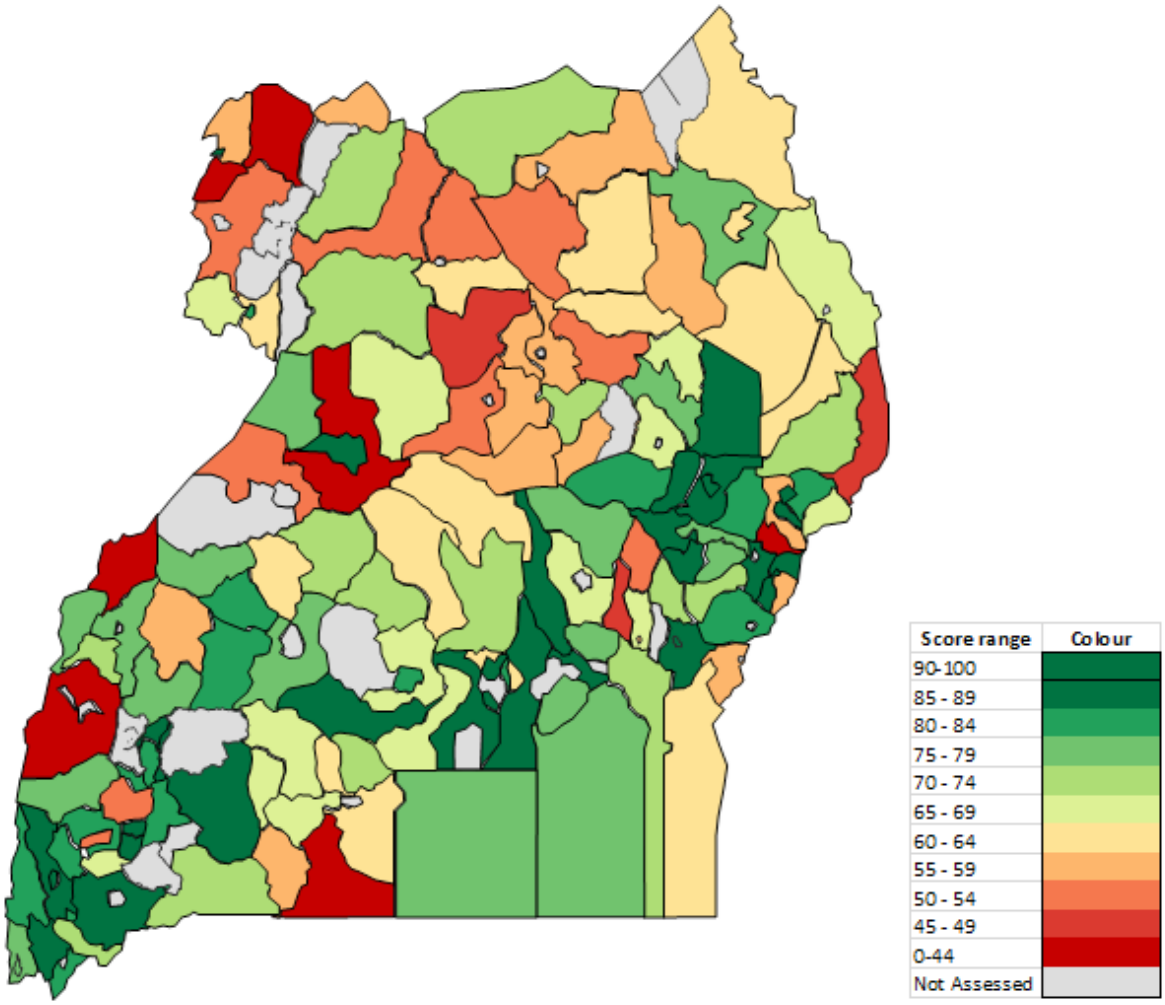
Rank 2019	Vote Name	Score 2019	Rank 2018	Score 2018	Rank 2017	Score 2017
136	Maracha District	**44%**	55	71%	9	79%
138	Sironko District	**43%**	93	61%	113	38%
138	Masindi District	**43%**	124	46%	57	58%
140	Kasese District	**41%**	91	62%	20	73%
141	Ntoroko District	**40%**	135	35%	40	66%
141	Kyotera District	**40%**	98	60%	Not Assessed	Not Assessed
143	Pakwach District	**39%**	98	60%	Not Assessed	Not Assessed
143	Kikuube District	**39%**	Not Assessed	Not Assessed	Not Assessed	Not Assessed
145	Bugweri District	**35%**	Not Assessed	Not Assessed	Not Assessed	Not Assessed
146	Kasanda District	**33%**	Not Assessed	Not Assessed	Not Assessed	Not Assessed

The new LGs of Kyotera and Ntoroko each attained a score of 40%, followed by Pakwach and Kikuube both scoring 39%, while Bugweri and Kasanda scored 35% and 33% respectively. . The districts of Ntoroko, Masindi and Maracha have persistently declined over the last 3 years of the assessment between 2017 to 2019.

6.2.5 Analysis of Health performance scores across the country

Figure 69 depicts the distribution of performance scores for all the LGs across the country for Health measures.

Figure 69: Map of Health Performance Scores across LGs



No. of LGs Assessed = 146

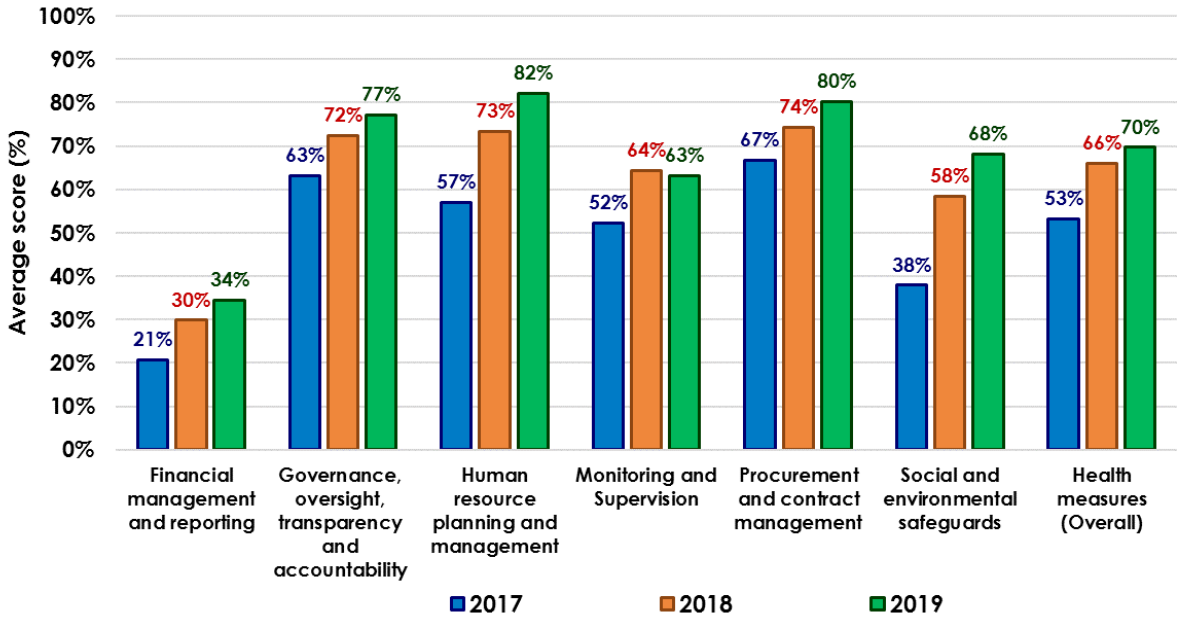
In general, better performing LGs with average scores above 75% were concentrated in the , Eastern, Central and South Western sub-regions of the country; while the moderate scoring LGs were mostly distributed across the Northern and West Nile regions.

6.3 Performance Trends in Health Performance Measures

6.3.1 Comparing performance between LGPAs 2017, 2018 and 2019

Figure 70 shows the trends in performance overall and across the six thematic areas of the health performance measures from the 2017, 2018 and 2019 LGPAs.

Figure 70: Comparing the Health Performance Scores between LGPAs 2017, 2018 and 2019



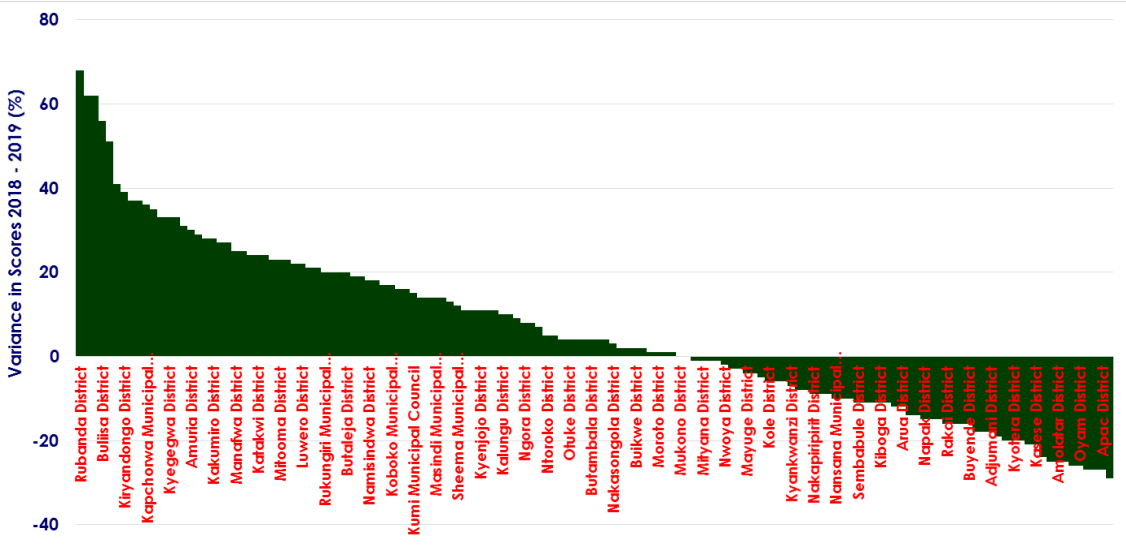
No. of LGs Assessed = 146 (2019), = 144 (2018) and =138 (2017)

There was overall improvement in performance in LGPA 2019 compared to LGPA 2018 in six (6) out of 7 performance areas assessed. The overall average score in 2019 was 70%, up from 66% in 2018. There was a marginal decline in the area of Monitoring and Supervision, from 64% in 2018 to 63% in 2019.

Much as there was overall improvement across the performance areas, the same indicators that were worst performed in the LGPA 2018 were still the worst performed in 2019 . For example, Follow up on internal audit recommendations scored 35% in 2019, up from 7% in 2018 ; Guidance to health facilities on how to manage sanitation for men, women, girls and boys scored 38%, up from 12% in 2018; while Timely submission of Annual and quarterly performance reports to the Planner for consolidation scored 25%, up from 12% in 2018 improved from 12% to 25%. There is need to probe factors behind the persistent poor performance of these indicators.

Figure 71 shows the trends in performance for LGs comparing scores for health measures between the 2018 and 2019 LGPA.

Figure 71: LGs that improved and those that declined



No. of LGs Assessed = 146

There are more LGs that improved than those that declined over the two assessments. Moreover, the improvements are more significant than the declines (left side of the figure). Rubanda district improved the most while Apac district declined the most.

Table 26 shows how the top 10 LGs in the 2017 LGPA performed in 2019 LGPA in health office performance.

Table 25: Overview of the Performance of LGPA 2017 top 10 LGs in 2018 and 2019 LGPAs

Vote Name	Rank 2017	Score 2017	Rank 2018	Score 2018	Rank 2019	Score 2019
Kyegegwa District	1	90%	121	48%	**38**	**81%**
Masindi MC	2	87%	43	75%	**13**	**89%**
Apac MC	3	83%	9	86%	**Not Assessed**	**Not Assessed**
Kiboga District	4	82%	11	85%	**63**	**74%**
Kibaale District	4	82%	139	32%	**32**	**83%**
Ibanda MC	4	82%	55	71%	**36**	**82%**
Dokolo District	7	81%	28	79%	**77**	**70%**
Lira District	8	80%	64	69%	**111**	**58%**
Maracha District	9	79%	55	71%	**137**	**44%**
Hoima District	9	79%	136	34%	**123**	**54%**

Note: *Apac MC was not assessed in 2019 since it would be assessed under the USMID Project.*

It is notable that a few LGs, namely Lira, Maracha and Hoima districts have declined significantly over the last 3 assessments. Further more, none of the top ten (10) LGs in 2017 has managed to remain among the top 10 performers.

Table 27 shows how the bottom ten LGs in the 2017 LGPA performed in 2018 and their progress in 2019.

Table 26: Overview of the Performance of LGPA 2017 bottom 10 LGs in 2018 and 2019 LGPAs

Vote Name	Rank 2017	Score 2017	Rank 2018	Score 2018	Rank 2019	Score 2019
Nebbi MC	129	20%	20	82%	**28**	**84%**
Luuka District	129	20%	41	76%	**134**	**47%**
Buyende District	129	20%	2	94%	**52**	**78%**
Namayingo District	132	19%	15	84%	**93**	**64%**
Kaliro District	132	19%	25	80%	**126**	**53%**
Iganga MC	132	19%	46	74%	**114**	**58%**
Bugiri District	135	18%	15	84%	**21**	**86%**
Kamuli District	136	16%	25	80%	**91**	**65%**
Kumi MC	137	15%	55	71%	**19**	**86%**
Bugiri MC	138	13%	20	82v	**14**	**89%**

No. of LGs Assessed = 146

Bugiri Municipal Council, Kumi Municipal Council, Bugiri District and Nebbi Municipal Council, which were among the bottom 10 LGs in 2017 progressively improved with a score of above 84% in 2019 and are ranked among the best 30 performers. This improvement can be attributed to the Performance Improvement Plans by MoLG.

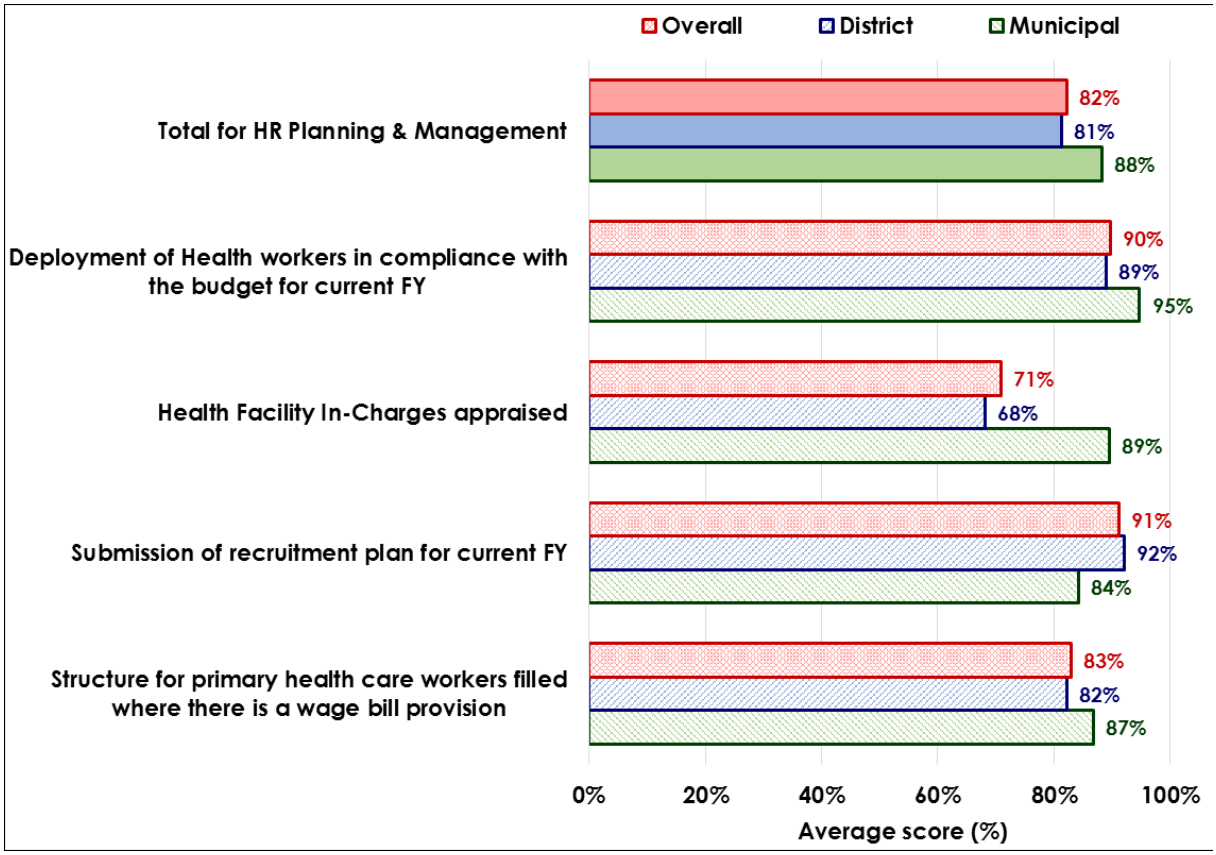
All the LGs that performed poorly in 2017 significantly improved during 2018 but some like Kamuli, Iganga Municipal Council, Kaliro, Namayingo, Luuka and Buyende declined in 2019. Bugiri and Kumi Municipal Councils have steadily improved their ranking.

6.4 Results per Health Performance Measure

6.4.1 Human Resource Planning and Management

Figure 72 shows the performance of LGs in the area of Human resource planning and management.

Figure 72: Health Performance scores in Human Resource Planning and Management



No. of LGs Assessed = 146

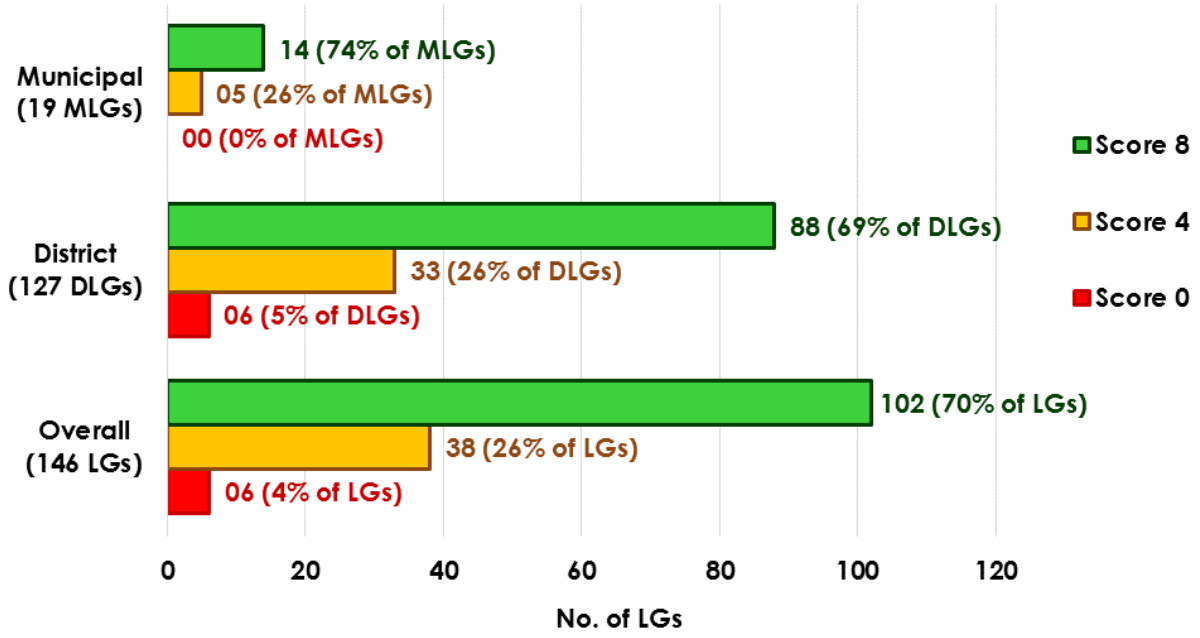
Overall, performance of LGs was commendable with a total average score of 82%, with Municipalities registering an average score of 88%, better than that of the Districts which had an average score of 81%.

With regard to deployment of Health Workers in compliance with the budget for current FY,MLGs scored better than Districts with an average score of 95% and 89% respectively.

Similarly, the districts scored an average of 92% and performed better than MLGs which scored 84% in the area of Submission of recruitment plans for health careworkers to the HRM departments. The poorly performed area was Appraisal of health facility in-charges where districts scored 68%, while the MLGs performed well with an 89% score.

Figure 73 shows the distribution of LGs across score categories for the assessment on filling of structures for primary health care workers where there is a wage bill provision

Figure 73: Structure for Primary Health Care Workers Filled where there is a wage bill provision

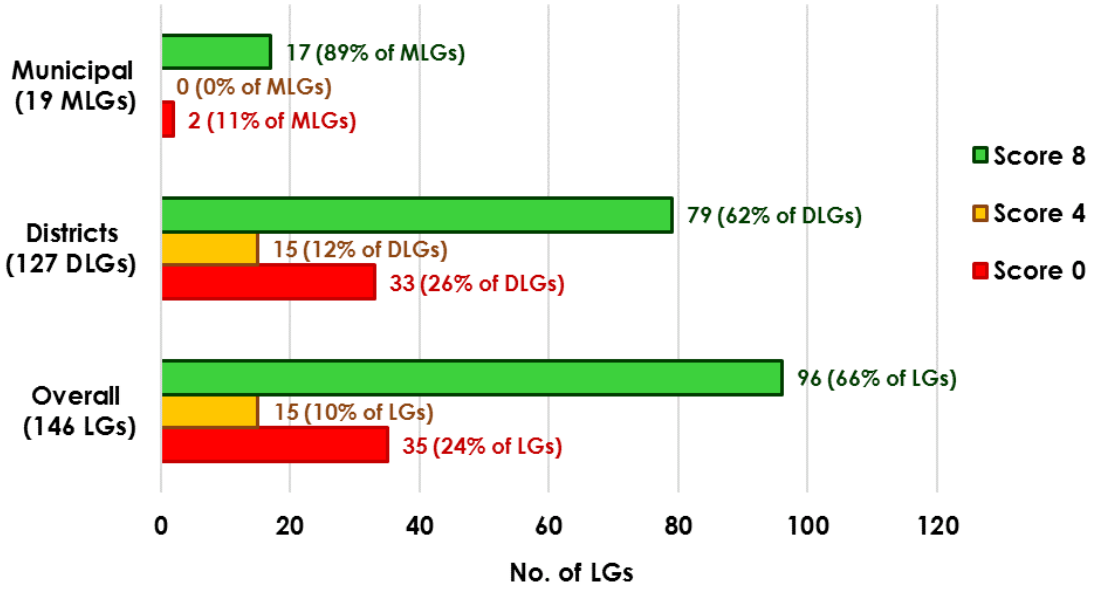


No. of LGs Assessed = 146

Overall, 102 LGs (88 Districts and 14 MLGs) representing 70% had filled at least 80% of their structure for Primary Health care Workers where there was a wage bill provision. On the other hand, 6 Districts had filled less than 60% of their structure for Health Care workers, despite having a wage bill provision. This implies that at least 30% of the Local Governments had not recruited staff to fill the structure even when the wage bill has been provided.

Figure 74 shows the distribution of LGs across score categories for the assessment on Health facility In-Charges having been appraised during the previous financial year.

Figure 74: Health Facility In-Charges Appraised



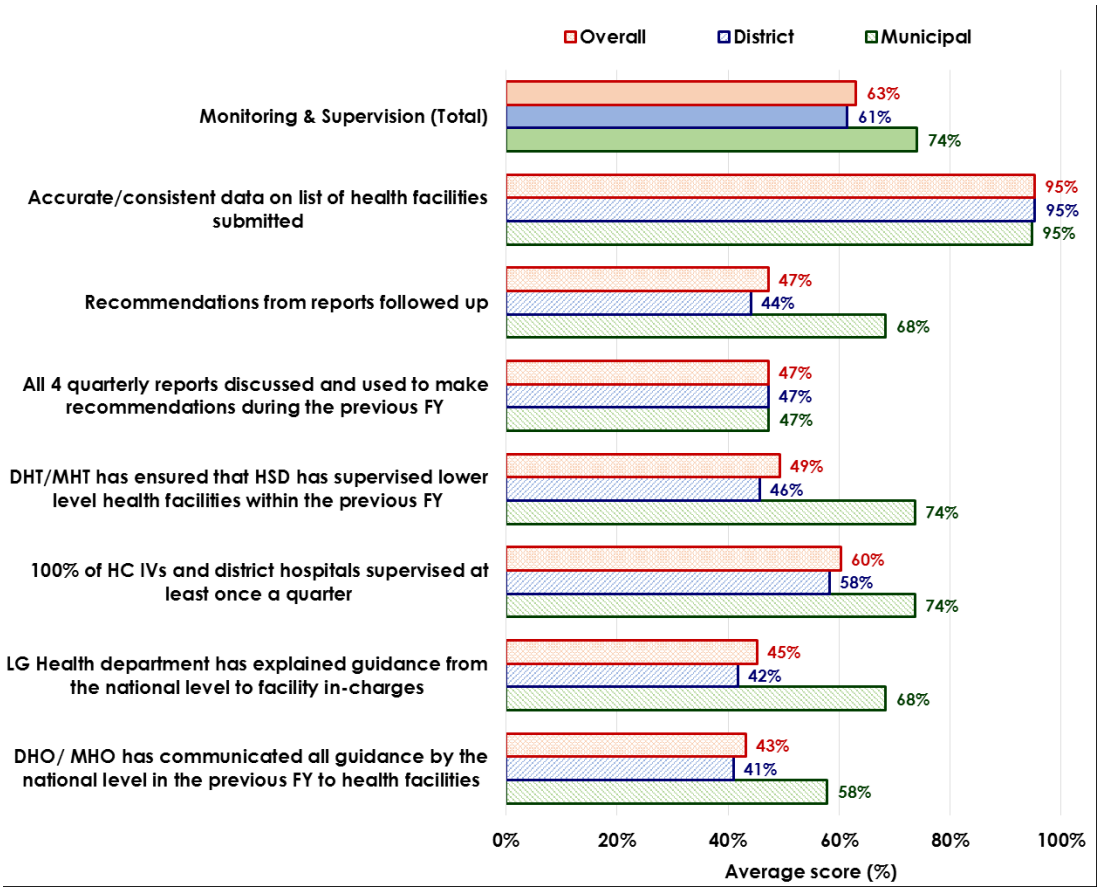
No. of LGs Assessed = 146

A total of 96 LGs (79 Districts and 17 MLGs) representing 66% had over 80% of their Health facility In-Charges appraised during the previous financial year. However, 35 LGs (33 districts and 2 MLGs) had appraised less than 70% of their Health Facility In-Charges. 15 LGs appraised between 70-80% of their incharges.

6.4.2 Monitoring and Supervision

Figure 75 shows the average scores attained by LGs across the different indicators in the area of Monitoring and Supervision.

Figure 75: Health Performance Scoring in Monitoring and Supervision



No. of LGs Assessed = 146

Overall, MLGs scored an average of 74% and performed better than Districts which scored 61% in monitoring and supervision..

The best performed indicator was on submission of accurate consistent data on lists of health facilities receiving PHC funding which are consistent with both HMIS reports and the Programme Budgeting System (PBS). This indicator was also the best performed in 2018. Districts and MLGs registered the same average score of 95%, which was slightly above the 2018 score of 91%.

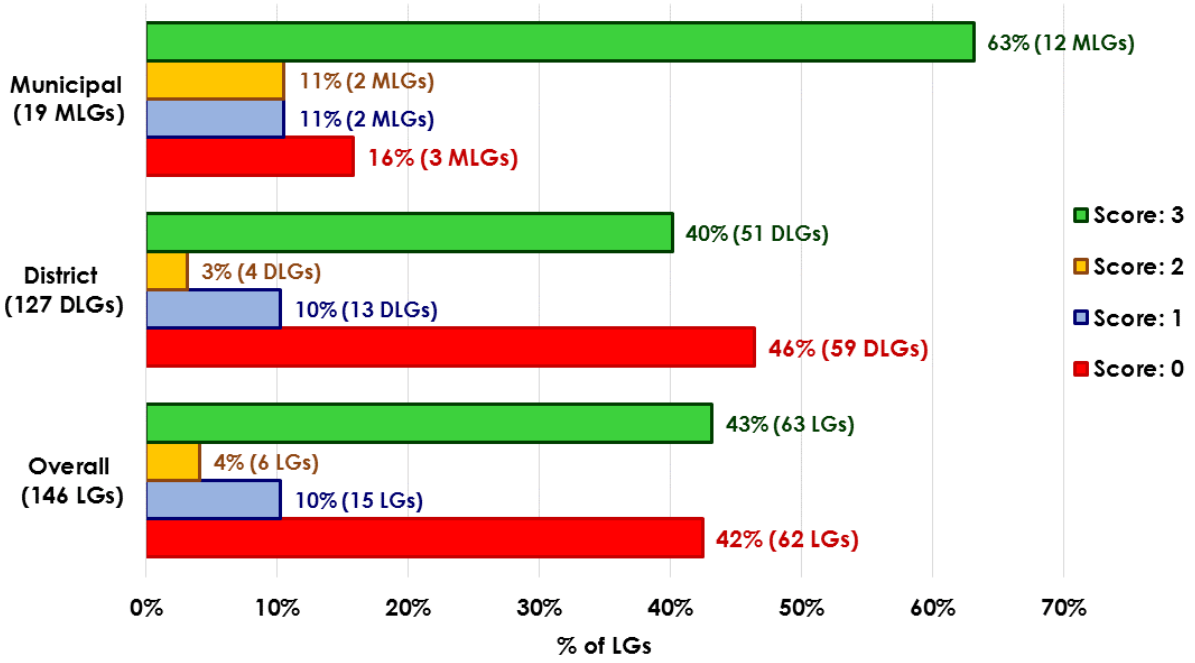
The worst performed indicator under monitoring and supervision was the one on communication of guidelines from the national level to health facilities by DHO/MHOs. This indicator was also the worst performed in 2018. Districts maintained the score at 41% while MLGs scored 58%, which is higher than the 2018 scores of 41% and 39% for DLGs and

MLGs respectively.

MLGs and Districts scored 47% each in the area of Submission of quarterly reports. However, MLGs performed better than Districts with regard to DHT/MHT ensuring that HSD has suppervised lower level health facilities (74% compared to 46 % for Districts); Dissemination of national level guidance to health facilities (58% compared to 41% for Districts); Following up on recommendations from monitoring and supervision, with specific activities including corrective measures undertaken where required (68% MLGs as compared to44% for districts); 100% of HCIVs and District hospitals supervised at least once a quarter (74% compared to 58% for Districts); and LG Health Department explanation of guidelines from national level to facility in-charges (68% compared to 42% for Districts).

Figure 76 shows the distribution of LGs across score categories for the assessment on whether the DHT/MHT has ensured that HSD has supervised lower level health facilities within the Previous FY.

Figure 76: DHT/MHT has ensured that HSD has supervised lower level health facilities within the Previous FY



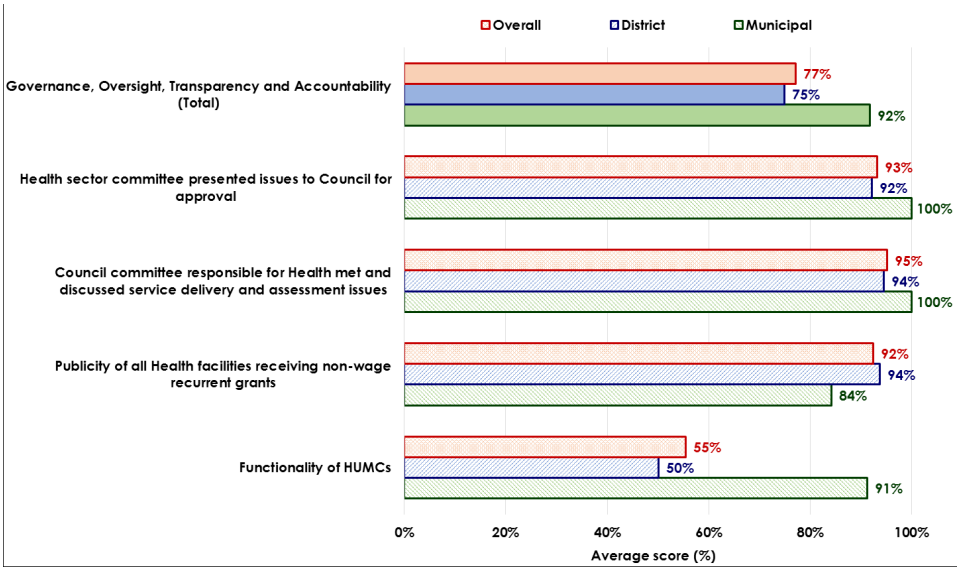
No. of LGs Assessed = 146

Overall, only 43% (63) of the LGs scored the maximum Score of 3 (100% of the health facilities supervised), with MLGs performing at 63% and DLGs at 40%. Additionally, 4% (6) of the LGs scored 2 (80%-99% of facilities supervised), while 10% (15) of them scored 1 (60%-79% of facilities supervised). Notably, 42% (62) of the LGs scored 0 (Less than 60% of facilities supervised) on this performance measure, most of them being district LGs.

6.4.3 Governance, Oversight, Transparency and Accountability

Figure 77 shows the performance of LGs in the area of Governance, Oversight, Transparency and Accountability.

Figure 77: Health Performance Scores on Governance, Oversight, Transparency and Accountability



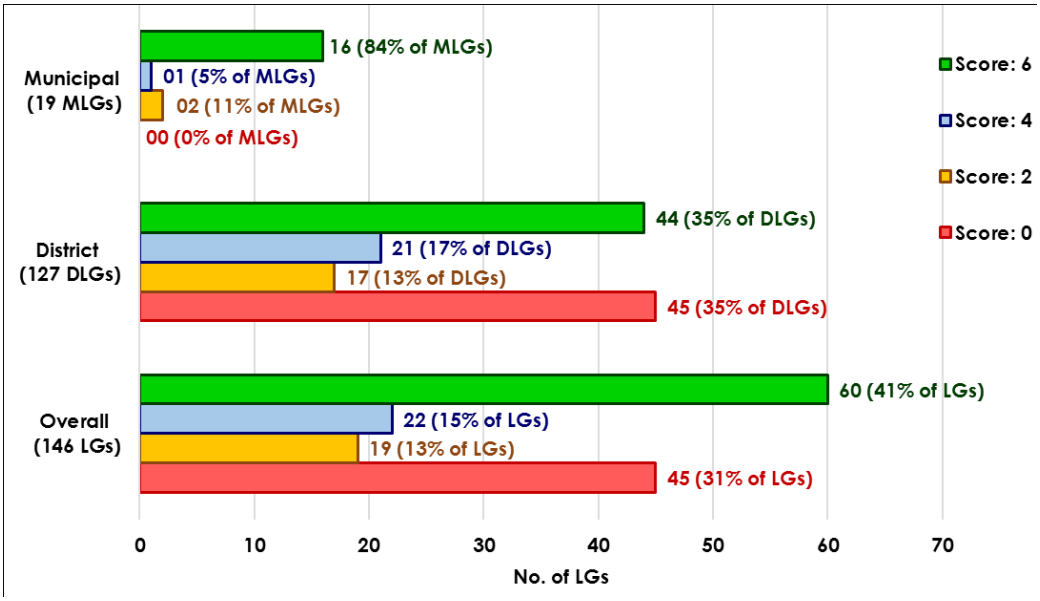
No. of LGs Assessed = 146

LGs registered an overall average score of 77% in the area of Governance, Oversight, Transparency and Accountability. MLGs performed better with an average score of 92% as compared to their DLGs counterparts that scored an average of 75%.

Like it was in 2018, the best-performed indicator was on LG Council committees responsible for health presenting service delivery issues to council for consideration. On this indicator, districts scored an average of 94% whilst MLGs scored 100%.

Figure 78 shows the distribution of LGs across score categories with regard to functionality of their Health Unit Management Committees (HUMCs).

Figure 78: Health Facility with functional HUMCs/Boards



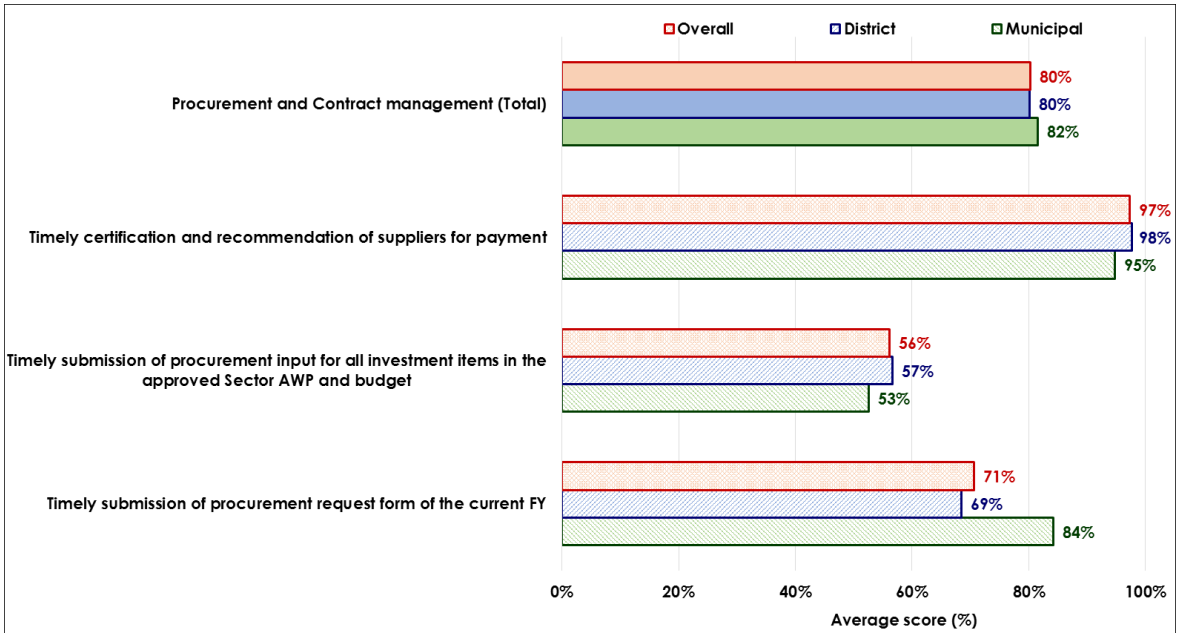
No. of LGs Assessed = 146

The overall average score on this indicator declined from 51% in 2018 to 41% in 2019. Only 60 LGs (44 Districts and 16 MLGs) had all their HUMCs fully functional/operational. Additionally, 45 LGs (45 Districts and 0 MLGs) had less than 70% of their HUMCs functional

6.4.4 Procurement and Contract Management

Figure 79 shows the performance of LGs in procurement and contract management.

Figure 79: Average Score for Health performance area in Procurement and Contract management



No. of LGs Assessed = 146

The overall average score for the procurement and contract management performance area was 80%, which is an improvement from last year's 74%, with MLG scoring 82%, which was slightly better than Districts that scored 80%. It is important to note that districts performed better than MLGs in 2018 as well.

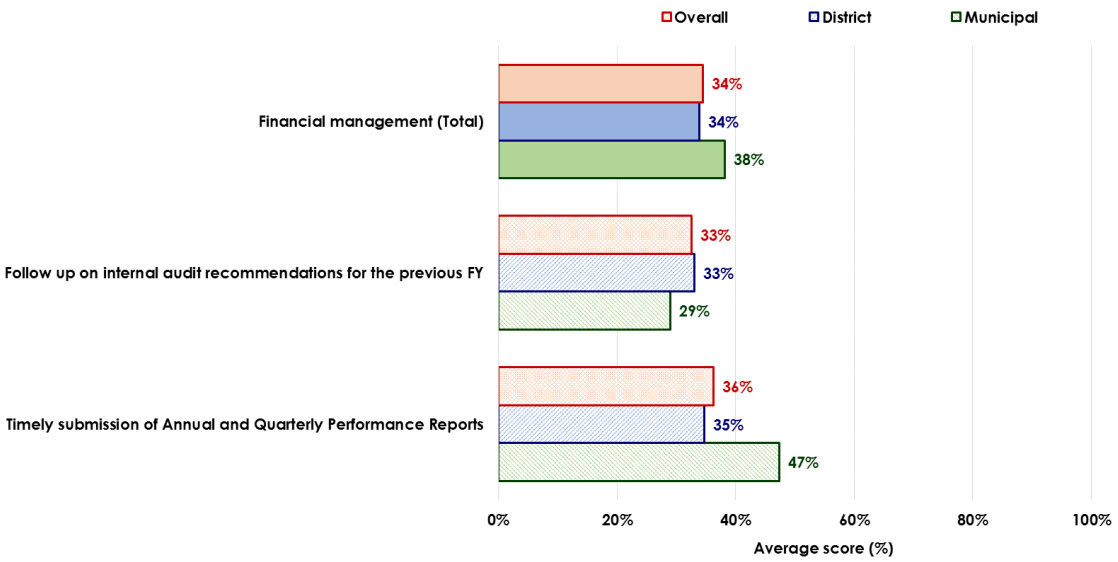
As was the case in 2018, LGs performed best on the indicator of ensuring timely certification and recommendation of suppliers for payment with an average score of 97% compared to 92% in 2018.

The worst performed indicator was on timely submission of procurement input from the approved Annual Work Plan to the Procurement Unit for consolidation into the LG Procurement Plan, which was also a challenge documented in the LGPA 2018. The overall average score was 56%, an improvement from the 2018 score of 49%.

6.4.5 Financial management and Reporting

Figure 80 below portrays the performance of LG Health office in the area of Financial management and Reporting.

Figure 80: Average Scoring per indicator for Health Performance Area in Financial Management and Reporting

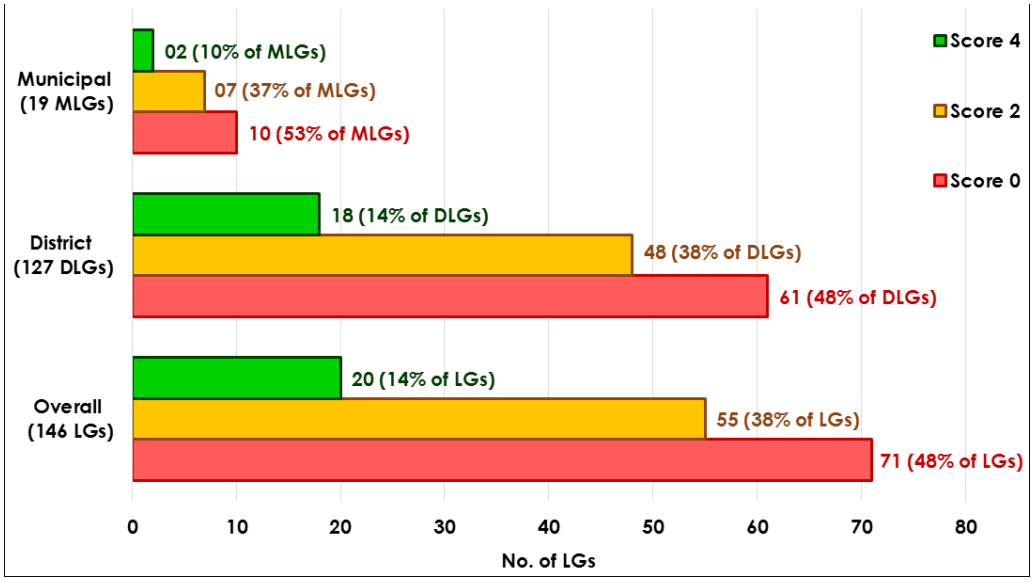


No. of LGs Assessed = 146

This area was the worst performed of all the 6 areas assessed, although with a slight improvement compared to the LGPA 2018. LGs scored an overall average of only 34%, with Districts scoring an average of only 34% an improvement from 27% of 2018, which was lower than MLGs who scored an average of 38% having declined from LGPA 2018 score of 46%.

Figure 81 illustrates the performance of LGs in following up on Internal Audit recommendations for the previous FY.

Figure 81: Follow up on Internal Audit Recommendations for the Previous FY



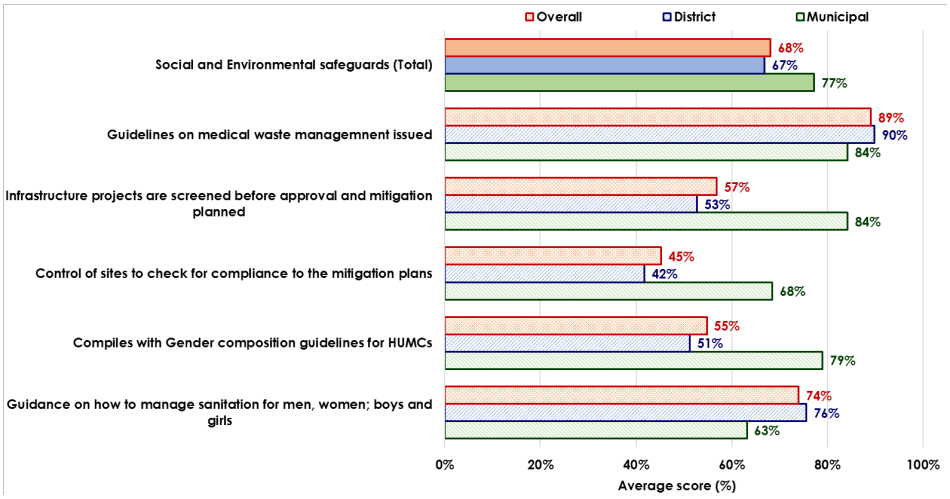
No. of LGs Assessed = 146

Overall, 20 (14%) of the LGs attained a score of 4 (had no audit query to be followed), while 55 (38%) of the LGs scored 2 (had all audit queries addressed), and the majority 71 (48%) of the LGs scored 0 (had some audit queries that were not addressed).

6.4.6 Social and Environmental Safeguards

Figure 82 shows the general performance of LG health offices in Social and Environmental Safeguards.

Figure 82: Average scoring for Health performance area in Social and Environmental Safeguards



No. of LGs Assessed = 146

Local Governments scored an overall average score of 68% compared to 58% of the previous year in this performance area, with MLGs scoring 77% compared to last year's 74%, which was better than Districts at an average of 67% compared to 55% in 2018.

The best-performed indicator was on issuing guidelines on medical waste management to health facilities, where LGs scored an average of 89% compared to 81% in 2018, while MLGs performed poorly at 28% compared to 87% in 2018. The two indicators that registered the lowest scores in this performance area were; Control of sites to check for compliance to the mitigation plans, and Complying with Gender composition guidelines for HUMCs. On the control of sites to check for mitigation compliance, the LGs scored an overall average of 45%, with districts scoring 42% while the MLGs scored 68%. On compliance with the Gender composition guidelines for HUMCs, the overall average score was 55%, with MLGs scoring an average of 79%, which was better than their district counterparts that scored 51%.

6.5 Best and Worst scoring indicators for Health

6.5.1 Top 5 and Bottom 5 performing indicators in LGPA 2019 for Health

Table 28 presents a summary of the top 5 and bottom 5 performing indicators for health performance measures in the 2019 LGPA.

Table 27: Overview of the top and bottom 5 scoring indicators for Health performance measures

Rank 2019	Top 5 Indicators	Score 2019
1	Timely certification and recommendation of suppliers for payment	97%
2	Council committee responsible for Health met and discussed service delivery and assessment issues	95%
3	Accurate/consistent data on lists of health facilities submitted	95%
4	Health sector committee presented issues to Council for approval	93%
5	Publicity of all Health facilities receiving non-wage recurrent grants	92%
Rank 2019	**Bottom 5 Indicators**	**Score 2019**
21	LG Health department has explained guidelines from the national level to facility in-charges	45%
22	Control of sites to check mitigation compliance	45%
23	DHO/ MHO has communicated all guidance by the national level in the previous FY to health facilities	43%
24	Timely submission of Annual and Quarterly Performance Reports	36%
25	Follow up on internal audit recommendations for the previous FY	33%

No. of LGs Assessed = 146

6.5.2 Progress of the worst performing indicators from the LGPA 2017 for Health

Table 29 below shows how the worst performing indicators in the 2017 LGPA have turned out in 2019 results.

Table 28: Overview of the development in the worst indicators from LGPA 2017 to LGPA 2019 for Health performance measures

No.	Performance Indicator	Score 2017	Score 2018	Score 2019
1	Evidence that the DHO has held meetings with health facility in-charges and among others explained the guidelines, policies, circulars issued by the national level	30%	51%	45%
2	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	29%	35%	33%
3	Evidence that the LGs has issued guidelines on medical waste management, including guidelines for construction of facilities for medical waste disposal	28%	81%	89%
4	Evidence that the LG has issued guidelines on how to manage sanitation in health facilities including separating facilities for men and women	12%	38%	75%
5	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	12%	25%	36%

Whereas 3 out of the 5 worst performed indicators during 2017 assessment showed significant improvement, 3 of these indicators have still scored below 50% in the 2019

LGPA. There is need to probe the underlying causes of persistent LG under-performance in these indicators.

6.6 Conclusion for Health performance measures

Generally, performance of LGs in the health performance measures has continued to improve over the 3 assessments. There has been a seventeen percentage point increase, from 53% average score in 2017 to 70% in 2019. The significant improvement however has been registered by MLGs whose average score improved from 48% in 2017 to 78% in 2019, compared to DLGs that improved from 54% in 2017 to 68% in 2019.

The persisnt area of under-performance remains Financial management and reporting, where overall average has only improved minimally from an average score of 25% in 2017 to 34% in 2019. There is need for increased efforts particularly by Accounting officers in the Local Governments and relevant MDAs, to raise the performance of all LGs in this area.

Table 37 highlights the key emerging issues relating to the Health performance measures, along with recommendations and proposed action for improvement.

7.0 Water Performance Measures

7.1 Introduction to Water performance measures

The assessment for the Water and Sanitation Sector performance measures addressed 6 thematic performance areas, 15 performance measures and 22 indicators with a total maximum potential score of 100 points as presented in Table 30.

Table 29: Scoring guide for Water performance measures for LGPA2019

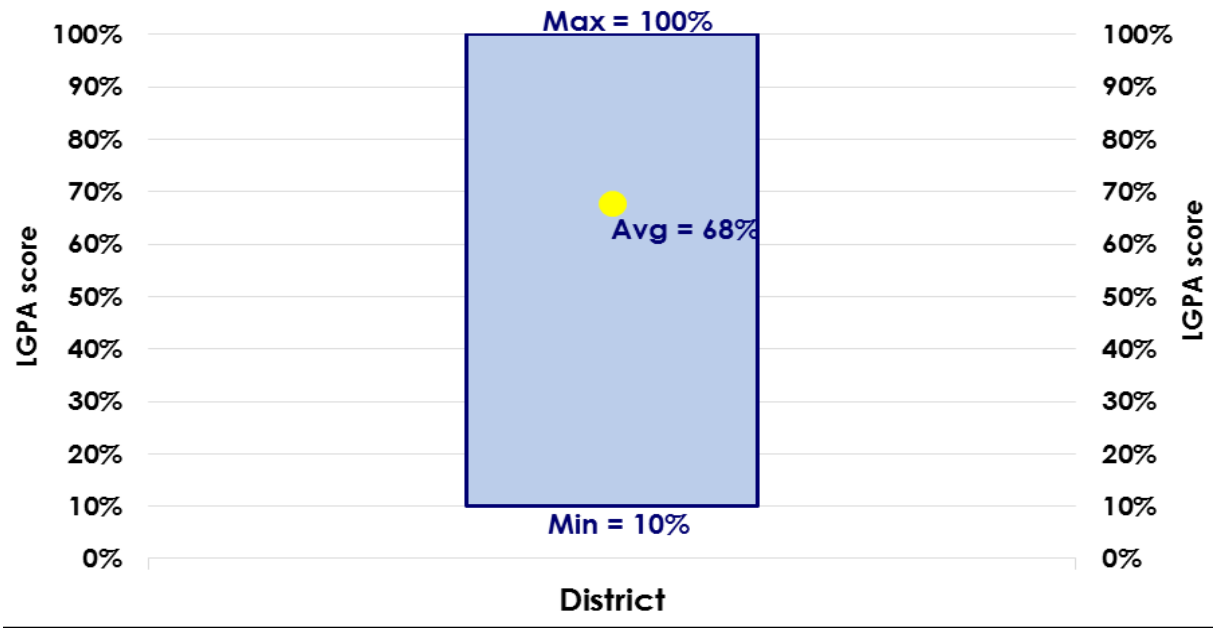
Number	Thematic area	Percentage of Overall maximum score (%)
1	Planning, budgeting and execution	25 percentage points
2	Monitoring and Supervision	25 percentage points
3	Procurement and contract management	15percentage points
4	Financial management and reporting	10 percentage points
5	Governance, oversight, transparency and accountability	15 percentage points
6	Social and environmental safeguards	10 percentage points
	Total	**100 percentage points**

7.2 Overall Results for Water Performance Measures

7.2.1 Water Performance Measures

Figure 83 shows the relative orientation of the maximum, average and minimum scores in Crosscutting performance measures for all LGs.

Figure 83: Polarity of scores for Water performance measures



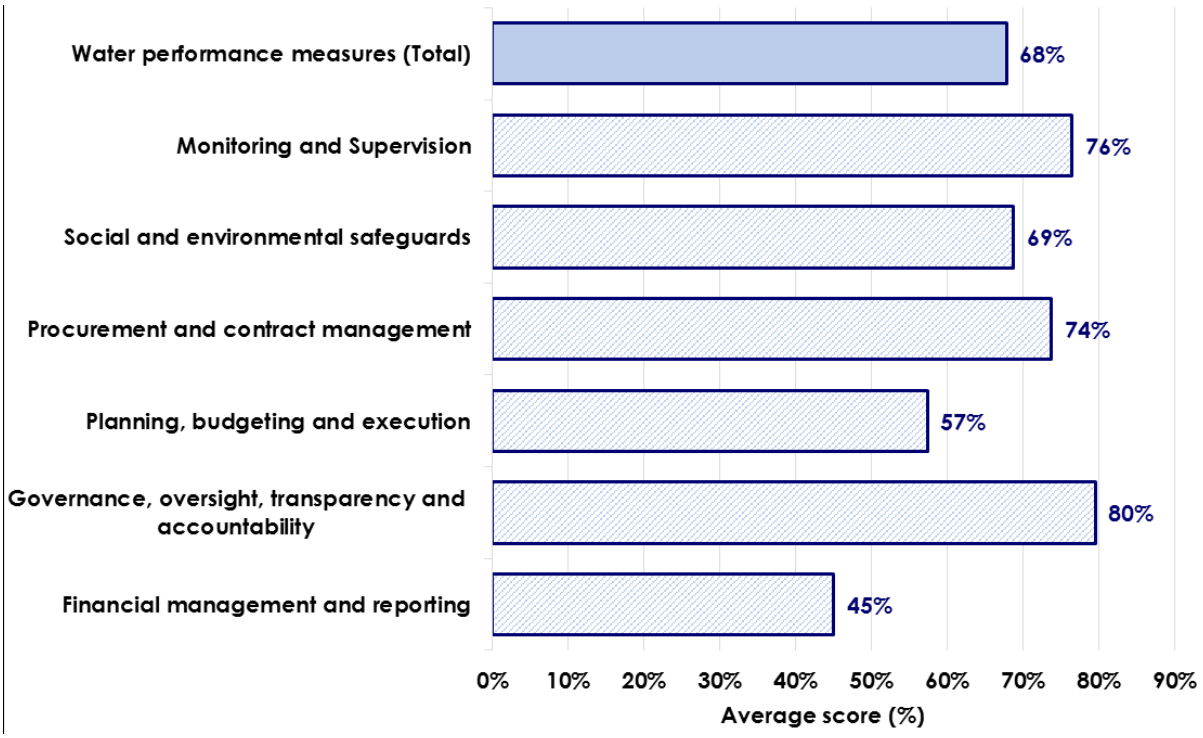
No. of DLGs Assessed = 127

The maximum LG score for the Water performance measures was 100% while the minimum score was 10%. The sector had by far the largest variance in scores between the top and bottom performing LG across the 5 areas assessed.

7.2.2 Overall Performance in Water & Sanitation performance area for LGPA 2019

Figure 84 presents the performance across the six thematic areas for the Water and Sanitation performance measures; disaggregated for MLGs and DLGs.

Figure 84: Overall Water and Sanitation performance per thematic area



No. of DLGs Assessed = 127

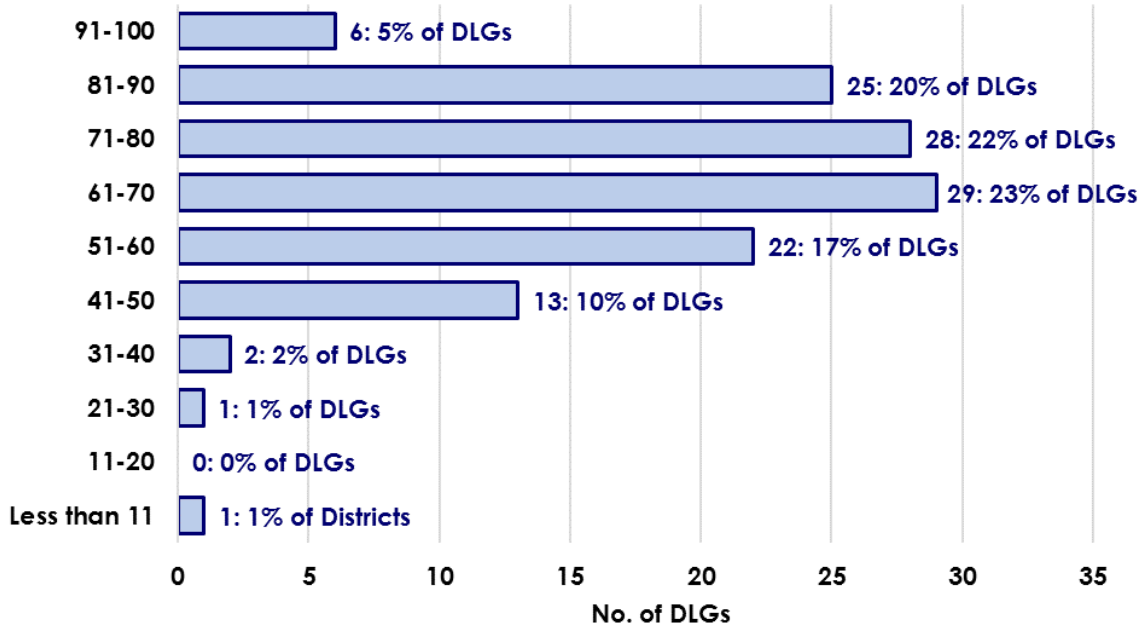
The overall average score across the six performance measures in Water and Sanitation was 68%. Governance, Oversight, Transparency and Accountability was the best performed thematic area with an average score of 80%. Financial Management and reporting was the worst performed thematic area with an average score of 45%.

It should be noted that District Water offices have consistently performed poorly in Financial management in all the 3 LGPAs of 2017, 2018 and 2019. Some of the indicators under financial Management that have caused poor performance include; untimely submission of quarterly and annual reports to the planner for consolidation; and failure to provide information to the internal audit on the status of implementation of all audit findings for the previous financial year.

7.2.3 Distribution of LGs across average score categories - LGPA 2019

Figure 85 presents the Water and Sanitation Sector performance scores for all the 127 District Water Offices.

Figure 85: Water and Sanitation performance scores for Districts



No. of DLGs Assessed = 127

Generally, 5% (6) of the districts (i.e. Bugiri,Ibanda, Iganga,Kumi,Namutumba,Ngora) scored between 91%-100%, while 20% (25) of the districts scored between 81%-90%, 22% (28) of the districts scored 71%-80%, 23%(29) of districts scored between 61%-70%, and an additional 17% (22) of districts scored 51%-60%. Kaabong was the least performing district scoring 10%.

Overall, 17 districts scored below 50%, which is an increase from 13 districts in the 2018 LGPA.

7.2.4 Ranking of Districts' performance in Water & Sanitation performance measure

Tables 31 present the best and worst performing District Water Offices respectively in the 2019 LGPA, and their ranks and scores in the 2018 and 2017 assessments.

Table 30: Ten (10) Highest Scoring Districts on Water and Sanitation performance for LGPA 2019

Vote Name	Rank 2019	Score 2019	Rank 2018	Score 2018	Rank 2017	Score 2017
Ibanda District	1	100%	8	87%	29	73%
Bugiri District	1	100%	5	88%	3	90%
Iganga District	3	97%	93	55%	9	83%
Kumi District	4	93%	2	91%	41	66%
Ngora District	5	91%	20	82%	113	14%
Namutumba District	5	91%	54	70%	20	77%
Mayuge District	7	89%	76	62%	34	68%
Lwengo District	7	89%	28	78%	58	60%
Kasese District	7	89%	101	53%	41	66%
Kaliro District	7	89%	2	91%	9	83 %

Bugiri, Kaliro and Ibanda districts had the most notable consistency having been ranked in the top quartile in all 3 assessments; while Ngora and Lwengo posted the highest improvement in rank (108 and 51 places respectively) between 2017 and 2019.

Tables 32 present the best and worst performing District Water Offices respectively in the 2019 LGPA, and their ranks and scores in the 2018 and 2017 assessments.

Table 31: Ten (10) Lowest Scoring Districts on Water and Sanitation performance for LGPA 2019

Vote Name	Rank 2019	Score 2019	Rank 2018	Score 2018	Rank 2017	Score 2017
Namisindwa District	**118**	**45%**	114	47%	Not Assessed	Not Assessed
Butaleja District	**118**	**45%**	76	62%	104	34%
Nakaseke District	**120**	**44%**	91	56%	94	41%
Nabilatuk District	**121**	**43%**	Not Assessed	Not Assessed	Not Assessed	Not Assessed
Kikuube District	**122**	**42%**	Not Assessed	Not Assessed	Not Assessed	Not Assessed
Oyam District	**123**	**41%**	23	81%	74	54%
Kwania District	**124**	**39%**	Not Assessed	Not Assessed	Not Assessed	Not Assessed
Abim District	**125**	**36%**	121	31%	89	43%
Moroto District	**126**	**24%**	34	77%	54	61%
Kaabong District	**127**	**10%**	71	63%	86	46%

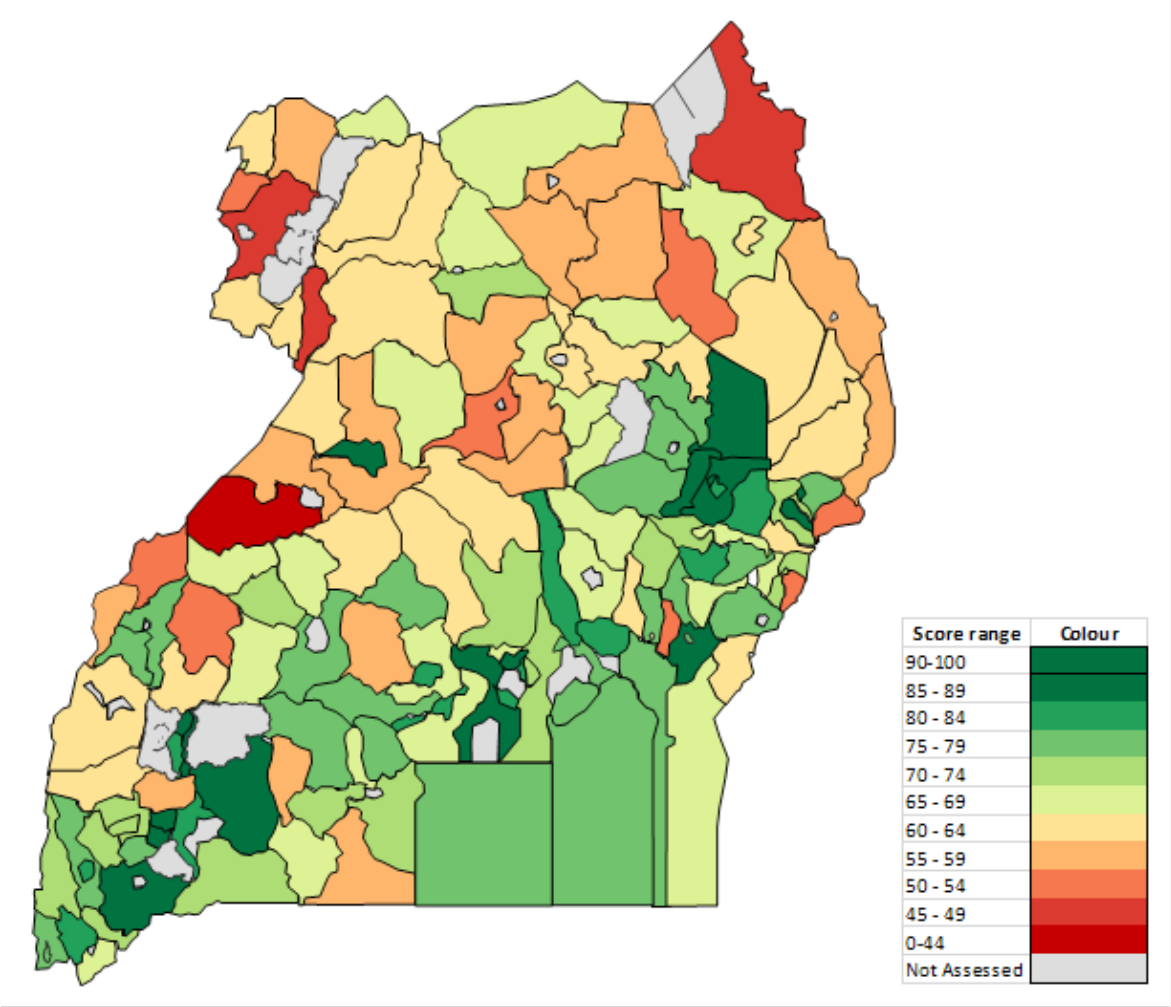
Note: Not Assessed refers to DLGs that were new and therefore

Consistently low performance was registered by Namisindwa, Nakaseke and Abim districts, which have been ranked in the bottom quartile for the last 2 assessments. Table 32 indicates that new districts have performance challenges.

7.2.5 Analysis of Water performance scores across the country

Figure 86 below depicts the distribution of performance scores for all the LGs across the country.

Figure 86: Map of Water Performance Scores across LGs



No. of DLGs Assessed = 127

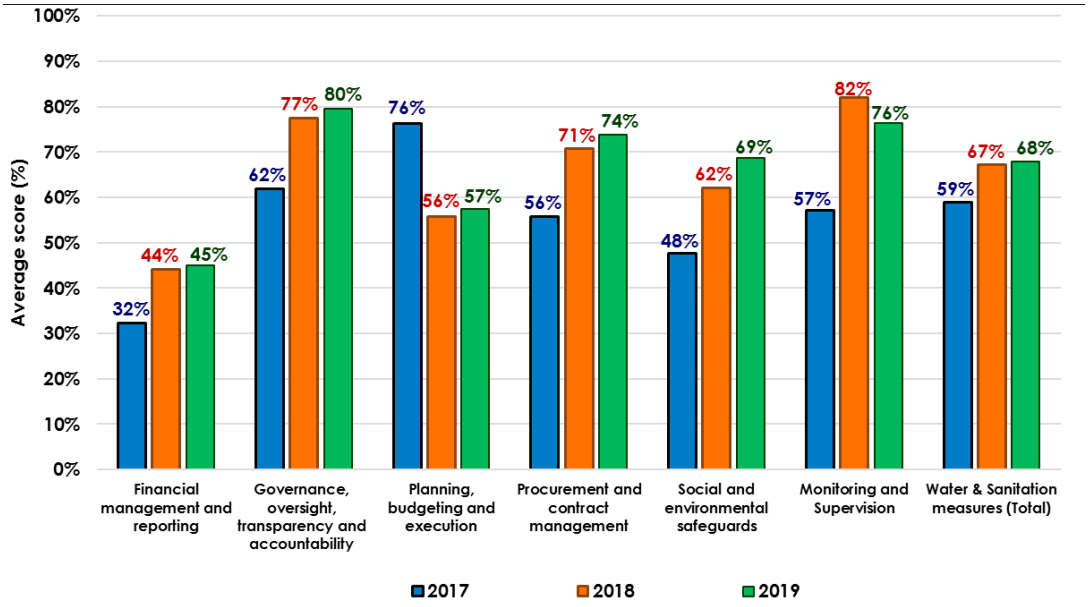
Overall, better performing LGs with average scores above 70% were concentrated in the , Eastern, South Western and Central sub-regions of the country; while the lower scoring LGs were majorly distributed across the North Eastern, West Nile and Bunyoro sub-regions.

7.3 Performance trends in Water and Sanitation performance measures

7.3.1 Comparing LGPAs for 2017,2018 and 2019 for all DLGs

Figure 87 shows the overall performance of the District Water Offices per thematic area for the 3 years that the assessment has been conducted.

Figure 87: Comparing Water and Sanitation performance scores for LGPA 2017, 2018 and 2019



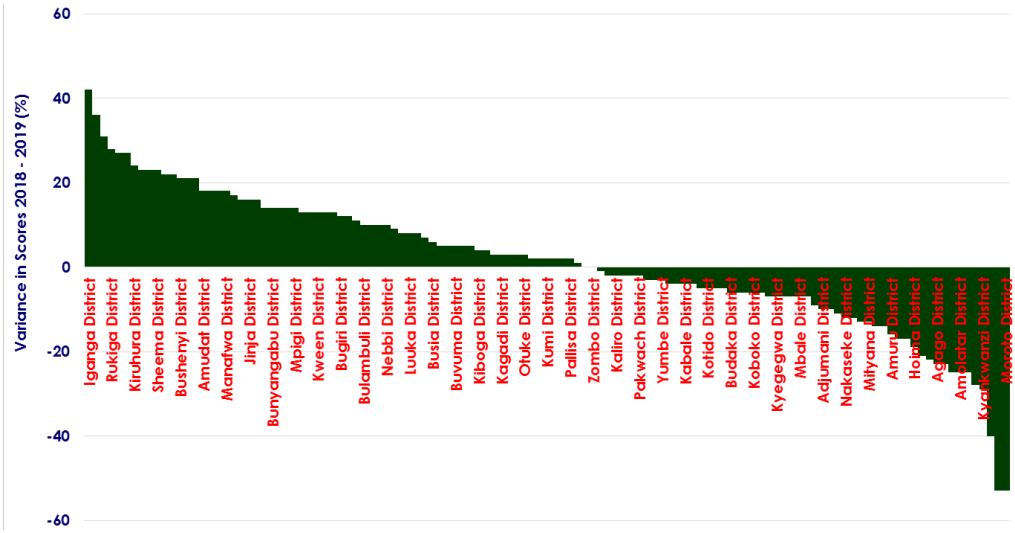
No of DLGs Assessed = 127

There was a marginal improvement in the overall performance of district water offices from 67% in 2018 to 68% in 2019. The most significant improvement over the last 3 assessments was in Social and environmental safeguards with a 21 percentage point improvement between 2017 and 2019.

However, performance in Financial management and reporting remains low at 45% in 2019, up from 32% in 2017; while Planning, budgeting and execution showed a declining trend from 76% in 2017 to 57% in 2019 LGPAs, despite the marginal improvement from 56% in 2018.

Figure 88 shows that more LGs improved than declined in their performance although the decline in performance was also significant for some LGs as indicated.

Figure 88: Improved and Declining DLGs between LGPA 2018 and 2019



No. of DLGs Assessed = 127

There were more LGs registering improvements than those that declined; however, the highest declines registered were greater than the improvements realized.

Table 33 shows the trend in performance of the top 10 district water offices since LGPA 2017.

Table 32: Overview of the Performance of LGPA 2017 top 10 LGs in LGPA 2018 and 2019

Vote Name	Rank 2017	Score 2017	Rank 2018	Score 2018	Rank 2019	Score 2019
Hoima District	1	97%	27	78%	**87**	**59%**
Kibaale District	2	94%	81	60%	**95**	**56%**
Namayingo District	3	90%	1	93%	**14**	**86%**
Bugiri District	3	90%	5	88%	**1**	**100%**
Kakumiro District	5	89%	23	80%	**89**	**58%**
Mbarara District	6	86%	67	63%	**37**	**77%**
Luuka District	6	86%	47	72%	**31**	**80%**
Butambala District	8	84%	15	83%	**66**	**66%**
Kibuku District	9	83%	72	62%	**46**	**72%**
Kaliro District	9	83%	2	91%	**7**	**89%**

In terms of rank, 2 district water offices (Bugiri, Kaliro and Namayingo) remained in the top ten best performing LGs in all the LGPAs 2017, 2018 and 2019. In terms of rank, Ngora district water office improved the most over the years (from 113th position in LGPA 2017, to 20th position in LGPA 2018, and 5th position in LGPA 2019).

Table 34 presents the LGPA results for the 2017 bottom 10 district water offices along with their performance in LGPAs 2018 and 2019.

Table 33: Overview of the Performance of LGPA 2017 bottom 10 LGs in LGPA 2018 and 2019

Vote Name	Rank 2017	Score 2017	Rank 2018	Score 2018	Rank 2019	Score 2019
Gulu District	106	33%	26	79%	**32**	**80%**
Moyo District	107	32%	58	69%	**76**	**64%**
Bukwo District	107	32%	116	45%	**97**	**57%**
Kween District	109	30%	96	54%	**67**	**67%**
Budaka District	109	30%	5	88%	**26**	**82%**
Sironko District	111	27%	101	53%	**70**	**66%**
Pallisa District	112	24%	86	59%	**83**	**61%**
Ngora District	113	14%	20	82%	**5**	**91%**
Mbale District	114	13%	41	73%	**70**	**66%**
Katakwi District	115	12%	88	58%	**16**	**85%**

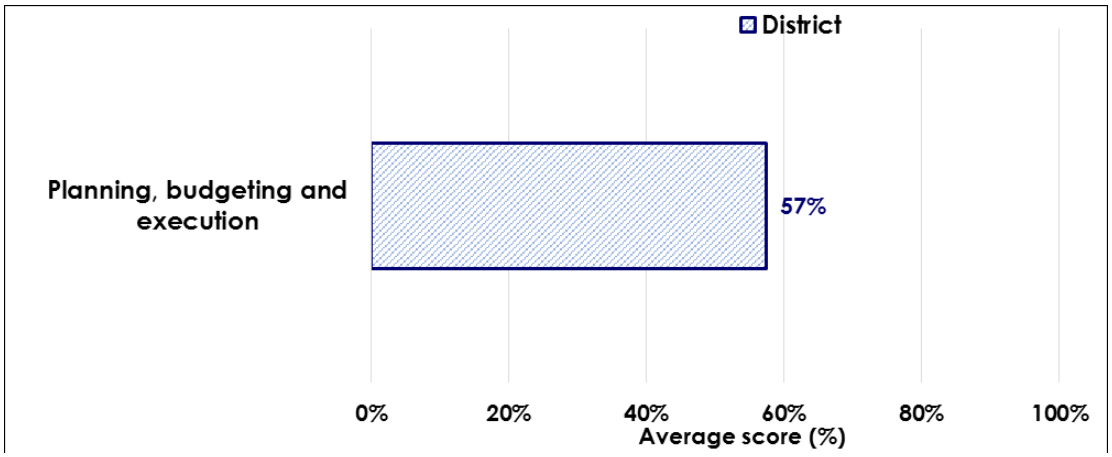
Ngora and Katakwi are the most improved LGs amongst those that were ranked bottom in the 2017 LGPA, having risen by 108 and 99 places in rank respectively. On the other hand, Bukwo district has consistently been ranked in the bottom quartile.

7.4 Results per Water and Sanitation Performance Measure

7.4.1 Planning, Budgeting and Execution

Figure 89 presents the average score registered by the District Water offices in the planning, budgeting and execution area. The overall average score for the District Water Offices assessed was 57%. There was a slight improvement up from 56% that was scored in LGPA 2018.

Figure 89: Average score for Planning, Budgeting and Execution

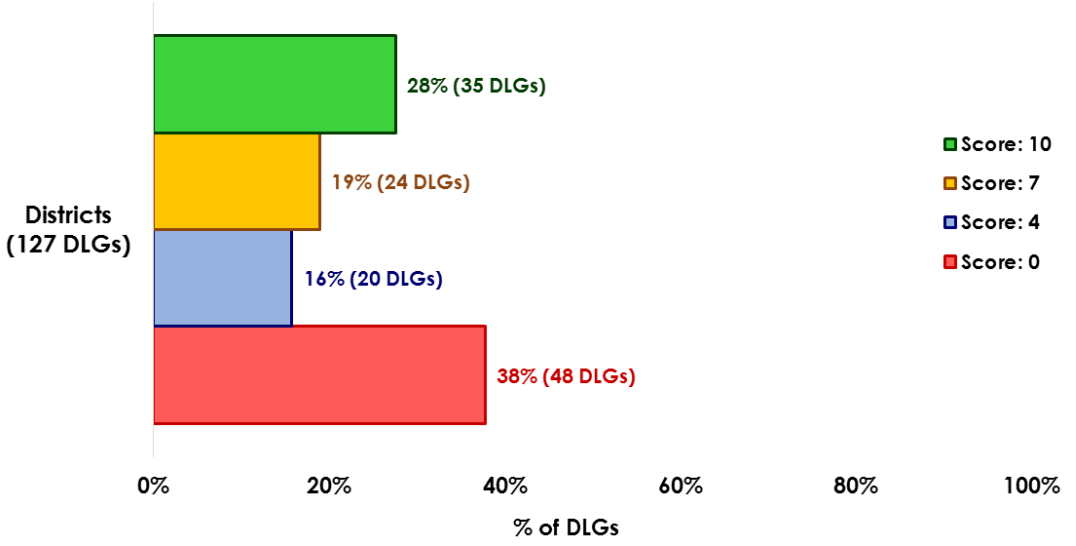


No. of DLGs Assessed = 127

The overall average score for the District Water Offices assessed was 57%. There was a slight improvement up from 56% that was scored in LGPA 2018.

Figure 90 presents the performance of District Water Offices in targeting sub counties that are underserved.

Figure 90: Evidence that Districts have targeted sub-counties with safe water coverage below the district average in the budget for the current FY

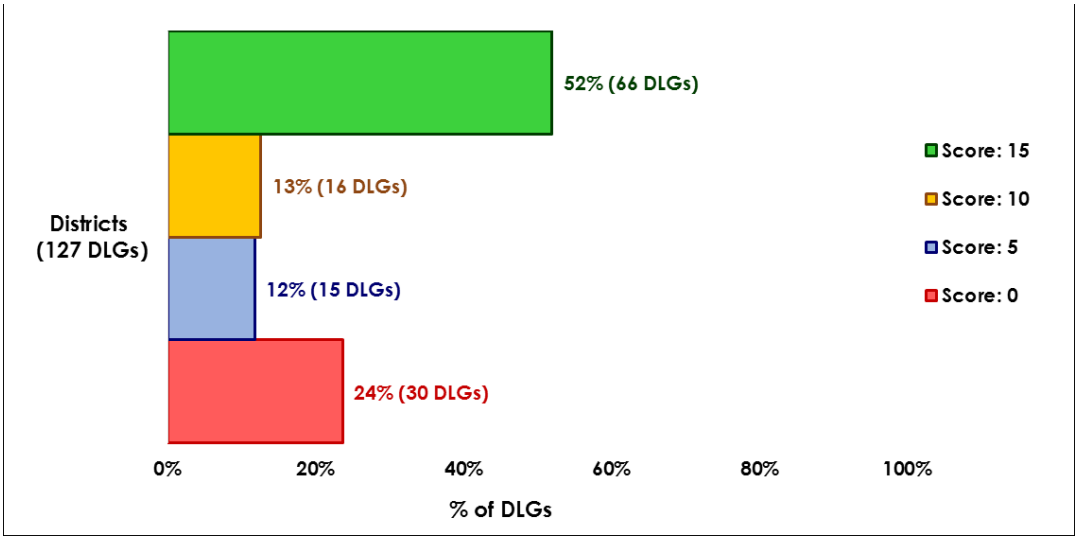


No. of DLGs Assessed = 127

Overall, 28% (35) of the 127 DLGs attained the maximum score of 10 (allocated 100% of the FY 2019/20 budget to sub counties below the district's average coverage), while 19% (24) of the DLGs scored 7 (allocated 80-99%of the budget), 16% (20) of DLGs scored 4 (allocated 60-79%of the budget), and 38% (48) of DLGs scored 0 (allocated less than 60%of the budget to underserved sub-counties)

Figure 91 presents the performance of the District Water offices in the implementation of budgeted WSS projects in the targeted underserved sub-counties.

Figure 91: Evidence that districts have implemented budgeted water projects in targeted sub-counties below district average



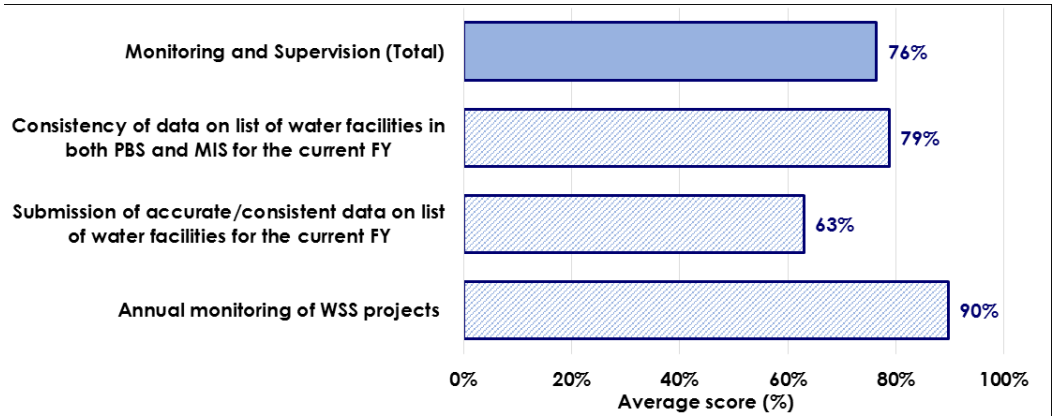
No. of DLGs Assessed = 127

Generally, 52% (66) of the 127 DLGs assessed scored 15 (implemented 100% of their budgeted water projects in the targeted undeserved sub counties), whereas 13% (16) of the DLGs scored 10 (implemented projects in 80-99% of targeted undeserved sub counties), another 12% (15) of DLGs (implemented projects in 80-99% of targeted undeserved sub counties), and the rest of the 60% (30) DLGs scored 0 (implemented projects in less than 60% of targeted undeserved sub counties). Performance on this indicator has slightly declined compared to scores obtained in LGPA 2018, where the top score was obtained by 56% (68) of the DLGs assessed.

7.4.2 Monitoring and Supervision

Figure 92 below presents the average District Water Offices' score in the monitoring and inspection thematic area.

Figure 92: Average score per indicator for monitoring and supervision in the water sector



No. of DLGs Assessed = 127

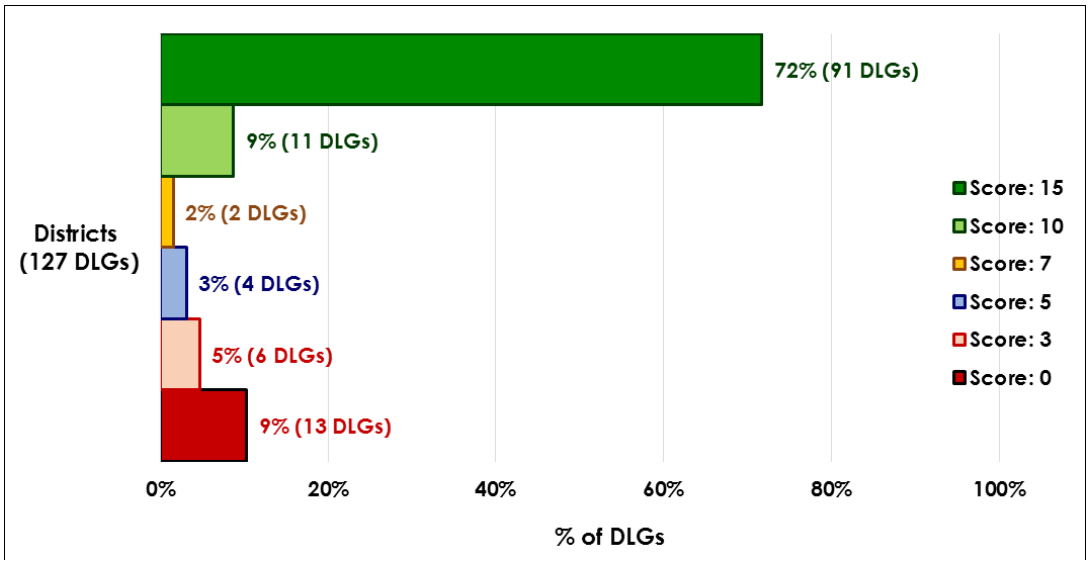
The district water offices registered a score of 76% in monitoring and inspection of WSS projects.

An average score of 63% was obtained by the DWOs which submitted to MOWE lists of water facilities accurate and consistent in both PBS and MIS as per formats provided by MOWE.

An average score of 79% was obtained by the DWOs that submitted data on water facilities to be constructed in FY 2019/20 which was consistent with the data in the MOWE MIS.

Figure 93 shows assessment of whether district Water department has monitored each of WSS facilities at least annually.

Figure 93: Evidence that the district Water department has monitored each of WSS facilities at least annually



No. of DLGs Assessed = 127

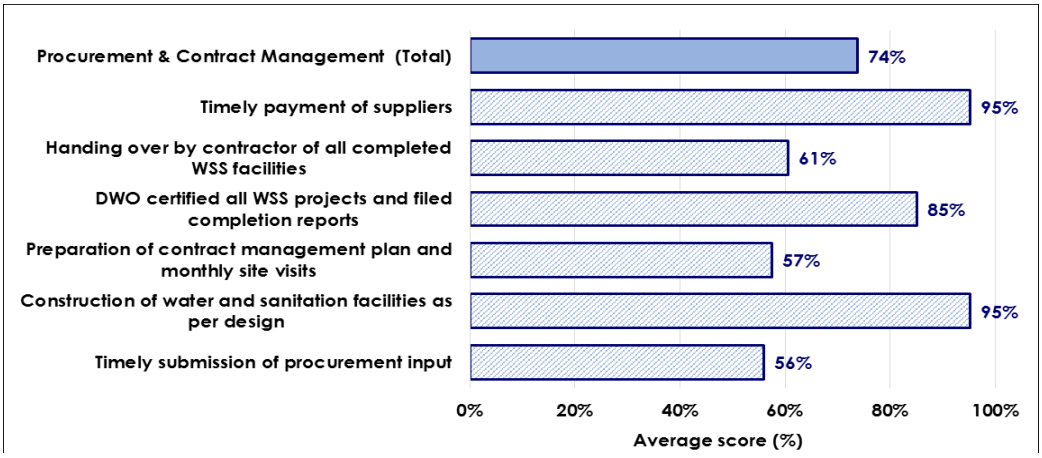
Overall, 72% (91) of the 127 DLGs assessed obtained the maximum score of 15 (had monitored more than 95% of the WSS facilities implemented in 2017/18); while an additional 9% (11) of

the DLGs attained a score of 10 (had monitored 80-95% of the facilities). The remaining 10% (13) of the DLGs had a score of 0 (had monitored less than 50% facilities).

7.4.3 Procurement and contract management

Figure 94 presents the average District Water Offices scores for the six indicators related to procurement and contract management.

Figure 94: Average score per indicator for monitoring and supervision in the Water and Sanitation Sector



No. of DLGs Assessed = 127

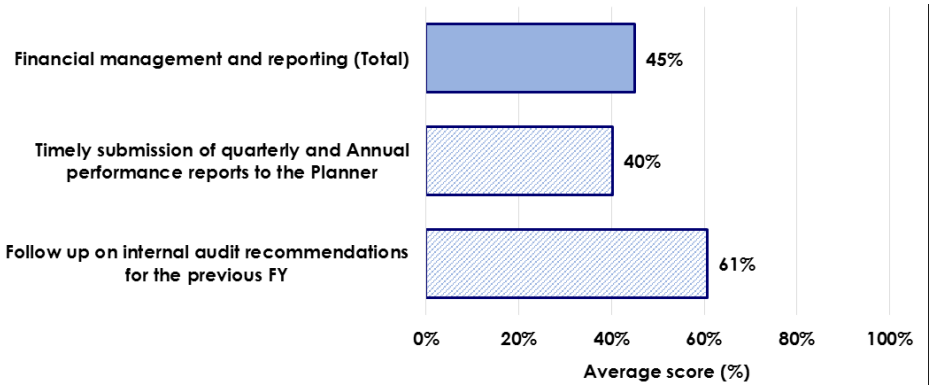
The overall average score for all the DLGs assessed was 71%. Notably good performance was registered in the areas of DWOs having certified and recommended suppliers for payment for works and supplies, and Ensuring that contractors adhere to the design specifications for WSS facilities, with an average score of 95% for both areas.

However, On the other hand, DWOs delayed to submit water related procurement requests to the PDU by the statutory deadline of April 30th (56% average score was obtained). A number of DWOs did not prepare contract management plans and did not visit WSS project sites as required (57% average score obtained) and yet this is fundamental in enabling the LG to monitor and supervise the contractors' performance. In addition, poor performance was observed in ensuring that contractors handed over completed water and sanitation facilities. (61% average score obtained)

7.4.4 Financial management and reporting

Figure 95 shows the performance of the DWOs in the Financial Management and reporting.

Figure 95: Average scores per indicator for Financial Management and Reporting in the water sector



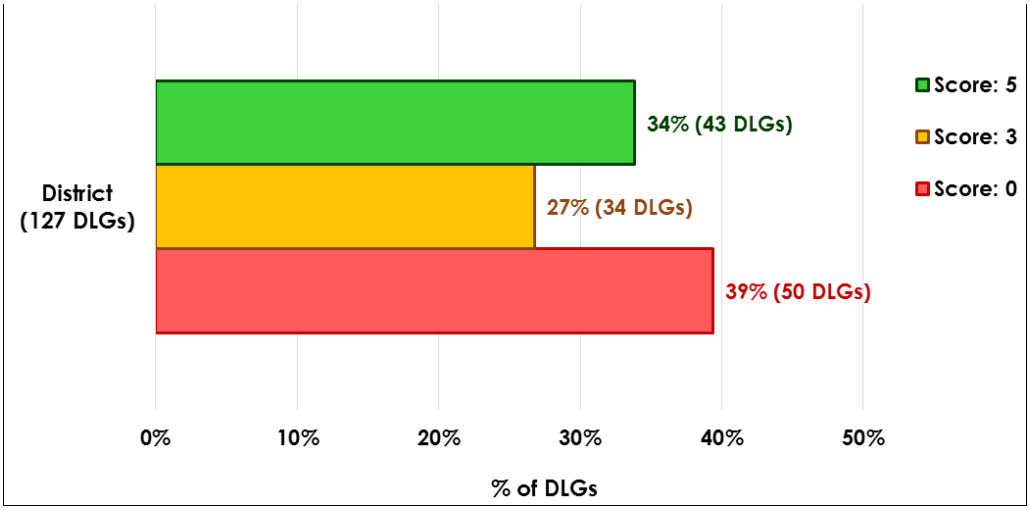
No. of DLGs Assessed = 127

The average score across the 127 DLGs assessed was 45% in the 2019 LGPA; implying that the thematic area has continuously recorded the weakest performance area across water and sanitation performance measures for all the three LGPAs conducted.

The low score is largely attributed to the untimely submission of quarterly and annual reports to the planner for consolidation, and failure to provide information to the internal audit on the status of implementation of all audit findings for the previous financial year. Majority of the DWOs did not submit in time (by mid-July) the FY 2018/19 annual performance reports (including all quarterly reports) to the Planner for consolidation, with the indicator registering an average score of 40%.

Figure 96 presents the performance of the DWOs in responding to the internal audit findings.

Figure 96: 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



No. of DLGs Assessed = 127

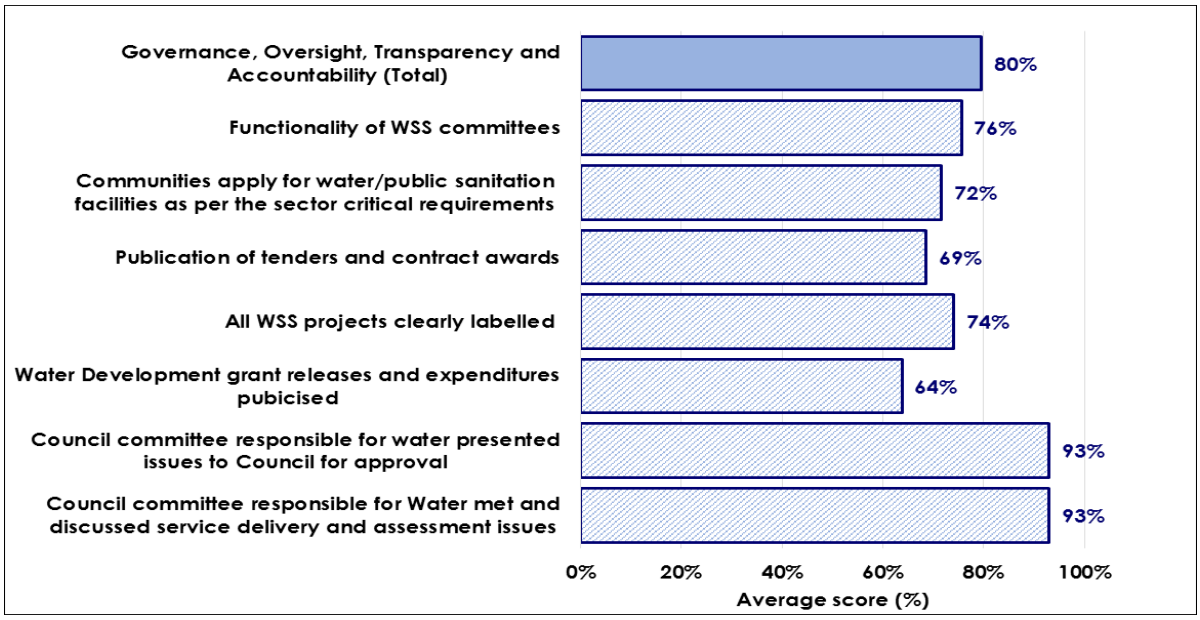
Overall, 34% (43) of the 127 DLGs assessed registered a score of 5 (had no audit query), while 27% (34) of them had a score of 3 (provided information to the internal audit on the status of implementation), and the remaining 39% (50) LGs scored 0 (had not acted on

queries as required).

7.4.5 Governance, Oversight, Transparency and Accountability

Figure 97 presents the average overall district water offices' score for the seven indicators related to Governance, Oversight, Transparency and Accountability.

Figure 97: Average scores per indicator for Governance, Oversight, Transparency, and Accountability



No. of DLGs Assessed = 127

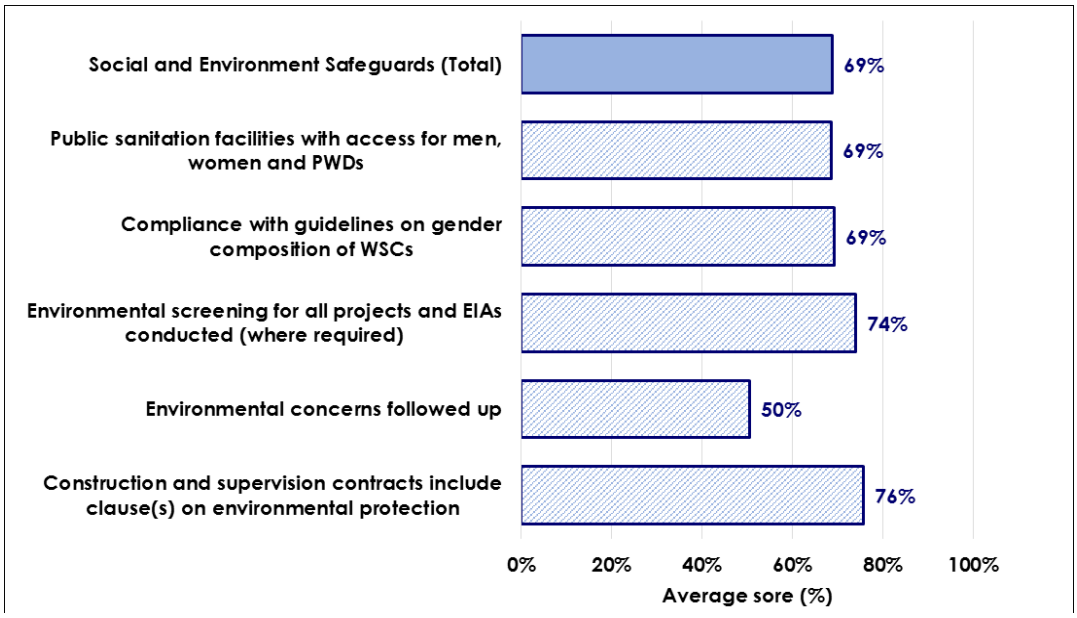
DWOs achieved an average score of 80% which is an increase from 77% scored in the LGPA 2018.

The best performed indicators were; presentation of issues by the district that required approval to council, (which obtained an average score of 93%) and timely meetings to discuss service delivery and assessment issues by the council committee responsible for Water and Sanitation, (this obtained an average score of 93%). Conversely, the least performed indicators were related to transparency and these include; water development grant releases and expenditures publicized (this obtained 64% average score) and publication of tenders and contract awards (this obtained 69% average score).

7.4.6 Social and Environmental safeguards

Figure 98 presents the average overall district water offices' scores for the five indicators related to social and environmental safe guards.

Figure 98: Average score per indicator for social and environmental safe guards in the water sector



No. of DLGs Assessed = 127

The average score on compliance to requirements on social and environmental safe guards across the 127 DLGs assessed was 69%, up from 62% in LGPA 2018.

Good performance was observed in District Water Offices including clauses on environmental protection in construction and supervision contracts, with an average score of 76%, a score of 74% was registered on the indicator for environmental screening (or EIAs) for all projects . Additionally, 69% of District Water Offices had provided sanitation facilities with adequate access and separate stances for men and women and PWDs

The lowest performance under this thematic area was on DWOs providing follow up support towards mitigation of unacceptable environmental concerns, with an average of 50%.

7.5 Best and Worst scoring indicators for the Water and Sanitation

7.5.1 Top 5 and Bottom 5 performing indicators in LGPA 2019 for Water and Sanitation measures

Table 35 below presents the top 5 and bottom 5 performance indicators of LGPA 2019

Table 34: Overview of top 5 and bottom 5 scoring indicators

Rank	Score	Top 5
1	95%	Timely payment of suppliers
2	95%	Construction of water and sanitation facilities as per design
3	93%	Council committee responsible for water presented issues to Council for approval
4	93%	Council committee responsible for Water met and discussed service delivery and assessment issues
5	85%	DWO certified all WSS projects and filed completion reports

Rank	Score	Bottom 5
21	56%	Timely submission of quarterly and Annual performance reports to the Planner
22	50%	Targeting of sub- counties with safe water coverage below the district average in the budget for the current FY
23	50%	Follow up on internal audit recommendations for the previous FY
24	47%	Environmental concerns followed up
25	40%	Timely submission of quarterly and Annual performance reports to the Planner

7.5.2 Progress of the worst performing indicators from LGPA 2017

Table 36 shows how the worst performing Water and Sanitation indicators in the 2017 LGPA have turned out in 2019 results.

Table 35: Overview of the development in the worst performing Water and Sanitation indicators from LPGA, 2017, LGPA 2018 to LGPA 2019

Rank	Performance Indicator	LGPA 2017	LGPA 2018	LGPA 2019
1	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	39%	58%	64%
2	Environmental screening for all projects and EIAs conducted (where required)	37%	60%	74%
3	Timely submission of procurement input	36%	47%	56%
4	Environmental concerns followed up	27%	53%	50%
5	Timely submission of quarterly and Annual performance reports to the Planner	19%	35%	40%

Significant improvement is observed in all the indicators most especially in Environmental screening for all projects and EIAs conducted (where requested). However, there was a slight decline in follow up on environmental concerns.

7.6 Conclusion on Water and Sanitation performance measures

Water and Sanitation measures overall have marginally improved over the three assessments conducted so far, with an eleven percentage point rise from an overall average score of 57% in 2017 to 68% in2019.

This improvement trend has been replicated across 5 of the 6 thematic areas. However declines were registered in the area of Planning, budgeting and execution which recorded an average score decline from 76% in 2017 to 57% in 2019. This calls for deliberate efforts by both the LGs and line MDAs to reverse this trend and ensure good performance across all Water and Sanitation thematic areas.

Table 37 (Section 9.0) highlights the key emerging issues relating to the Water and Sanitation performance measures, along with recommendations and proposed action for improvement.

8.0 Emerging issues from LGPA 2019 and recommended actions

Table 36: Emerging Issues and recommended action from the LGPA for 2019

No.	Emerging issue/Outstanding Challenges	Recommended Action(s)	Responsibility
1.0 Compliance to Accountability requirements			
1.1	▪ Whereas there is significant improvement in enhancing accountability requirements, compliance to these is not providing enough incentives, as the results are not used to inform the appointment of Accounting Officers as earlier anticipated.	i. Re-introduce Minimum conditions for LGs to access the formula share of the respective development grants	MoFPED MoLG
1.2	▪ Compliance with follow up on Audit reports on time was poorly performed, continually worsening from 83% LGs complying in 2017 to 67% in 2018 and only 32% in 2019. ✓ Districts participating in USMID which use accountability requirements as minimum conditions will not access the development grant.	i. Devise strict compliance enforcement mechanisms to foster timely follow-up by all LGs ii. Develop thematic area with targeted performance improvement support by the National Resources Pool	MoLG MoFPED OPM
2.0 Planning, budgeting and execution			
2.1	▪ Weak physical planning function especially in DLGs. ✓ Only 9% of the LGs had infrastructure investments that were consistent with their approved Physical Development Plan. ✓ Also, preparation of Action area plans by LGs has persistently performed poorly. ✓ Existence of functional Physical Planning committees also declined from 62% in 2018 to 47% in 2019)	i. Allow LGs to use part of the DDEG to develop/ update their Physical Plans in LGs ii. Provide a grant for LGs to facilitate land management activities iii. Comprehensively disseminate the National Housing Policy 2016, and develop a strategy for implementing the Physical Planning Act 2010 iv. Establish a Land Management Fund to LGs to enable them prioritize physical planning in their plans and budgets, and enforce physical planning standards up to village level v. Institutionalize population-based projections in preparation of detailed budget estimates vi. All LGs to identify population and urbanization issues, and clearly spell out specific outputs targeting the issues within their BFPs and detailed budget estimates	MoLHUD MoFPED MoLG UBOS

No.	Emerging issue/Outstanding Challenges	Recommended Action(s)	Responsibility
2.2	▪ Non adherence to planned and targeted underserved LLGs in the implementation of WSS projects	i. Strengthen monitoring and supervision of WSS projects as per plan	DLGs MOWE
2.3	▪ Inadequate infrastructure planning in LGs with only 28% of LGs overall having Area Action Plans at the time of assessment ✓ Only 24% of DLGs had Area Action Plans in place compared to 53% for MLGs	i. Systematic capacity building of LGs in infrastructrue planning, especially for the political leaders. ii. Consider allowing LGs to use part of their devolpment grants for the capacity building iii. MoFPED review modality of releasing funds to LGs to ensure early releases for timely implementation	MoLG MoFPED LGFC LGs
3.0 Revenue Mobilization:			
3.1	▪ Revenue mobilisation performance has persistently remained poor from the 2017 LGPA (47%); 2018 (42%) and (44%). Associated aspects that poorly performed: ✓ Own Source Revenue collected in previous FYs declined sharply with 90% of LGs increasing year-on-year collections by more than 5% in 2018, compared to only 54% of LGs in 2019 ✓ LGs failed to meet their own planned revenue collection targets; declining from 88% of LGs meeting their targets in 2018 to only 23% of LGs able to do so in 2019.	i. Strengthen Tax Tribunal Committees at District and Municipality levels ii. Develop PIP specifically targeting this as a thematic area; geared towards supporting LGs to establish local revenue databases, which provide accurate information of taxpayers and amounts to be charged . ✓ The support should involve political leadership in revenue enhancement efforts. ✓ This requires mobilisation of resources to support implementation.	MoLG LGFC
3.2	▪ Failure to remitt the mandatory share of local revenue to LLGs ✓ Remittance of the mandatory share of local revenue to LLGs declined from 90% LGs remitting in 2018 to only 35% of LGs remitting. ✓ Happens especially where the HLG has collected some local revenues for revenues from mining, gaming e.t.c.	i. Review the provisions within some relevant Acts like the Rating Act, Royalties Act e.t.c which have not had sufficient provisions to enable LGs to collect and enforce collection. ii. Strengthen tax compliance monitoring and supervision by the LGs iii. Strengthen record keeping especially at LLG level iv. Develop deliberate national policies targeting increased revenue generation by LGs v. Develop database linking potential investors and funders to gaps, services requirements and opportunities in the different LGs, to harness existing potential of generating revenue for the LGs vi. Revise the LG Act to ensure LLGs remit all the due local revenue to HLGs, and vice versa.	MoLG LGFC LGs MoFPED MoJCA MoICT

No.	Emerging issue/Outstanding Challenges	Recommended Action(s)	Responsibility
4.0 Procurement and contract management			
4.1	▪ Only 30% of LGs had their contract payment certificates include prior environmental and social clearance. Additionally, only 36% of LGs had their Environment and Community Development Officers reporting monthly as per guidelines.	i. LGs should support the sector departments to appreciate and perform their roles related to procurement and contract management. – this is currently being addressed through the Thematic PIP Implementation.	PPDA MoES MoH MoWT MoWE
4.2	▪ Late submission by Departments, of procurement input for all investment items in the approved sector annual work plan and budget. ✓ E.g. Only 56% of Heath offices complied with the set timelines	i. Strict enforcement and internal controls by Accounting officers to ensure timely submissions by HoDs	LGs PPDA
5.0 Financial management and reporting			
5.1	▪ Persistent lack of follow up on internal audit recommendations	i. Strengthen and support LG Public Accounts Committees to strictly enforce compliance and follow up on the action taken by the council. ii. Consider follow up of internal audit recommendations under proposed minimum conditions iii. Conduct orientation of LGs in line with the PFM act	LGs MoLG OAG
5.2	▪ Persistently late submission of Annual and Quarterly Performance Reports ✓ E.g. This was the second worst performed indicator in the Education sector with a score of 38% in LGPA 2019	i. Build the technical capacity of the HODs to generate quarterly reports in the PBB and PBS. ii. Scale up enforcement of timely submission of Budget Performance Contracts by Accounting Officers, to MoFPED and line ministries iii. Improve linkages between the sector departments and the planning/PFM functions.	MoFPED LGs MoLG
5.3	▪ Inadequate implementation and follow up of internal audit recommendations. ✓ E.g. only 33% of the LGs' Health Departments complied to this requirement in 2019 as compared to 35% in 2018.	i. Devise strict compliance enforcement mechanisms to foster timely follow-up by all LGs.	MoFPED
6.0 Human Resource Planning and Management			
6.1	▪ LGs have persistently performed poorly on the requirement to substantively fill all Heads of Department positions.	i. Make filling of key positions in LG which are critical for service delivery a minimum condition where a wage has been provided	MoPS MoLG

No.	Emerging issue/Outstanding Challenges	Recommended Action(s)	Responsibility
6.2	▪ Slow/delayed access to the pension payroll by retiring staff ✓ Only 18% of staff that retired accessed the pension payroll in FY2018/19	ii. Review processes and timelines involved in processing of pension files to ensure seamless transition from salary payroll to pension payroll once one retires	MoPS
7.0 Monitoring, inspection and supervision			
7.1	▪ Incoherent communication of guidance from the national level to health facilities by DHOs and MHOs. ✓ Only 43% of the LGs were compliant on health guidelines, ▪ Failure of some DHOs/MHOs to hold meetings with health facility in-charges, to explain health guidelines, policies and circulars issued at national level.	i. The MoH should update and ensure timely and clear dissemination of the relevant LG Sector Grant and Budgeting Guidelines; and in collaboration with MoLG,follow-up their dissemination to the LLGs and health facilities.	MoH MoLG LGs
7.2	▪ Weak supervision of lower level health facilities and all health Centre IVs and district hospitals by DHTs & MHTs ✓ Supervision at least once per quarter stood at 49% for DHTs and 60% for MHTs in the LGPA 2019.	i. Strengthen functionalization of HUMCs and orient them on their role and responsibilities in monitoring of health service delivery in lower level health facilities ii. Strengthen and adequately equip/facilitate the LG health function to scale up supervision of lower level health facilities and HC IVs and/or district hospitals. iii. Establish regional supervisory structures to provide technical support, supervision and mentorship. iv. MoH reviews the currently inadequate funding for decentralized health services e.g. increasing Primary Health Care grant and seeking further support through other Government transfers	MoH LGs
7.3	▪ Inadequate budgetary and logistical resources to conduct handover of the completed WSS facilities	i. Review Water and Sanitation grant, and build capacity of the Water departments to adequately plan and budget for handover of completed WSS facilities	MOWE DLGs MoFPED
8.0Governance, oversight, transparency, participation and accountability			
8.1	▪ Low prioritization by LG departments, of discussions on Quarterly performance and strategies for actualization redress actions and recommendations for improvement. ✓ e.g. only 47% of LGs discussed Health sector reports in 2018/19, to come up with recommendations for improvement.	i. Institutionalize discussion of department quarterly reports LGs, with Accounting officers charged reporting to the Centre on the deliberations, emerging issues and agreed startegies for redress.	MoLG LGs

No.	Emerging issue/Outstanding Challenges	Recommended Action(s)	Responsibility
9.0 Environmental and social safeguards			
9.1	▪ Weak enforcement of environmental and social clearance of payment certificates prior to approval ✓ Only 30% of contract payment made in FY2018/19had the requisite clearance	i. Include environmental and social clearance of payment certificates withing criteria for Gender & Equity certificate assessments ii. BFPs for all LGs to include specific section on actions to protect the ecosystem and promote climate mitigation, adaptation and resilience; as part of finalization of detailed budget estimates, including major issues and strategies to address them	MoFPED MoLG
9.2	▪ Unclear guidance to LGs on how to manage sanitation for girls and PWDs ✓ This was the third worst performed indicator with a score of 45% in LGPA 2019	i. Issue clear guidelines on the same, including comprehensive dissemination strategies ii. Strengthen indicators in the assessment tool to critically interogate reasons for non compliance	MoGLSD MoLG MoH OPM
9.3	▪ Weak coordination in controlling of sites to check mitigation compliance, and reporting between the LG Environment officer and CDO	i. Revitalize District Environment Committees and Local Environment Committees to support redress of environmental concerns ii. Separate Environment & Natural Resource grant from Water & Sanitation grant, and increase the allocations iii. Issue guidelines and support LGs to scale up the control of sites to effectively implement mitigation measures. iv. Provide specific funding for coordination activities in LGs within their budgets, especially activities relating to projects funded by MDAs v. Promote activities that impact the environment positively e.g. tree planting	MoGLSD MoLG LGs MoWE
9.4	▪ Compliance with Gender composition guidelines for HUMCs. 45% of the Health facilities were not complying to gender composition requirement for HUMCs of having at least 30% women on the Committee.	i. Strengthen compliance monitoring and enforcement of guidelines on gender composition for HUMCs.	LGs MoGLSD MoH

No.	Emerging issue/Outstanding Challenges	Recommended Action(s)	Responsibility
10.0 LGPA Process and Manual			
10.1	▪ Whereas there has been overall improvement across all assessment areas, the current manual is not robust enough to cover all the service delivery areas like MDAs.	Revise the LGPA manual to: i. Strengthen the indicators for LGs ii. Assess performance of MDAs regarding performance in oversight, technical support and capacity building of LGs iii. Assess LLGs and service delivery units. iv. Revise indicators to capture efforts made by LGs over and above their Performance Contracts	OPM MoLG LGFC
10.2	▪ Recurrent gaps in the assessment process, underminig the commendable attainments made over the 3 years in its objectivity and credibility.	i. Further strengthen the assessment process as follows: (a) OPM compiles assessment report based on reports submitted by MDAs, with OAG charged with verification of the results (b) LG PA-OPM continues contracting and managing independent firms to conduct the assessment; (c) OPM to conduct spot checks to quality assure the process (d) OAG contracts QA firm to verify the results for enhanced checks and balances ii. LGs compile reports on performance of schools, health facilities and LLGs. Verification of the results to be done by the respective MDAs and the assessment firms contracted by OPM (i.e. MoES, MoH and the assessment firms respectively)	OPM OAG LGFC Relevant MDAs

9.0 Annexes

Annex 1: Ranked and Compared Combined LGPA Results 2017-2019

Vote Name	Rank LGPA 2019	Score LGPA 2019	Rank LGPA 2018	Score LGPA 2018	Rank LGPA 2017	Score LGPA 2017
Kiruhura District	**1**	**91%**	72	65%	16	68%
Bugiri District	**2**	**90%**	18	76%	91	51%
Ibanda District	**3**	**89%**	7	79%	10	70%
Masindi Municipal Council	**4**	**88%**	37	73%	1	85%
Kumi District	**4**	**88%**	3	81%	77	54%
Katakwi District	**4**	**88%**	115	56%	134	31%
Ntungamo District	**4**	**88%**	135	45%	96	50%
Ngora District	**8**	**87%**	7	79%	136	30%
Sheema Municipal Council	**9**	**86%**	14	77%	20	67%
Wakiso District	**10**	**85%**	60	68%	36	63%
Kapchorwa District	**10**	**85%**	103	59%	101	49%
Kira Municipal Council	**12**	**84%**	7	79%	80	53%
Mbarara District	**13**	**83%**	71	66%	8	72%
Jinja District	**13**	**83%**	37	73%	80	53%
Kayunga District	**15**	**82%**	14	77%	80	53%
Makindye-Ssabagabo Municipal Council	**15**	**82%**	11	78%	101	49%
Kumi Municipal Council	**15**	**82%**	31	74%	138	28%
Rubanda District	**15**	**82%**	143	36%	120	44%
Rukungiri Municipal Council	**19**	**81%**	37	73%	27	65%
Ibanda Municipal Council	**19**	**81%**	53	69%	2	77%
Kibuku District	**21**	**80%**	53	69%	115	46%
Butambala District	**21**	**80%**	4	80%	2	77%
Bukedea District	**21**	**80%**	1	82%	134	31%
Mityana Municipal Council	**21**	**80%**	72	65%	101	49%
Kisoro Municipal Council	**25**	**79%**	103	59%	101	49%
Kween District	**25**	**79%**	110	58%	120	44%
Kiboga District	**25**	**79%**	25	75%	16	68%
Bugiri Municipal Council	**28**	**78%**	48	70%	128	40%
Sembabule District	**28**	**78%**	14	77%	115	46%
Kisoro District	**28**	**78%**	126	52%	47	60%
Gomba District	**28**	**78%**	53	69%	10	70%
Mubende District	**32**	**77%**	83	64%	9	71%
Iganga District	**32**	**77%**	87	63%	77	54%
Buikwe District	**32**	**77%**	4	80%	66	57%
Sheema District	**32**	**77%**	83	64%	91	51%
Mayuge District	**32**	**77%**	72	65%	101	49%
Bunyangabu District	**32**	**77%**	72	65%	N/A	N/A
Amuria District	**32**	**77%**	98	60%	133	32%

Vote Name	Rank LGPA 2019	Score LGPA 2019	Rank LGPA 2018	Score LGPA 2018	Rank LGPA 2017	Score LGPA 2017
Njeru Municipal Council	**32**	**77%**	7	79%	126	41%
Budaka District	**32**	**77%**	25	75%	128	40%
Kalungu District	**41**	**76%**	37	73%	108	48%
Rukungiri District	**41**	**76%**	91	62%	47	60%
Kabarole District	**41**	**76%**	45	71%	36	63%
Soroti District	**44**	**75%**	18	76%	130	39%
Buvuma District	**44**	**75%**	72	65%	71	56%
Serere District	**44**	**75%**	72	65%	91	51%
Namutumba District	**44**	**75%**	103	59%	89	52%
Tororo District	**44**	**75%**	120	54%	56	59%
Kalangala District	**44**	**75%**	60	68%	40	61%
Kibaale District	**50**	**74%**	113	57%	6	75%
Kapchorwa Municipal Council	**50**	**74%**	138	42%	132	37%
Isingiro District	**50**	**74%**	134	47%	115	46%
Pallisa District	**53**	**73%**	48	70%	122	43%
Mukono District	**53**	**73%**	25	75%	66	57%
Bushenyi District	**53**	**73%**	91	62%	60	58%
Bududa District	**53**	**73%**	115	56%	66	57%
Mitooma District	**57**	**72%**	103	59%	47	60%
Manafwa District	**57**	**72%**	115	56%	101	49%
Lwengo District	**57**	**72%**	31	74%	89	52%
Rukiga District	**57**	**72%**	129	50%	N/A	N/A
Luwero District	**57**	**72%**	120	54%	27	65%
Bulambuli District	**62**	**71%**	132	48%	126	41%
Kanungu District	**62**	**71%**	98	60%	47	60%
Bushenyi- Ishaka Municipal Council	**62**	**71%**	120	54%	32	64%
Mukono Municipal Council	**65**	**70%**	14	77%	111	47%
Omoro District	**65**	**70%**	18	76%	32	64%
Kaliro District	**65**	**70%**	41	72%	74	55%
Masaka District	**65**	**70%**	31	74%	60	58%
Nansana Municipal Council	**69**	**69%**	45	71%	80	53%
Koboko Municipal Council	**69**	**69%**	31	74%	56	59%
Namayingo District	**69**	**69%**	18	76%	111	47%
Mityana District	**69**	**69%**	41	72%	27	65%
Lamwo District	**73**	**68%**	126	52%	60	58%
Iganga Municipal Council	**73**	**68%**	91	62%	137	29%
Mbale District	**73**	**68%**	110	58%	122	43%
Otuke District	**76**	**67%**	53	69%	66	57%
Kole District	**76**	**67%**	91	62%	60	58%
Kamuli District	**76**	**67%**	103	59%	115	46%
Dokolo District	**76**	**67%**	48	70%	20	67%
Butebo District	**76**	**67%**	64	67%	N/A	N/A
Bukomansimbi District	**81**	**66%**	48	70%	80	53%
Kotido District	**81**	**66%**	113	57%	27	65%

Vote Name	Rank LGPA 2019	Score LGPA 2019	Rank LGPA 2018	Score LGPA 2018	Rank LGPA 2017	Score LGPA 2017
Kaberamaido District	**81**	**66%**	53	69%	91	51%
Gulu District	**81**	**66%**	48	70%	80	53%
Kiryandongo District	**81**	**66%**	120	54%	10	70%
Kagadi District	**81**	**66%**	132	48%	27	65%
Mpigi District	**87**	**65%**	25	75%	20	67%
Buyende District	**87**	**65%**	64	67%	111	47%
Butaleja District	**87**	**65%**	83	64%	122	43%
Rakai District	**87**	**65%**	41	72%	91	51%
Kyegegwa District	**87**	**65%**	98	60%	4	76%
Moyo District	**87**	**65%**	18	76%	66	57%
Kakumiro District	**87**	**65%**	72	65%	40	61%
Kabale District	**87**	**65%**	126	52%	20	67%
Nakasongola District	**95**	**64%**	98	60%	36	63%
Adjumani District	**95**	**64%**	1	82%	47	60%
Alebtong District	**95**	**64%**	18	76%	60	58%
Kapelebyong District	**95**	**64%**	N/A	N/A	N/A	N/A
Kamwenge District	**95**	**64%**	64	67%	47	60%
Nwoya District	**100**	**63%**	25	75%	74	55%
Nebbi District	**101**	**62%**	72	65%	16	68%
Napak District	**101**	**62%**	91	62%	20	67%
Kotido Municipal Council	**101**	**62%**	143	36%	111	47%
Rubirizi District	**101**	**62%**	64	67%	47	60%
Buliisa District	**101**	**62%**	142	39%	71	56%
Amuru District	**101**	**62%**	64	67%	16	68%
Kyankwanzi District	**107**	**61%**	31	74%	47	60%
Koboko District	**107**	**61%**	31	74%	40	61%
Nebbi Municipal Council	**107**	**61%**	25	75%	101	49%
Nabilatuk District	**107**	**61%**	N/A	N/A	N/A	N/A
Zombo District	**107**	**61%**	64	67%	40	61%
Nakapiripirit District	**107**	**61%**	64	67%	96	50%
Luuka District	**107**	**61%**	87	63%	108	48%
Lira District	**107**	**61%**	41	72%	13	69%
Sironko District	**107**	**61%**	125	53%	122	43%
Nakaseke District	**116**	**60%**	129	50%	71	56%
Kasese District	**116**	**60%**	110	58%	40	61%
Busia District	**116**	**60%**	120	54%	108	48%
Kitgum District	**119**	**59%**	141	40%	80	53%
Bundibugyo District	**119**	**59%**	91	62%	32	64%
Pader District	**119**	**59%**	83	64%	80	53%
Agago District	**119**	**59%**	45	71%	20	67%
Moroto District	**123**	**58%**	87	63%	56	59%
Masindi District	**123**	**58%**	103	59%	26	66%
Lyantonde District	**123**	**58%**	11	78%	47	60%

Vote Name	Rank LGPA 2019	Score LGPA 2019	Rank LGPA 2018	Score LGPA 2018	Rank LGPA 2017	Score LGPA 2017
Hoima District	**123**	**58%**	60	68%	6	75%
Buhweju District	**123**	**58%**	98	60%	40	61%
Kyotera District	**128**	**57%**	72	65%	N/A	N/A
Yumbe District	**128**	**57%**	11	78%	60	58%
Amolatar District	**130**	**56%**	97	61%	77	54%
Kasanda District	**130**	**56%**	N/A	N/A	N/A	N/A
Oyam District	**130**	**56%**	53	69%	96	50%
Amudat District	**130**	**56%**	138	42%	96	50%
Kwania District	**134**	**55%**	N/A	N/A	N/A	N/A
Ntoroko District	**135**	**54%**	131	49%	40	61%
Bugweri District	**136**	**53%**	N/A	N/A	N/A	N/A
Kyenjojo District	**136**	**53%**	115	56%	56	59%
Bukwo District	**138**	**52%**	136	44%	115	46%
Apac District	**138**	**52%**	72	65%	13	69%
Maracha District	**140**	**51%**	60	68%	13	69%
Abim District	**140**	**51%**	137	43%	80	53%
Namisindwa District	**140**	**51%**	138	42%	N/A	N/A
Pakwach District	**143**	**47%**	87	63%	N/A	N/A
Arua District	**143**	**47%**	72	65%	32	64%
Kaabong District	**145**	**46%**	119	55%	96	50%
Kikuube District	**146**	**44%**	N/A	N/A	N/A	N/A

N/A = Not Assessed

Annex 2: Compliance to Accountability Requirements

Vote Name	Submission of Annual Performance Contract on time	Submission of Procurement Plan on time	Submission of Annual Budget Performance Report on time	Submission of Quarterly Budget Performance report on time	Follow-up on Audit Reports on time	Status of the Audit opinion	Number of Accountability requirements complied with
Amudat District	1	1	1	1	1	1	**6**
Budaka District	1	1	1	1	1	1	**6**
Bugiri Municipal Council	1	1	1	1	1	1	**6**
Bukomansimbi District	1	1	1	1	1	1	**6**
Bundibugyo District	1	1	1	1	1	1	**6**
Bunyangabu District	1	1	1	1	1	1	**6**
Bushenyi District	1	1	1	1	1	1	**6**
Bushenyi- Ishaka Municipal Council	1	1	1	1	1	1	**6**
Butambala District	1	1	1	1	1	1	**6**
Gulu District	1	1	1	1	1	1	**6**
Ibanda District	1	1	1	1	1	1	**6**
Ibanda Municipal Council	1	1	1	1	1	1	**6**
Iganga Municipal Council	1	1	1	1	1	1	**6**
Isingiro District	1	1	1	1	1	1	**6**
Jinja District	1	1	1	1	1	1	**6**
Kabarole District	1	1	1	1	1	1	**6**
Kaberamaido District	1	1	1	1	1	1	**6**
Kasese District	1	1	1	1	1	1	**6**
Kiboga District	1	1	1	1	1	1	**6**
Kira Municipal Council	1	1	1	1	1	1	**6**
Kisoro District	1	1	1	1	1	1	**6**
Kween District	1	1	1	1	1	1	**6**
Kyankwanzi District	1	1	1	1	1	1	**6**
Luuka District	1	1	1	1	1	1	**6**
Lwengo District	1	1	1	1	1	1	**6**
Lyantonde District	1	1	1	1	1	1	**6**

Vote Name	Submission of Annual Performance Contract on time	Submission of Procurement Plan on time	Submission of Annual Budget Performance Report on time	Submission of Quarterly Budget Performance report on time	Follow-up on Audit Reports on time	Status of the Audit opinion	Number of Accountability requirements complied with
Makindye-Ssabagabo Municipal Council	1	1	1	1	1	1	**6**
Masindi District	1	1	1	1	1	1	**6**
Mityana Municipal Council	1	1	1	1	1	1	**6**
Mpigi District	1	1	1	1	1	1	**6**
Mubende District	1	1	1	1	1	1	**6**
Mukono District	1	1	1	1	1	1	**6**
Nabilatuk District	1	1	1	1	1	1	**6**
Namutumba District	1	1	1	1	1	1	**6**
Nebbi District	1	1	1	1	1	1	**6**
Ngora District	1	1	1	1	1	1	**6**
Rakai District	1	1	1	1	1	1	**6**
Rukiga District	1	1	1	1	1	1	**6**
Rukungiri District	1	1	1	1	1	1	**6**
Rukungiri Municipal Council	1	1	1	1	1	1	**6**
Sembabule District	1	1	1	1	1	1	**6**
Sheema District	1	1	1	1	1	1	**6**
Sheema Municipal Council	1	1	1	1	1	1	**6**
Soroti District	1	1	1	1	1	1	**6**
Wakiso District	1	1	1	1	1	1	**6**
Adjumani District	1	1	1	1	0	1	**5**
Agago District	1	1	1	1	0	1	**5**
Alebtong District	1	1	1	1	0	1	**5**
Amolatar District	1	1	1	1	0	1	**5**
Amuria District	1	1	1	1	0	1	**5**
Apac District	1	1	1	1	0	1	**5**
Arua District	1	1	1	1	0	1	**5**
Bududa District	1	1	1	1	0	1	**5**
Bugiri District	1	1	1	1	0	1	**5**

Vote Name	Submission of Annual Performance Contract on time	Submission of Procurement Plan on time	Submission of Annual Budget Performance Report on time	Submission of Quarterly Budget Performance report on time	Follow-up on Audit Reports on time	Status of the Audit opinion	Number of Accountability requirements complied with
Buikwe District	1	1	1	1	0	1	**5**
Bukedea District	1	1	1	1	0	1	**5**
Bukwo District	1	1	1	1	0	1	**5**
Bulambuli District	1	1	1	1	0	1	**5**
Buliisa District	1	1	1	1	0	1	**5**
Busia District	1	1	1	1	0	1	**5**
Butaleja District	1	1	1	1	0	1	**5**
Butebo District	1	1	1	1	0	1	**5**
Buvuma District	1	1	1	1	0	1	**5**
Buyende District	1	1	1	1	0	1	**5**
Dokolo District	1	1	1	1	0	1	**5**
Gomba District	1	0	1	1	1	1	**5**
Hoima District	1	1	1	1	0	1	**5**
Iganga District	1	1	1	1	0	1	**5**
Kabale District	1	1	1	1	0	1	**5**
Kagadi District	1	1	1	1	0	1	**5**
Kakumiro District	1	1	1	1	0	1	**5**
Kalangala District	1	1	1	1	0	1	**5**
Kaliro District	1	1	1	1	0	1	**5**
Kalungu District	1	1	1	1	0	1	**5**
Kamuli District	1	1	1	1	0	1	**5**
Kamwenge District	1	1	1	1	0	1	**5**
Kanungu District	1	1	1	1	0	1	**5**
Kapchorwa District	1	1	1	1	0	1	**5**
Kapchorwa Municipal Council	1	1	1	1	0	1	**5**
Kapelebyong District	1	1	1	1	0	1	**5**
Kasanda District	1	1	1	1	0	1	**5**
Katakwi District	1	1	1	1	0	1	**5**
Kayunga District	1	1	1	1	0	1	**5**

Vote Name	Submission of Annual Performance Contract on time	Submission of Procurement Plan on time	Submission of Annual Budget Performance Report on time	Submission of Quarterly Budget Performance report on time	Follow-up on Audit Reports on time	Status of the Audit opinion	Number of Accountability requirements complied with
Kibaale District	1	1	1	1	0	1	**5**
Kibuku District	1	1	1	1	0	1	**5**
Kikuube District	1	1	1	1	0	1	**5**
Kiruhura District	1	1	1	1	0	1	**5**
Kiryandongo District	1	1	1	1	0	1	**5**
Kitgum District	1	1	1	1	0	1	**5**
Koboko District	1	1	1	1	0	1	**5**
Koboko Municipal Council	1	1	1	1	0	1	**5**
Kole District	1	1	1	1	0	1	**5**
Kotido District	1	1	1	1	0	1	**5**
Kotido Municipal Council	1	1	1	1	0	1	**5**
Kumi District	1	1	1	1	0	1	**5**
Kumi Municipal Council	1	1	1	1	0	1	**5**
Kwania District	1	1	1	1	0	1	**5**
Kyegegwa District	1	1	1	1	0	1	**5**
Kyenjojo District	1	1	1	1	0	1	**5**
Kyotera District	1	1	1	1	0	1	**5**
Lamwo District	1	1	1	1	0	1	**5**
Lira District	1	1	1	1	0	1	**5**
Luwero District	1	1	1	1	0	1	**5**
Manafwa District	1	1	1	1	0	1	**5**
Maracha District	1	1	1	1	0	1	**5**
Masaka District	1	1	1	1	0	1	**5**
Masindi Municipal Council	1	1	1	1	0	1	**5**
Mayuge District	1	1	1	1	0	1	**5**
Mbale District	1	1	1	1	0	1	**5**
Mbarara District	1	1	1	1	0	1	**5**
Mitooma District	1	1	1	1	0	1	**5**
Mityana District	1	1	1	1	0	1	**5**

Vote Name	Submission of Annual Performance Contract on time	Submission of Procurement Plan on time	Submission of Annual Budget Performance Report on time	Submission of Quarterly Budget Performance report on time	Follow-up on Audit Reports on time	Status of the Audit opinion	Number of Accountability requirements complied with
Moroto District	1	1	1	1	0	1	**5**
Moyo District	1	1	1	1	0	1	**5**
Mukono Municipal Council	1	1	1	1	0	1	**5**
Nakapiripirit District	1	1	1	1	0	1	**5**
Nakaseke District	1	1	1	1	0	1	**5**
Nakasongola District	1	1	1	1	0	1	**5**
Namayingo District	1	1	1	1	0	1	**5**
Namisindwa District	1	1	1	1	0	1	**5**
Nansana Municipal Council	1	1	1	1	0	1	**5**
Napak District	1	1	1	1	0	1	**5**
Nebbi Municipal Council	1	1	1	1	0	1	**5**
Njeru Municipal Council	1	1	1	1	0	1	**5**
Ntoroko District	1	1	1	1	0	1	**5**
Ntungamo District	1	1	1	1	0	1	**5**
Nwoya District	1	1	1	1	0	1	**5**
Otuke District	1	1	1	1	0	1	**5**
Oyam District	1	1	1	1	0	1	**5**
Pader District	1	1	1	1	0	1	**5**
Pakwach District	1	1	1	1	0	1	**5**
Pallisa District	1	1	1	1	0	1	**5**
Rubirizi District	1	1	1	1	0	1	**5**
Serere District	1	1	1	1	0	1	**5**
Sironko District	1	1	1	1	0	1	**5**
Tororo District	1	1	1	1	0	1	**5**
Yumbe District	1	1	1	1	0	1	**5**
Kisoro Municipal Council	1	1	0	0	1	1	**4**
Abim District	1	1	0	0	0	1	**3**
Amuru District	1	1	0	0	0	1	**3**
Bugweri District	1	1	0	0	0	1	**3**

Vote Name	Submission of Annual Performance Contract on time	Submission of Procurement Plan on time	Submission of Annual Budget Performance Report on time	Submission of Quarterly Budget Performance report on time	Follow-up on Audit Reports on time	Status of the Audit opinion	Number of Accountability requirements complied with
Buhweju District	1	1	0	0	0	1	**3**
Kaabong District	1	1	0	0	0	1	**3**
Omoro District	1	1	0	0	0	1	**3**
Rubanda District	1	1	0	0	0	1	**3**
Zombo District	1	1	0	0	0	1	**3**
No. of LGs that Complied	**146**	**145**	**137**	**137**	**47**	**146**	**758**

N/A = Not Assessed

Annex 3: Ranked Cross-cutting Performance Assessment Results

Rank 2019	Vote	Rank 2018	Rank 2017	Score 2019	Financial manage-ment	Governance, oversight, transparency and account-ability	Human Resource Manage-ment	Planning, budget-ing and execution	Procurement and contract management	Revenue Mo-bilization	Social and environmental safeguards
1	Kira Municipal Council	69	89	**87%**	18	10	11	19	12	8	9
2	Kiruhura District	93	13	**86%**	20	10	9	15	14	8	10
3	Rubanda District	140	100	**85%**	20	10	11	13	14	8	9
4	Ibanda District	54	27	**85%**	20	10	9	12	14	10	10
5	Masindi Municipal Council	29	1	**84%**	15	10	9	20	12	8	10
6	Wakiso District	5	5	**84%**	19	10	12	16	14	4	9
7	Mbarara District	23	7	**84%**	20	10	11	15	16	4	8
8	Buikwe District	12	52	**84%**	19	10	8	17	16	4	10
9	Rukungiri Municipal Council	12	20	**82%**	19	8	9	16	16	4	10
10	Ibanda Municipal Council	46	7	**82%**	17	10	12	15	12	6	10
11	Kisoro District	110	49	**82%**	20	9	7	14	16	10	6
12	Bugiri District	56	109	**82%**	16	10	10	17	16	6	7
13	Jinja District	56	52	**81%**	16	9	11	18	14	8	5
14	Isingiro District	132	124	**81%**	17	10	12	12	16	6	8
15	Ntungamo District	128	78	**80%**	19	9	9	15	16	4	8
16	Kabarole District	7	78	**80%**	14	8	12	17	14	8	7
17	Makindye-Ssabagabo Municipal Council	74	113	**79%**	15	10	9	18	14	6	7
18	Soroti District	46	113	**79%**	17	10	9	19	12	2	10
19	Kayunga District	35	56	**79%**	11	10	9	19	16	4	10
20	Sheema Municipal Council	5	2	**78%**	18	10	9	11	16	4	10
21	Rukungiri District	46	10	**78%**	20	6	7	17	14	4	10
22	Ngora District	12	113	**78%**	17	10	11	17	14	0	9
23	Nabilatuk District	145	139	**78%**	20	8	11	16	10	4	9
24	Sembabule District	16	37	**77%**	20	9	7	18	12	4	7

Rank 2019	Vote	Rank 2018	Rank 2017	Score 2019	Financial management	Governance, oversight, transparency and accountability	Human Resource Management	Planning, budgeting and execution	Procurement and contract management	Revenue Mobilization	Social and environmental safeguards
25	Katakwi District	110	138	**77%**	19	9	11	15	8	6	9
26	Bushenyi- Ishaka Municipal Council	108	37	**76%**	18	9	12	12	10	10	5
27	Luwero District	62	4	**76%**	20	10	4	14	14	6	8
28	Bulambuli District	108	118	**76%**	17	10	9	18	12	4	6
29	Sheema District	93	109	**75%**	18	8	7	12	14	10	6
30	Kween District	99	113	**75%**	19	10	9	16	10	2	9
31	Kumi District	7	15	**75%**	18	7	9	18	14	2	7
32	Gomba District	35	10	**75%**	11	10	9	14	14	8	9
33	Butambala District	54	5	**75%**	13	9	8	16	16	4	9
34	Bukedea District	2	135	**75%**	17	10	9	17	10	6	6
35	Gulu District	93	71	**74%**	17	10	7	13	14	6	7
36	Bunyangabu District	23	N/A	**74%**	20	4	10	13	14	6	7
37	Amuria District	69	127	**74%**	17	7	9	19	10	2	10
38	Njeru Municipal Council	56	66	**73%**	12	10	7	18	14	4	8
39	Mukono Municipal Council	19	41	**73%**	11	10	12	15	14	2	9
40	Rukiga District	136	N/A	**73%**	20	5	7	14	14	6	7
41	Oyam District	88	71	**73%**	17	9	9	13	12	8	5
42	Kapchorwa District	102	131	**73%**	17	9	11	16	12	6	2
43	Kalungu District	35	100	**73%**	19	8	8	12	14	6	6
44	Bugiri Municipal Council	62	93	**72%**	9	9	11	18	12	8	5
45	Rakai District	29	56	**72%**	15	9	9	10	14	8	7
46	Mukono District	35	37	**72%**	15	10	7	16	14	2	8
47	Budaka District	12	31	**72%**	14	9	9	11	12	8	9
48	Kumi Municipal Council	69	131	**71%**	17	7	9	17	10	2	9
49	Mubende District	29	13	**71%**	20	9	6	12	14	2	8

Rank 2019	Vote	Rank 2018	Rank 2017	Score 2019	Financial management	Governance, oversight, transparency and accountability	Human Resource Management	Planning, budgeting and execution	Procurement and contract management	Revenue Mobilization	Social and environmental safeguards
50	Mityana District	1	31	**71%**	19	8	9	12	14	2	7
51	Masindi District	74	27	**71%**	14	9	4	18	14	8	4
52	Kwania District	145	139	**71%**	12	10	7	17	14	6	5
53	Kibaale District	102	89	**71%**	20	10	7	12	12	4	6
54	Kabale District	128	78	**71%**	20	7	9	13	16	2	4
55	Kaliro District	99	78	**70%**	15	10	9	16	12	4	4
56	Buvuma District	74	104	**70%**	15	10	8	15	14	0	8
57	Bukomansimbi District	29	49	**70%**	20	10	9	12	10	6	3
58	Lamwo District	124	66	**69%**	17	10	6	10	12	6	8
59	Kanungu District	62	41	**69%**	20	7	9	11	14	4	4
60	Iganga District	80	131	**69%**	13	9	6	18	12	6	5
61	Nakasongola District	80	31	**68%**	17	10	5	14	12	4	6
62	Moroto District	93	71	**68%**	15	9	9	13	10	6	6
63	Kiryandongo District	124	23	**68%**	15	9	7	12	14	6	5
64	Butebo District	51	N/A	**68%**	17	7	8	12	14	4	6
65	Koboko Municipal Council	7	15	**67%**	12	7	8	12	14	8	6
66	Kisoro Municipal Council	110	31	**67%**	20	7	6	14	14	2	4
67	Kapchorwa Municipal Council	137	122	**67%**	12	8	11	18	14	0	4
68	Pallisa District	56	27	**67%**	11	8	9	13	14	6	6
69	Omoro District	46	3	**67%**	12	10	7	15	12	6	5
70	Namutumba District	80	71	**67%**	9	10	4	18	14	6	6
71	Kole District	116	41	**67%**	15	8	4	13	14	6	7
72	Mbale District	122	104	**66%**	13	8	6	13	16	4	6
73	Masaka District	23	41	**66%**	18	8	6	16	12	2	4
74	Koboko District	19	93	**66%**	15	6	7	10	16	4	8
75	Kiboga District	3	23	**66%**	15	10	6	13	16	0	6

Rank 2019	Vote	Rank 2018	Rank 2017	Score 2019	Financial management	Governance, oversight, transparency and accountability	Human Resource Management	Planning, budgeting and execution	Procurement and contract management	Revenue Mobilization	Social and environmental safeguards
76	Kakumiro District	23	127	**66%**	15	4	4	15	12	8	8
77	Butaleja District	97	93	**66%**	11	7	9	13	14	4	8
78	Nansana Municipal Council	7	23	**65%**	19	4	7	16	12	4	3
79	Mpigi District	23	20	**65%**	12	10	11	15	8	4	5
80	Kibuku District	102	137	**65%**	14	7	6	12	14	4	8
81	Bushenyi District	87	49	**65%**	19	9	11	9	12	2	3
82	Adjumani District	23	61	**65%**	9	8	11	11	14	4	8
83	Nebbi Municipal Council	19	104	**64%**	14	4	9	12	14	4	7
84	Rubirizi District	84	9	**64%**	20	7	7	5	16	6	3
85	Mayuge District	110	71	**64%**	9	8	6	17	12	6	6
86	Kyenjojo District	84	78	**64%**	18	7	4	13	12	8	2
87	Kyegegwa District	62	56	**64%**	9	6	11	15	12	8	3
88	Kasese District	74	108	**64%**	14	7	3	16	14	6	4
89	Kalangala District	84	87	**64%**	12	8	9	12	14	6	3
90	Moyo District	46	118	**63%**	14	6	9	12	14	4	4
91	Mitooma District	62	15	**63%**	20	5	7	8	14	4	5
92	Manafwa District	127	61	**63%**	12	8	6	12	14	4	7
93	Kyankwanzi District	16	37	**63%**	18	9	6	11	14	4	1
94	Kasanda District	145	139	**63%**	19	8	7	9	10	6	4
95	Dokolo District	29	41	**63%**	17	10	4	13	12	0	7
96	Buyende District	74	100	**63%**	9	10	4	15	14	6	5
97	Mityana Municipal Council	35	87	**62%**	19	9	2	14	10	0	8
98	Napak District	35	61	**62%**	15	7	7	12	12	4	5
99	Luuka District	121	71	**62%**	17	5	5	13	14	4	4
100	Buliisa District	144	100	**62%**	19	8	4	13	10	4	4
101	Bugweri District	145	139	**62%**	16	6	0	16	12	8	4

Rank 2019	Vote	Rank 2018	Rank 2017	Score 2019	Financial management	Governance, oversight, transparency and accountability	Human Resource Management	Planning, budgeting and execution	Procurement and contract management	Revenue Mobilization	Social and environmental safeguards
102	Kotido Municipal Council	140	89	**61%**	8	8	11	14	10	4	6
103	Tororo District	128	89	**61%**	11	7	6	16	10	2	9
104	Pader District	124	31	**61%**	14	9	6	13	8	4	7
105	Iganga Municipal Council	97	129	**60%**	9	8	6	16	12	2	7
106	Kyotera District	80	139	**60%**	13	7	4	17	10	4	5
107	Kotido District	116	56	**60%**	17	8	6	12	12	0	5
108	Yumbe District	29	118	**59%**	11	7	9	12	12	2	6
109	Sironko District	132	104	**59%**	13	7	9	12	12	0	6
110	Nebbi District	51	23	**59%**	12	6	4	15	10	6	6
111	Nakapiripirit District	74	61	**59%**	10	6	9	11	14	0	9
112	Kamuli District	128	125	**59%**	9	10	7	13	14	0	6
113	Kaabong District	110	126	**59%**	14	5	9	12	12	6	1
114	Bududa District	88	78	**59%**	13	7	4	15	12	2	6
115	Alebtong District	62	41	**59%**	7	9	9	14	12	2	6
116	Agago District	102	27	**59%**	16	6	4	9	12	4	8
117	Ntoroko District	116	66	**58%**	13	3	2	12	14	8	6
118	Nakaseke District	88	52	**58%**	19	5	7	11	10	2	4
119	Maracha District	35	52	**58%**	10	3	7	10	16	4	8
120	Lwengo District	7	56	**58%**	13	9	4	9	12	6	5
121	Kamwenge District	62	134	**58%**	13	8	4	12	10	4	7
122	Serere District	16	78	**57%**	13	9	3	17	5	2	8
123	Nwoya District	56	93	**57%**	9	5	6	12	16	2	7
124	Amuru District	88	31	**57%**	10	10	4	11	14	4	4
125	Namisindwa District	132	139	**56%**	10	5	4	9	14	6	8
126	Namayingo District	106	129	**56%**	9	7	4	15	10	4	7
127	Kagadi District	56	122	**56%**	13	9	4	11	10	2	7

Rank 2019	Vote	Rank 2018	Rank 2017	Score 2019	Financial management	Governance, oversight, transparency and accountability	Human Resource Management	Planning, budgeting and execution	Procurement and contract management	Revenue Mobilization	Social and environmental safeguards
128	Hoima District	4	78	**56%**	14	8	7	13	10	2	2
129	Bundibugyo District	35	113	**56%**	17	4	2	12	12	4	5
130	Abim District	142	66	**56%**	13	4	6	9	10	10	4
131	Zombo District	69	93	**55%**	8	7	4	13	12	4	7
132	Lyantonde District	35	71	**55%**	9	3	2	18	14	4	5
133	Kapelebyong District	N/A	N/A	**55%**	5	7	9	11	12	6	5
134	Kitgum District	122	41	**54%**	10	9	6	14	8	0	7
135	Kaberamaido District	69	41	**54%**	14	5	7	11	10	0	7
136	Amolatar District	143	109	**54%**	11	9	4	10	10	2	8
137	Buhweju District	119	15	**53%**	13	3	10	9	12	2	4
138	Otuke District	88	61	**52%**	12	7	6	5	10	6	6
139	Lira District	99	78	**52%**	15	7	4	10	8	4	4
140	Amudat District	132	109	**51%**	5	5	11	8	12	4	6
141	Arua District	35	20	**50%**	12	3	4	10	16	0	5
142	Apac District	110	66	**45%**	4	10	4	14	10	0	3
143	Busia District	106	93	**43%**	9	4	4	12	8	4	2
144	Bukwo District	139	118	**43%**	9	4	7	11	10	0	2
145	Pakwach District	120	139	**42%**	8	4	4	3	12	4	7
146	Kikuube District	N/A	N/A	**42%**	13	3	2	11	10	0	3

N/A = Not Assessed

Annex 4: Ranked Education Performance Assessment Results

Rank 2019	Vote Name	Rank 2018	Rank 2017	Score 2019	Financial management and reporting	Governance, oversight, transparency and accountability	Monitoring and Supervision	Human resource planning and management	Procurement and contract management	Social and environmental safeguards
1	Katakwi District	110	103	**96%**	11	12	24	39	4	6
1	Kapchorwa District	70	7	**96%**	7	12	24	41	4	8
1	Bukedea District	7	119	**96%**	11	12	21	41	4	7
4	Kumi District	4	107	**95%**	11	12	24	41	4	3
5	Mityana Municipal Council	84	79	**94%**	9	12	21	40	4	8
5	Amuria District	43	118	**94%**	7	12	24	41	4	6
7	Kween District	78	49	**93%**	5	12	24	41	4	7
7	Kibuku District	76	85	**93%**	9	12	24	36	4	8
9	Masindi Municipal Council	38	2	**92%**	9	12	24	35	4	8
9	Kiruhura District	52	16	**92%**	9	12	20	41	4	6
9	Bugiri District	62	79	**92%**	7	12	24	39	4	6
12	Sheema Municipal Council	29	32	**91%**	9	12	21	39	4	6
12	Ntungamo District	113	92	**91%**	9	12	20	39	4	7
12	Kisoro Municipal Council	45	92	**91%**	5	12	24	39	4	7
12	Kaberamaido District	29	107	**91%**	7	12	24	41	4	3
12	Bulambuli District	118	94	**91%**	5	12	24	41	4	5
17	Wakiso District	104	43	**89%**	9	12	21	36	4	7
17	Serere District	21	116	**89%**	7	12	24	41	0	5
17	Kumi Municipal Council	5	107	**89%**	9	12	16	41	4	7
17	Kiboga District	98	60	**89%**	9	12	21	37	4	6
21	Mbarara District	65	24	**88%**	5	12	20	41	4	6
22	Kibaale District	14	21	**87%**	5	9	21	40	4	8
22	Ibanda District	17	24	**87%**	9	12	15	41	4	6

Rank 2019	Vote Name	Rank 2018	Rank 2017	Score 2019	Financial management and reporting	Governance, oversight, transparency and accountability	Monitoring and Supervision	Human resource planning and management	Procurement and contract management	Social and environmental safeguards
24	Ngora District	38	120	**86%**	7	12	19	39	4	5
24	Mubende District	80	22	**86%**	5	12	21	36	4	8
24	Buvuma District	49	76	**86%**	7	12	24	31	4	8
24	Butambala District	12	5	**86%**	9	12	21	36	0	8
28	Kole District	65	32	**85%**	9	12	24	35	0	5
28	Kisoro District	98	73	**85%**	9	10	20	39	4	3
28	Iganga Municipal Council	86	112	**85%**	7	12	21	39	0	6
31	Kalangala District	54	32	**83%**	9	12	17	35	4	6
31	Bushenyi- Ishaka Municipal Council	93	49	**83%**	7	12	21	37	4	2
33	Sheema District	45	24	**82%**	5	12	21	36	4	4
33	Nansana Municipal Council	59	116	**82%**	5	12	24	29	4	8
33	Mayuge District	49	94	**82%**	3	12	24	32	4	7
33	Makindye-Ssabagabo Municipal Council	8	68	**82%**	7	12	21	32	4	6
33	Kira Municipal Council	17	79	**82%**	7	12	24	27	4	8
33	Jinja District	70	83	**82%**	11	12	21	28	4	6
33	Bududa District	101	32	**82%**	7	12	24	27	4	8
33	Alebtong District	43	18	**82%**	3	12	24	33	4	6
41	Soroti District	10	110	**81%**	5	12	22	32	4	6
42	Rakai District	59	83	**80%**	3	12	19	35	4	7
42	Pallisa District	2	99	**80%**	7	12	24	25	4	8
42	Gomba District	86	24	**80%**	7	10	21	34	4	4
42	Amuru District	8	1	**80%**	3	12	24	35	4	2
46	Sembabule District	34	96	**79%**	9	10	21	28	4	7
47	Rukungiri District	52	75	**78%**	9	12	20	31	0	6

Rank 2019	Vote Name	Rank 2018	Rank 2017	Score 2019	Financial management and reporting	Governance, oversight, transparency and accountability	Monitoring and Supervision	Human resource planning and management	Procurement and contract management	Social and environmental safeguards
47	Mityana District	65	46	**78%**	5	12	16	33	4	8
47	Ibanda Municipal Council	58	11	**78%**	5	12	19	35	4	3
50	Rubanda District	121	101	**77%**	9	12	20	25	4	7
50	Mukono Municipal Council	38	96	**77%**	3	10	24	30	4	6
50	Luwero District	101	62	**77%**	5	12	18	34	0	8
50	Kapchorwa Municipal Council	112	88	**77%**	7	12	18	33	4	3
50	Butaleja District	10	105	**77%**	7	10	21	31	0	8
50	Bunyangabu District	49	N/A	**77%**	5	12	24	29	0	7
56	Tororo District	104	18	**76%**	7	12	21	28	0	8
56	Nakaseke District	111	38	**76%**	5	12	24	25	4	6
56	Kayunga District	29	110	**76%**	3	12	21	33	0	7
56	Busia District	98	49	**76%**	3	12	24	36	0	1
60	Kalungu District	14	49	**75%**	9	12	21	24	4	5
60	Bushenyi District	65	55	**75%**	5	12	21	32	4	1
62	Sironko District	86	57	**74%**	7	6	24	32	0	5
62	Kanungu District	17	91	**74%**	5	12	12	35	4	6
62	Iganga District	101	88	**74%**	7	5	24	30	4	4
62	Budaka District	27	113	**74%**	7	12	21	27	0	7
66	Kakumiro District	38	76	**73%**	5	12	8	37	4	7
66	Bugiri Municipal Council	65	62	**73%**	7	12	24	25	0	5
68	Rukungiri Municipal Council	29	40	**72%**	9	12	14	31	0	6
68	Omoro District	59	38	**72%**	5	12	24	30	0	1
68	Moyo District	1	7	**72%**	3	10	21	35	0	3
68	Lwengo District	21	74	**72%**	5	10	19	26	4	8
68	Amudat District	117	85	**72%**	3	12	17	33	0	7

Rank 2019	Vote Name	Rank 2018	Rank 2017	Score 2019	Financial management and reporting	Governance, oversight, transparency and accountability	Monitoring and Supervision	Human resource planning and management	Procurement and contract management	Social and environmental safeguards
73	Otuke District	29	67	**71%**	3	7	22	33	0	6
73	Kotido District	122	31	**71%**	11	7	24	25	0	4
73	Kasanda District	N/A	N/A	**71%**	3	12	11	38	0	7
73	Kabarole District	36	43	**71%**	3	12	21	25	4	6
77	Moroto District	109	69	**70%**	5	7	21	30	4	3
77	Kagadi District	93	47	**70%**	7	9	14	32	0	8
79	Mitooma District	82	40	**69%**	5	9	20	29	4	2
79	Kaliro District	80	43	**69%**	5	12	15	32	0	5
81	Namutumba District	118	103	**68%**	5	12	18	27	4	2
81	Namayingo District	45	99	**68%**	7	12	16	29	0	4
81	Masaka District	54	57	**68%**	9	7	21	25	4	2
81	Kapelebyong District	N/A	N/A	**68%**	7	12	14	30	0	5
81	Kamuli District	106	76	**68%**	7	12	24	20	0	5
86	Butebo District	3	N/A	**67%**	3	10	24	23	0	7
86	Buikwe District	12	69	**67%**	7	12	21	21	4	2
88	Kiryandongo District	54	4	**66%**	3	10	21	27	0	5
88	Buhweju District	64	49	**66%**	3	12	17	31	0	3
88	Amolatar District	73	47	**66%**	3	12	24	25	0	2
88	Agago District	34	11	**66%**	5	12	17	27	4	1
92	Rukiga District	106	N/A	**65%**	5	12	14	31	0	3
92	Njeru Municipal Council	14	115	**65%**	3	12	15	27	4	4
92	Masindi District	45	10	**65%**	3	12	21	23	4	2
95	Kyegegwa District	54	14	**64%**	7	10	6	33	4	4
95	Kitgum District	120	24	**64%**	3	7	24	29	0	1
97	Nakapiripirit District	96	102	**63%**	2	7	19	28	4	3
97	Lamwo District	86	49	**63%**	7	12	18	25	0	1

Rank 2019	Vote Name	Rank 2018	Rank 2017	Score 2019	Financial management and reporting	Governance, oversight, transparency and accountability	Monitoring and Supervision	Human resource planning and management	Procurement and contract management	Social and environmental safeguards
97	Dokolo District	70	40	**63%**	3	12	15	26	4	3
100	Kotido Municipal Council	123	69	**62%**	3	7	22	23	0	7
100	Isingiro District	114	62	**62%**	3	12	21	19	4	3
102	Oyam District	78	85	**61%**	3	12	18	27	0	1
102	Mukono District	38	96	**61%**	7	10	18	14	4	8
102	Hoima District	21	24	**61%**	9	12	13	22	0	5
105	Nakasongola District	96	22	**60%**	5	12	16	17	4	6
105	Kabale District	106	32	**60%**	5	12	10	31	0	2
107	Nabilatuk District	N/A	N/A	**59%**	5	7	19	27	0	1
108	Napak District	86	7	**58%**	5	10	21	16	0	6
108	Manafwa District	86	69	**58%**	7	10	24	16	0	1
108	Lyantonde District	17	62	**58%**	5	10	21	19	0	3
108	Lira District	21	14	**58%**	3	10	21	18	4	2
108	Kamwenge District	73	57	**58%**	5	9	15	19	4	6
113	Koboko District	21	18	**56%**	5	9	7	28	4	3
113	Gulu District	21	55	**56%**	3	12	18	19	0	4
115	Rubirizi District	27	5	**55%**	5	12	16	21	0	1
115	Luuka District	84	106	**55%**	3	10	14	28	0	0
115	Kaabong District	114	60	**55%**	3	4	24	19	4	1
115	Bukomansimbi District	76	113	**55%**	9	10	13	22	0	1
115	Abim District	114	32	**55%**	3	7	21	23	0	1
120	Nebbi District	62	2	**54%**	7	10	7	25	0	5
120	Kyankwanzi District	86	11	**54%**	7	12	8	23	4	0
120	Kwania District	N/A	N/A	**54%**	3	7	15	24	4	1
120	Buliisa District	93	79	**54%**	7	10	15	16	4	2
124	Koboko Municipal Council	36	16	**52%**	9	4	11	26	0	2

Rank 2019	Vote Name	Rank 2018	Rank 2017	Score 2019	Financial management and reporting	Governance, oversight, transparency and accountability	Monitoring and Supervision	Human resource planning and management	Procurement and contract management	Social and environmental safeguards
124	Buyende District	82	88	**52%**	3	7	22	15	4	1
124	Adjumani District	5	62	**52%**	3	7	13	21	4	4
127	Mbale District	73	24	**51%**	7	9	17	15	0	3
127	Kyotera District	93	N/A	**51%**	5	10	21	13	0	2
127	Kikuube District	N/A	N/A	**51%**	3	8	12	21	0	7
130	Apac District	N/A	32	**49%**	0	10	21	12	4	2
131	Pader District	106	83	**48%**	3	12	15	13	4	1
131	Ntoroko District	N/A	79	**48%**	3	9	16	19	0	1
133	Kasese District	93	60	**47%**	7	0	21	14	0	5
134	Mpigi District	21	69	**46%**	5	7	7	22	0	5
135	Namisindwa District	117	N/A	**45%**	7	10	17	10	0	1
136	Bugweri District	N/A	N/A	**44%**	3	4	11	24	0	2
137	Pakwach District	36	N/A	**42%**	7	0	16	8	4	7
138	Zombo District	106	11	**41%**	4	4	13	13	4	3
138	Yumbe District	14	5	**41%**	0	4	15	21	0	1
138	Kyenjojo District	62	57	**41%**	3	10	14	10	0	4
141	Bukwo District	113	31	**39%**	7	10	17	2	0	3
142	Nwoya District	29	31	**36%**	3	4	16	6	4	3
143	Nebbi Municipal Council	52	N/A	**35%**	3	7	9	13	0	3
144	Maracha District	29	N/A	**34%**	7	0	13	11	0	3
144	Bundibugyo District	58	49	**34%**	5	4	13	11	0	1
146	Arua District	78	22	**25%**	7	4	7	5	0	2

N/A = Not Assessed

Annex 5: Ranked Health Performance Assessment Results

Rank 2019	Vote Name	Rank 2018	Rank 2017	Score 2019	Financial management and reporting	Governance, oversight, transparency and accountability	Human resource planning and management	Monitoring and Supervision	Procurement and contract management	Social and environmental safeguards
1	Kiruhura District	74	62	**98%**	6	14	26	32	8	12
2	Kayunga District	15	30	**97%**	8	14	26	29	8	12
3	Rubanda District	142	119	**96%**	6	14	26	32	6	12
4	Ntungamo District	139	62	**94%**	4	14	26	32	6	12
4	Katakwi District	60	81	**94%**	2	14	26	32	8	12
6	Rukungiri District	98	51	**93%**	6	14	26	29	6	12
7	Njeru Municipal Council	6	96	**92%**	0	14	26	32	8	12
7	Ngora District	15	83	**92%**	4	14	26	32	8	8
7	Butambala District	6	22	**92%**	6	14	22	32	8	10
10	Kumi District	74	73	**90%**	6	12	26	26	8	12
10	Kibuku District	1	128	**90%**	6	14	22	30	8	10
12	Sheema Municipal Council	35	68	**89%**	6	14	26	25	6	12
12	Masindi Municipal Council	43	2	**89%**	6	10	26	29	8	10
12	Bugiri Municipal Council	20	138	**89%**	4	14	26	29	6	10
15	Rukungiri Municipal Council	67	48	**88%**	2	14	22	32	8	10
15	Manafwa District	88	83	**88%**	4	14	26	32	8	4
15	Koboko Municipal Council	55	116	**88%**	6	14	26	22	8	12
18	Mbale District	118	101	**87%**	8	12	26	25	8	8
19	Kumi Municipal Council	55	137	**86%**	2	14	22	32	4	12
19	Kapchorwa District	74	101	**86%**	6	10	26	26	8	10
19	Bugiri District	15	135	**86%**	0	12	26	32	6	10
22	Wakiso District	55	17	**85%**	2	12	26	29	6	10
22	Pallisa District	83	93	**85%**	4	14	26	29	6	6
22	Mukono District	11	40	**85%**	4	14	26	25	6	10

Rank 2019	Vote Name	Rank 2018	Rank 2017	Score 2019	Financial management and reporting	Governance, oversight, transparency and accountability	Human resource planning and management	Monitoring and Supervision	Procurement and contract management	Social and environmental safeguards
22	Makindye-Ssabagabo Municipal Council	11	89	**85%**	4	14	22	29	6	10
22	Gomba District	43	13	**85%**	4	14	22	25	8	12
22	Bududa District	83	78	**85%**	0	14	22	29	8	12
28	Nebbi Municipal Council	20	129	**84%**	0	14	22	32	4	12
28	Mitooma District	93	62	**84%**	6	14	14	32	8	10
30	Mityana Municipal Council	64	83	**83%**	6	14	26	19	8	10
30	Mbarara District	78	57	**83%**	6	8	26	23	8	12
30	Kibaale District	139	4	**83%**	0	12	22	29	8	12
33	Tororo District	98	98	**82%**	0	10	22	32	8	10
33	Serere District	132	68	**82%**	8	14	26	16	8	10
33	Kira Municipal Council	3	54	**82%**	4	14	22	26	8	8
33	Ibanda Municipal Council	55	4	**82%**	0	14	26	22	8	12
33	Ibanda District	23	17	**82%**	6	14	18	26	8	10
38	Kyegegwa District	121	1	**81%**	4	8	26	29	6	8
38	Bushenyi District	53	83	**81%**	2	14	26	25	8	6
40	Kween District	98	113	**80%**	6	12	18	24	8	12
40	Kanungu District	112	61	**80%**	2	14	18	32	8	6
40	Kabale District	83	30	**80%**	2	14	26	26	6	6
40	Bukedea District	31	123	**80%**	6	12	26	20	8	8
44	Rubirizi District	67	119	**79%**	2	14	26	23	8	6
44	Kisoro Municipal Council	112	100	**79%**	8	14	22	19	4	12
44	Kalangala District	67	14	**79%**	6	12	26	23	4	8
44	Kabarole District	107	11	**79%**	0	14	26	21	8	10
44	Jinja District	4	121	**79%**	8	8	22	29	4	8
49	Mubende District	109	40	**78%**	2	14	22	26	4	10
49	Kapchorwa Municipal Council	129	127	**78%**	4	10	26	24	8	6

Rank 2019	Vote Name	Rank 2018	Rank 2017	Score 2019	Financial management and reporting	Governance, oversight, transparency and accountability	Human resource planning and management	Monitoring and Supervision	Procurement and contract management	Social and environmental safeguards
49	Kagadi District	144	14	**78%**	0	10	22	26	8	12
49	Buyende District	2	129	**78%**	0	12	26	26	6	8
49	Butebo District	128	N/A	**78%**	4	14	22	22	6	10
49	Buliisa District	143	34	**78%**	6	10	26	26	4	6
49	Budaka District	98	101	**78%**	4	14	22	22	8	8
49	Amuria District	121	124	**78%**	2	14	26	20	8	8
57	Kotido District	6	25	**77%**	4	8	26	23	6	10
57	Buvuma District	88	89	**77%**	4	14	22	19	8	10
59	Kamwenge District	35	30	**76%**	2	10	22	26	6	10
60	Kisoro District	124	83	**75%**	6	12	26	17	6	8
60	Bundibugyo District	129	25	**75%**	2	12	22	29	4	6
60	Buikwe District	50	67	**75%**	4	14	22	19	6	10
63	Kiboga District	11	4	**74%**	2	8	22	26	8	8
64	Nwoya District	43	34	**73%**	4	8	18	29	6	8
64	Namutumba District	67	101	**73%**	4	8	26	23	6	6
64	Nakapiripirit District	20	73	**73%**	4	10	20	23	6	10
64	Bunyangabu District	121	N/A	**73%**	2	14	22	17	6	12
68	Rukiga District	93	N/A	**72%**	6	14	18	22	4	8
68	Mayuge District	41	121	**72%**	0	8	26	22	6	10
68	Luwero District	118	17	**72%**	2	14	22	20	6	8
68	Butaleja District	112	68	**72%**	4	12	14	32	6	4
68	Adjumani District	4	25	**72%**	0	10	26	26	4	6
73	Lamwo District	136	68	**71%**	2	14	26	13	8	8
73	Kyankwanzi District	31	81	**71%**	0	14	26	13	8	10
73	Kalungu District	93	101	**71%**	6	4	26	21	8	6
73	Isingiro District	126	124	**71%**	0	14	26	13	8	10
77	Dokolo District	28	7	**70%**	4	10	26	14	8	8

Rank 2019	Vote Name	Rank 2018	Rank 2017	Score 2019	Financial management and reporting	Governance, oversight, transparency and accountability	Human resource planning and management	Monitoring and Supervision	Procurement and contract management	Social and environmental safeguards
78	Soroti District	80	109	**69%**	0	12	18	19	8	12
78	Sheema District	67	113	**69%**	2	14	14	21	8	10
78	Moroto District	67	34	**69%**	2	12	26	13	8	8
78	Iganga District	15	78	**69%**	4	8	26	17	6	8
78	Bukwo District	118	108	**69%**	4	10	26	19	4	6
83	Sembabule District	28	109	**68%**	2	6	18	26	8	8
83	Mityana District	64	40	**68%**	2	8	22	20	8	8
83	Lwengo District	83	101	**68%**	4	12	22	16	6	8
83	Kiryandongo District	141	48	**68%**	0	12	22	26	8	0
83	Kapelebyong District	N/A	N/A	**68%**	0	14	26	16	6	6
88	Lyantonde District	9	54	**67%**	6	12	14	19	6	10
89	Zombo District	50	40	**65%**	4	4	22	23	4	8
89	Mpigi District	35	22	**65%**	2	12	22	17	4	8
89	Kamuli District	25	136	**65%**	4	8	18	19	8	8
92	Otuke District	98	73	**64%**	2	8	26	16	6	6
92	Namayingo District	15	132	**64%**	0	8	16	22	8	10
92	Nabilatuk District	N/A	N/A	**64%**	4	10	26	10	4	10
92	Masaka District	74	52	**64%**	6	8	18	16	6	10
96	Napak District	31	12	**63%**	4	12	20	13	6	8
96	Nakaseke District	133	57	**63%**	2	8	22	17	4	10
98	Nakasongola District	105	57	**62%**	2	8	18	20	6	8
98	Kotido Municipal Council	109	116	**62%**	0	14	26	10	6	6
98	Bukomansimbi District	67	77	**62%**	6	8	16	16	6	10
101	Mukono Municipal Council	11	101	**61%**	0	8	20	23	6	4
101	Kakumiro District	138	39	**61%**	2	14	14	13	8	10
103	Omoro District	31	34	**60%**	0	8	26	10	8	8
103	Nebbi District	93	25	**60%**	4	10	18	16	6	6

Rank 2019	Vote Name	Rank 2018	Rank 2017	Score 2019	Financial management and reporting	Governance, oversight, transparency and accountability	Human resource planning and management	Monitoring and Supervision	Procurement and contract management	Social and environmental safeguards
103	Nansana Municipal Council	60	21	**60%**	2	14	18	12	8	6
103	Kaabong District	83	68	**60%**	0	8	26	14	6	6
103	Agago District	25	52	**60%**	0	12	22	10	8	8
108	Moyo District	50	22	**59%**	0	6	26	13	4	10
108	Busia District	107	109	**59%**	0	14	18	23	4	0
110	Rakai District	46	66	**58%**	4	8	22	10	4	10
110	Lira District	64	8	**58%**	0	8	18	16	6	10
110	Koboko District	46	14	**58%**	0	8	22	16	6	6
110	Kitgum District	129	93	**58%**	0	8	22	10	8	10
110	Iganga Municipal Council	46	132	**58%**	0	10	12	24	4	8
115	Namisindwa District	134	N/A	**56%**	8	8	12	16	8	4
115	Kwania District	N/A	N/A	**56%**	0	8	26	10	6	6
115	Kole District	91	50	**56%**	2	10	22	10	8	4
115	Amolatar District	23	96	**56%**	0	12	22	10	6	6
115	Abim District	60	83	**56%**	0	14	18	10	6	8
120	Kyenjojo District	126	62	**55%**	0	10	18	13	4	10
120	Kaberamaido District	80	80	**55%**	0	12	18	13	6	6
120	Bulambuli District	116	124	**55%**	2	8	18	13	8	6
123	Hoima District	136	9	**54%**	4	8	18	16	8	0
123	Gulu District	88	47	**54%**	0	8	16	10	8	12
123	Alebtong District	28	109	**54%**	0	8	22	10	6	8
126	Kaliro District	25	132	**53%**	0	8	18	13	6	8
126	Bushenyi- Ishaka Municipal Council	109	34	**53%**	4	10	20	9	6	4
126	Arua District	80	40	**53%**	4	8	22	11	4	4
129	Pader District	35	118	**52%**	0	8	18	10	8	8
129	Amuru District	116	40	**52%**	4	8	18	10	6	6

Rank 2019	Vote Name	Rank 2018	Rank 2017	Score 2019	Financial management and reporting	Governance, oversight, transparency and accountability	Human resource planning and management	Monitoring and Supervision	Procurement and contract management	Social and environmental safeguards
131	Buhweju District	106	98	**50%**	0	10	14	16	6	4
131	Apac District	35	25	**50%**	0	10	18	10	4	8
133	Oyam District	46	89	**48%**	0	8	18	10	6	6
134	Luuka District	41	129	**47%**	0	4	18	17	6	2
134	Amudat District	112	93	**47%**	2	10	8	13	4	10
136	Yumbe District	60	30	**44%**	4	8	14	6	6	6
136	Maracha District	55	9	**44%**	4	0	18	10	6	6
138	Sironko District	93	113	**43%**	0	4	18	13	4	4
138	Masindi District	124	57	**43%**	0	10	18	11	4	0
140	Kasese District	91	20	**41%**	4	10	14	1	6	6
141	Ntoroko District	135	40	**40%**	0	6	14	10	4	6
141	Kyotera District	98	N/A	**40%**	2	12	4	10	4	8
143	Pakwach District	98	N/A	**39%**	2	0	10	13	6	8
143	Kikuube District	N/A	N/A	**39%**	0	4	10	19	4	2
145	Bugweri District	N/A	N/A	**35%**	0	4	8	13	4	6
146	Kasanda District	N/A	N/A	**33%**	0	8	4	15	4	2

N/A = Not Assessed

Annex 6: Ranked Water and Sanitation Performance Assessment Results

Rank 2019	Vote	Rank 2018	Rank 2017	Score 2019	Financial management and reporting	Governance, oversight, transparency and accountability	Monitoring and Supervision	Planning, budgeting and execution	Procurement and contract management	Social and environmental safeguards
1	Ibanda District	8	29	**100%**	10	15	25	25	15	10
1	Bugiri District	5	3	**100%**	10	15	25	25	15	10
3	Iganga District	93	9	**97%**	10	12	25	25	15	10
4	Kumi District	2	41	**93%**	8	10	25	25	15	10
5	Ngora District	20	113	**91%**	5	13	25	25	15	8
5	Namutumba District	54	20	**91%**	5	15	25	25	15	6
7	Mayuge District	76	34	**89%**	5	13	25	25	15	6
7	Lwengo District	28	58	**89%**	10	11	25	19	15	9
7	Kasese District	101	41	**89%**	5	13	25	25	15	6
7	Kaliro District	2	9	**89%**	3	15	25	25	15	6
7	Jinja District	41	25	**89%**	10	14	25	15	15	10
12	Sembabule District	24	92	**87%**	3	12	25	25	15	7
12	Kiruhura District	71	25	**87%**	8	15	20	22	15	7
14	Namayingo District	1	3	**86%**	0	12	25	25	15	9
14	Kiboga District	20	41	**86%**	5	15	20	25	15	6
16	Nwoya District	16	104	**85%**	5	15	25	15	15	10
16	Ntungamo District	76	86	**85%**	10	15	25	15	11	9
16	Mpigi District	50	20	**85%**	5	15	25	22	11	7
16	Katakwi District	88	115	**85%**	3	15	25	20	15	7
16	Kalungu District	34	94	**85%**	10	13	25	15	13	9
21	Yumbe District	8	103	**84%**	5	12	25	20	12	10
22	Zombo District	16	82	**83%**	5	15	15	25	13	10
22	Kapchorwa District	104	101	**83%**	8	14	25	19	13	4
22	Bunyangabu District	58	N/A	**83%**	5	10	25	22	13	8
22	Buikwe District	4	49	**83%**	10	11	25	15	13	9

Rank 2019	Vote	Rank 2018	Rank 2017	Score 2019	Financial management and reporting	Governance, oversight, transparency and accountability	Monitoring and Supervision	Planning, budgeting and execution	Procurement and contract management	Social and environmental safeguards
26	Omoro District	5	85	**82%**	5	15	25	15	15	7
26	Budaka District	5	109	**82%**	5	13	25	17	15	7
28	Wakiso District	41	97	**81%**	3	11	20	22	15	10
28	Sheema District	88	82	**81%**	3	13	25	17	15	8
28	Otuke District	28	52	**81%**	3	15	20	25	11	7
28	Masaka District	10	80	**81%**	8	15	25	15	11	7
32	Luuka District	48	6	**80%**	5	15	25	19	9	7
32	Isingiro District	76	58	**80%**	0	15	25	17	15	8
32	Gulu District	26	106	**80%**	0	13	25	25	7	10
35	Tororo District	71	39	**79%**	5	15	25	12	15	7
35	Manafwa District	83	100	**79%**	10	13	20	17	15	4
37	Kyotera District	13	N/A	**78%**	3	11	25	22	7	10
37	Bukomansimbi District	28	29	**78%**	10	9	25	19	11	4
39	Mbarara District	71	6	**77%**	3	15	13	22	15	9
39	Kayunga District	38	65	**77%**	5	11	20	25	9	7
41	Rukiga District	112	N/A	**76%**	10	11	15	25	7	8
41	Nebbi District	65	80	**76%**	5	15	25	10	13	8
43	Mukono District	48	62	**75%**	5	15	15	15	15	10
43	Lira District	20	39	**75%**	5	15	25	15	9	6
43	Kamuli District	76	20	**75%**	5	13	20	15	13	9
46	Pader District	16	34	**74%**	5	11	15	25	11	7
46	Mubende District	54	16	**74%**	3	11	20	19	11	10
48	Mitooma District	105	79	**73%**	3	11	20	22	7	10
49	Soroti District	15	97	**72%**	0	13	20	20	15	4
49	Kibuku District	76	9	**72%**	8	15	20	5	15	9
49	Kalangala District	38	84	**72%**	3	9	25	19	9	7
49	Kabarole District	28	69	**72%**	5	10	25	10	13	9

Rank 2019	Vote	Rank 2018	Rank 2017	Score 2019	Financial management and reporting	Governance, oversight, transparency and accountability	Monitoring and Supervision	Planning, budgeting and execution	Procurement and contract management	Social and environmental safeguards
49	Bugweri District	N/A	N/A	**72%**	0	14	15	25	11	7
54	Serere District	65	24	**71%**	5	11	25	15	9	6
54	Ntoroko District	96	29	**71%**	3	11	25	15	13	4
54	Gomba District	38	44	**71%**	5	11	20	15	15	5
54	Dokolo District	62	54	**71%**	0	14	25	9	13	10
54	Bushenyi District	109	48	**71%**	3	15	25	10	15	3
54	Bundibugyo District	58	16	**71%**	3	12	25	12	9	10
60	Lamwo District	50	54	**70%**	5	6	20	25	7	7
61	Rubanda District	114	69	**69%**	10	13	10	15	11	10
61	Kisoro District	86	12	**69%**	5	13	15	15	13	8
63	Maracha District	96	65	**68%**	10	9	25	10	8	6
63	Buvuma District	71	12	**68%**	5	7	20	22	9	5
63	Bukedea District	26	99	**68%**	5	11	20	14	15	3
63	Adjumani District	28	69	**68%**	3	11	15	22	11	6
67	Nakasongola District	70	52	**67%**	3	11	25	10	11	7
67	Kween District	96	109	**67%**	3	9	25	15	9	6
67	Buyende District	105	28	**67%**	0	12	25	7	13	10
70	Sironko District	101	111	**66%**	5	5	25	17	5	9
70	Napak District	116	69	**66%**	5	11	13	19	9	9
70	Mbale District	41	114	**66%**	5	15	13	17	13	3
70	Butambala District	16	8	**66%**	8	9	15	20	9	5
74	Pakwach District	64	N/A	**65%**	3	9	25	9	9	10
74	Koboko District	50	86	**65%**	0	14	25	5	11	10
76	Moyo District	58	107	**64%**	0	15	15	10	15	9
76	Kaberamaido District	50	44	**64%**	0	5	20	25	9	5
76	Bududa District	109	64	**64%**	5	12	20	7	13	7
79	Kapelebyong District	N/A	N/A	**63%**	0	4	25	25	6	3

Rank 2019	Vote	Rank 2018	Rank 2017	Score 2019	Financial management and reporting	Governance, oversight, transparency and accountability	Monitoring and Supervision	Planning, budgeting and execution	Procurement and contract management	Social and environmental safeguards
79	Bulambuli District	101	76	**63%**	5	9	20	15	7	7
81	Kamwenge District	67	25	**62%**	5	12	25	0	13	7
81	Apac District	13	15	**62%**	5	14	25	4	4	10
83	Pallisa District	86	112	**61%**	5	10	10	17	9	10
83	Luwero District	112	74	**61%**	0	13	20	10	11	7
83	Busia District	93	94	**61%**	5	13	20	5	11	7
83	Buhweju District	67	32	**61%**	0	13	25	4	11	8
83	Amuria District	91	89	**61%**	3	14	20	10	7	7
83	Alebtong District	10	58	**61%**	5	15	25	0	13	3
89	Kitgum District	119	101	**60%**	10	8	8	25	5	4
89	Kiryandongo District	41	33	**60%**	3	12	25	0	13	7
89	Kanungu District	118	16	**60%**	5	9	10	15	13	8
89	Arua District	67	69	**60%**	5	13	15	10	11	6
93	Kole District	58	92	**59%**	10	12	20	0	13	4
93	Hoima District	28	1	**59%**	10	14	20	0	11	4
95	Kakumiro District	24	5	**58%**	0	15	20	5	11	7
95	Kagadi District	93	20	**58%**	5	14	20	0	9	10
97	Mityana District	54	34	**57%**	3	13	10	15	9	7
97	Kyankwanzi District	10	76	**57%**	3	11	10	15	13	5
97	Bukwo District	116	107	**57%**	5	8	20	7	7	10
97	Amuru District	41	65	**57%**	5	14	12	10	7	9
101	Kotido District	83	49	**56%**	10	8	15	15	7	1
101	Kibaale District	85	2	**56%**	8	10	15	4	13	6
101	Kasanda District	N/A	N/A	**56%**	0	7	20	15	7	7
104	Rukungiri District	111	58	**54%**	10	15	0	15	7	7
104	Butebo District	62	N/A	**54%**	0	15	10	9	13	7
106	Kyenjojo District	105	44	**53%**	3	15	15	4	12	4

Rank 2019	Vote	Rank 2018	Rank 2017	Score 2019	Financial management and reporting	Governance, oversight, transparency and accountability	Monitoring and Supervision	Planning, budgeting and execution	Procurement and contract management	Social and environmental safeguards
107	Masindi District	96	44	**52%**	0	13	20	0	13	6
107	Buliisa District	96	63	**52%**	5	10	20	0	13	4
107	Amudat District	120	54	**52%**	0	9	10	19	8	6
110	Lyantonde District	37	34	**51%**	0	11	5	15	13	7
111	Kyegegwa District	90	12	**50%**	0	13	20	0	11	6
111	Agago District	41	34	**50%**	0	13	20	0	11	6
113	Rakai District	34	89	**49%**	5	11	0	19	7	7
113	Nakapiripirit District	54	65	**49%**	5	7	7	22	5	3
115	Rubirizi District	76	76	**48%**	3	11	10	7	11	6
115	Amolatar District	41	49	**48%**	5	14	20	0	3	6
117	Kabale District	105	19	**47%**	3	10	3	15	7	9
118	Namisindwa District	114	N/A	**45%**	5	13	5	9	9	4
118	Butaleja District	76	104	**45%**	5	10	5	9	7	9
120	Nakaseke District	91	94	**44%**	3	8	15	5	9	4
121	Nabilatuk District	N/A	N/A	**43%**	5	10	0	22	5	1
122	Kikuube District	N/A	N/A	**42%**	3	6	20	0	9	4
123	Oyam District	23	74	**41%**	0	14	13	9	5	0
124	Kwania District	N/A	N/A	**39%**	5	10	15	0	7	2
125	Abim District	121	89	**36%**	0	9	15	0	11	1
126	Moroto District	34	54	**24%**	5	9	0	0	3	7
127	Kaabong District	71	86	**10%**	0	6	0	0	3	1

N/A = Not Assessed

The Republic of Uganda

OFFICE OF THE PRIME MINISTER

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