



THE REPUBLIC OF UGANDA

# LOCAL GOVERNMENT MANAGEMENT OF SERVICE DELIVERY PERFORMANCE ASSESSMENT - 2022



## NATIONAL SYNTHESIS REPORT

MAY, 2023

OFFICE OF THE PRIME MINISTER





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The 2022 Local Government Management of Service Delivery (LGMSD) Performance Assessment is the third edition since the revision of the assessment framework aimed at incentivizing improved management of service delivery at Local Government (LG) level. This assessment was conducted between October to December 2022 with involvement of the performance assessment Task force, members from relevant Ministries, Departments and Agencies (MDAs), Local Governments and Development Partners.

This report provides findings on performance of LGs, identifies issues constraining service delivery in Local Governments and proposes recommendations to address them. The focus is on ensuring that resources transferred to LGs are objectively distributed to finance local and national priorities and are duly and effectively utilized and accounted for by the duty bearers.

Overall, the 2022 assessment results indicate an improvement in average performance of Local Governments to 51% in both minimum conditions and performance measures compared to 44% in 2021 and 36% in 2020.

The improvement in performance is largely attributed to improved performance in the core performance indicators which largely focus on LG staffing, environmental and social safeguards which greatly determine the overall score. Also, efforts aimed at capacity building including the vigorous orientation of LGs on the assessment process and implementation of Performance Improvement Plans coordinated by the Ministry of Local Government have enlightened LGs on the assessment framework.

My office extends special gratitude to the Performance Assessment Task Force, MDAs and LG representatives who participated in the assessment and reviewing of the results. I also wish to appreciate the Assessment and Verification Firms which were contracted to conduct the assessment and quality assurance tasks.

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 LGMSD Assessment framework.

Finally, I call upon all LGs, MDAs and other stakeholders to put to use the findings and recommendations herein, so that they can contribute to improving LG performance and service delivery.

For God and My Country



**Geoffrey Sseremba**  
For: PERMANENT SECRETARY

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## List of Acronyms/ Abbreviations

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

<b>ENR</b>	Environment and Natural Resources
<b>ESIAs</b>	Environmental Social Impact Assessments
<b>ESM</b>	Environment and Social Management
<b>ESMPs</b>	Environment and Social Management Plans
<b>FDA</b>	Fiscal Decentralisation Architecture
<b>FDS</b>	Fiscal Decentralisation Strategy
<b>FD-SC</b>	Fiscal Decentralisation Steering Committee
<b>FD-TC</b>	Fiscal Decentralisation Technical Committee
<b>FY</b>	Financial Year
<b>GAPP</b>	Governance Accountability Participation Programme
<b>GAPR</b>	Government Annual Performance Report
<b>GoU</b>	Government of Uganda
<b>GRC</b>	Grievance Redress Committee
<b>GRM</b>	Grievance Redress Mechanism
<b>H/T</b>	Head Teacher
<b>HC</b>	Health Centre
<b>HLG</b>	Higher Local Government
<b>HMIS</b>	Health Management Information System
<b>HoD</b>	Head of Department
<b>HRIS</b>	Human Resource Information System
<b>HRM&amp;D</b>	Human Resource Management and Development
<b>HSD</b>	Health Sub-District
<b>HUMC</b>	Health Unit Management Committee
<b>IA</b>	Internal Audit
<b>IFMIS</b>	Integrated Financial Management Information System
<b>IGFT</b>	Intergovernmental Fiscal Transfer
<b>IGFTR</b>	Intergovernmental Fiscal Transfer Reform
<b>IGG</b>	Inspector General of Government
<b>IPFs</b>	Indicative Planning Figures
<b>IPPS</b>	Integrated Personnel Payroll System
<b>IVA/F</b>	Independent Verification Agent/Firm
<b>LG</b>	Local Government
<b>LG PAC</b>	Local Government Public Accounts Committee
<b>LGDP</b>	Local Government Development Plan
<b>LG FAR</b>	Local Governments Financial and Accounting Regulations
<b>LGFC</b>	Local Government Finance Commission
<b>LGMSD</b>	Local Government Management of Service Delivery
<b>LGPA</b>	Local Government Performance Assessment
<b>LGPAM</b>	Local Government Performance Assessment Manual

<b>LGPATF</b>	Local Government Performance Assessment Task Force
<b>LGPIP</b>	Local Government Performance Improvement Plan
<b>LLGs</b>	Lower Local Governments
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MAAIF</b>	Ministry of Agriculture, Animal Industry and Fisheries
<b>MCs</b>	Minimum Conditions
<b>MDAs</b>	Ministries Departments and Agencies
<b>MEO</b>	Municipal Education Officer
<b>MHT</b>	Municipal Health Team
<b>MIS</b>	Management Information System
<b>MLGs</b>	Municipal Local Governments
<b>MMOH</b>	Municipal Medical Officer of Health
<b>MoES</b>	Ministry of Education and Sports
<b>MoFPED</b>	Ministry of Finance, Planning and Economic Development
<b>MoGLSD</b>	Ministry of Gender, Labour and Social Development
<b>MoH</b>	Ministry of Health
<b>MoLG</b>	Ministry of Local Government
<b>MoLHUD</b>	Ministry of Lands Housing and Urban Development
<b>MoPS</b>	Ministry of Public Service
<b>MOU</b>	Memorandum of Understanding
<b>MoWE</b>	Ministry of Water and Environment
<b>MTEF</b>	Medium-Term Expenditure Framework
<b>MTPC</b>	Municipal Technical Planning Committee
<b>NDP</b>	National Development Plan
<b>NEMA</b>	National Environment Management Authority
<b>NMS</b>	National Medical Stores
<b>NPA</b>	National Planning Authority
<b>NWR</b>	Non-Wage Recurrent
<b>O&amp;M</b>	Operation and Maintenance
<b>OAG</b>	Office of the Auditor General
<b>OBT</b>	Output Budgeting Tool
<b>ODI-BSI</b>	Overseas Development Institute - Budget Strengthening Initiative
<b>OPAMS</b>	On-line Performance Assessment Management System
<b>OPM</b>	Office of the Prime Minister
<b>OSR</b>	Own Source Revenue
<b>OTIMs</b>	Online Transfer Information Management System
<b>PAC</b>	Public Accounts Committee
<b>PAT-F</b>	Performance Assessment Taskforce
<b>PBB</b>	Program Based Budgeting

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

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# Executive Summary

## Introduction

This report presents the synthesized results from the Local Government Management of Service Delivery (LGMSD) Performance Assessment for 2022; conducted between October- December 2022. This assessment is the third edition under the revised Manual and framework.

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

Table 1 below highlights the total number of Local Governments (LGs) assessed in LGMSD 2022.

**Table 1: LGs assessed in LGMSD 2022**

No. of LGs Assessed	District Local Governments (DLGs)	135
	Municipal Local Governments (MLGs)	19
	USMID Cities and MLGs	22
	Total Local Governments	176

The assessment for 2022 was conducted in all the 176 LG Votes (Districts, Cities and Municipal LGs), of which 135 were DLGs, 10 were Cities and 31 were MLGs that were operational as at July, 2021.

The assessment results have been used to inform, among others: allocation of development grants for FY 2023/24, and development of the Performance Improvement Plans for the weakest performing LGs and assessment areas, which is coordinated by the Ministry of Local Government.

## Overview of the LGMSD Results

### Summary of the Key Findings

The overall key findings from the assessment are presented in this section. 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/LGPAs> and on the Office of the Prime Minister (OPM) website.

### Overview of the results for Minimum Conditions and Performance measures

The overall performance for all LGs assessed in 2022 across the four dimensions improved from 36% in 2020 to 44% in 2021 and then 51% in 2022, equal to an increase of 15% compared with the first year (baseline). Education was the best performed area at 58%

having improved from 53% in 2021; followed by Health which improved from 44% to 48%, Crosscutting from 38% to 46% and finally Water and Environment performance areas from 40% to 45% over the same period.

Education still performed slightly better than other areas because most LGs met the minimum conditions related to recruitment of critical staff (District/Principal Education Officers and School Inspectors), as well as environment and social safeguard issues in the 2022 assessment.

Microscale Irrigation (MSI) performance also improved in 2022 assessment from 47% in 2021 to 60%. However, results for the first piloted 40 LGs were considered since the indicators are progressively enrolled in the system and most of them were still not applicable to all LGs at the time of the assessment.

Isingiro district emerged the overall best performer in 2022 scoring 89%; followed by Kiruhura and Ibanda districts scoring 80% and 79% respectively. Kamwenge 79%, Mayuge 73%, Bushenyi 72%, Ibanda Municipal Council 71%, Kibuku 69%, Bushenyi-Ishaka Municipal Council, Gulu and Sembabule districts each scoring 68% complete the list of the top ten best performing LGs.

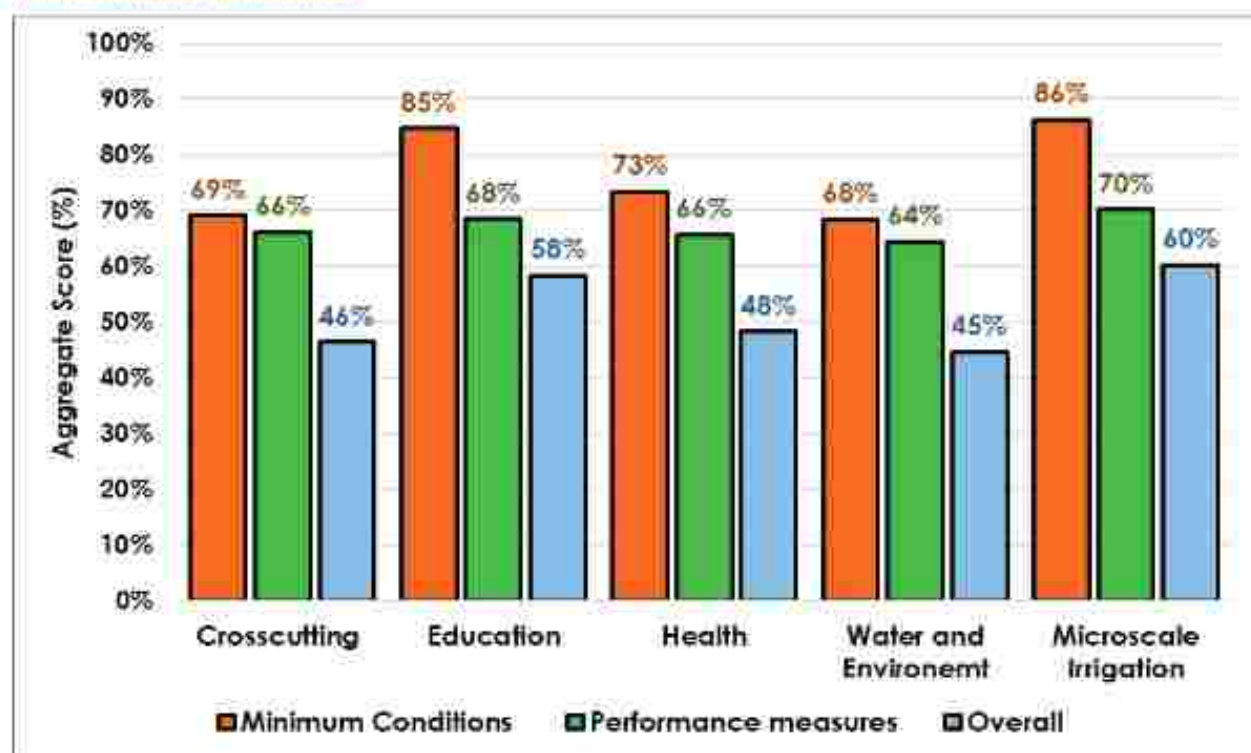
In comparison to 2021, Isingiro, Ibanda, Kamwenge, Gulu and Sembabule districts remained among the top ten performers. Those that dropped from the ladder include; Kira Municipal Council (84), Mpigi district (48), Njeru Municipal Council (96), Rubanda district (19), Masindi Municipal Council (42) and Kole district (36).

The worst performers on the other hand were; Kalaki and Kapelebyong each scoring 19%, closely followed by Namisindwa 21%, Ntoroko 23%, Amuria 26% and Kwania 27%; while Kumi Municipal Council, Bugweri and Serere each scoring 29% and Kween and Obongi each scoring 30% complete the list of bottom ten performing LGs.

Kalaki, Kapelebyong, Namisindwa and Obongi districts appeared again in the worst ten performing LGs when compared to 2021 assessment. Those that graduated from this category include; Busia (111), Terego (67), Bukwo (142), Rukiga (19), Kitagwenda (107) and Buliisa (142).

Figure 1 below shows the overall scores for the 5 assessments.

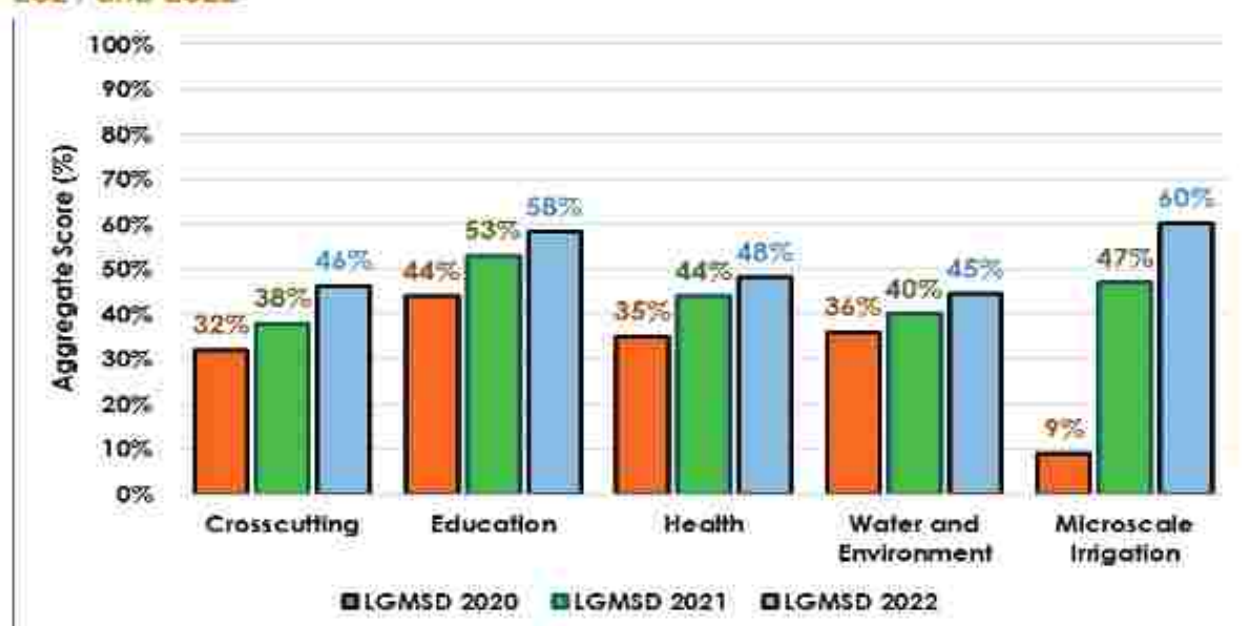
**Figure 1: Aggregate score per Assessment Area for Minimum Conditions and Performance Measures**



No. of LGs assessed = 154

Education was the best performed area at 58% having improved from 53% in 2021; followed by Health which improved from 44% to 48%, Crosscutting from 38% to 46% and finally Water and Environment performance areas from 40% to 45% over the same period. Microscale Irrigation performance also improved in 2022 assessment from 47% in 2021 to 60% for the 40 piloted LGs.

**Figure 2: Trends in Overall Performance for the Last 3 Years of Assessment 2020, 2021 and 2022**



No. of LGs assessed = 154

Tables 2 and 3 below show the top 10 and the bottom 10 performing LGs in the 2022 LGMSD assessment, including their ranks and scores, and reveals a significant variation in performance across LGs for 2020 and 2021; especially Mayuge, Bugweri, Serere and Kween districts.

**Table 2: Top 10 performing LGs in 2022**

<b>Vote</b>	<b>Rank 2022</b>	<b>Score 2022</b>	<b>Rank 2021</b>	<b>Score 2021</b>	<b>Rank 2020</b>	<b>Score 2020</b>
Isingiro District	1	89%	2	77%	2	79%
Kiruhura District	2	80%	41	51%	37	47%
Ibanda District	3	79%	1	82%	1	82%
Kamwenge District	3	79%	7	65%	30	49%
Mayuge District	5	73%	123	34%	37	47%
Bushenyi District	6	72%	28	53%	13	59%
Ibanda Municipal Council	7	71%	14	59%	25	51%
Kibuku District	8	69%	19	57%	34	48%
Bushenyi- Ishaka Municipal Council	9	68%	70	45%	9	62%
Gulu District	9	68%	5	67%	78	35%
Sembabule District	9	68%	9	63%	18	56%

**No. of LGs assessed = 154**

**Table 3: Bottom 10 performing LGs in 2022**

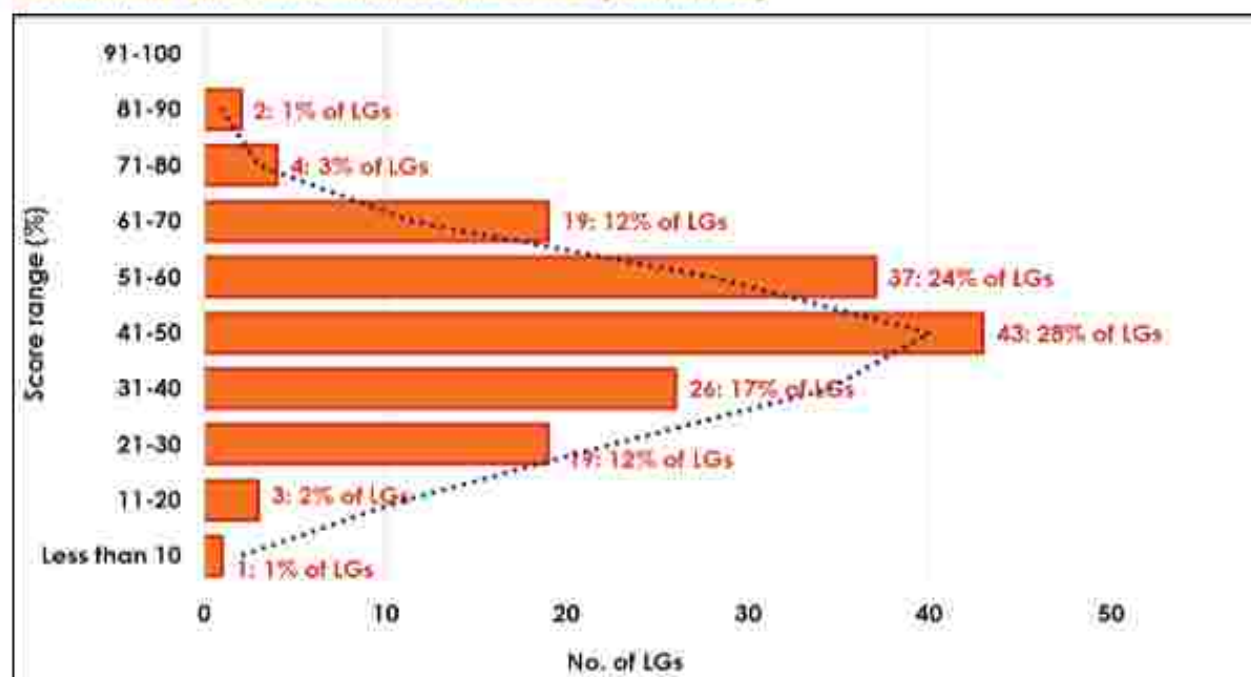
<b>Vote</b>	<b>Rank 2022</b>	<b>Score 2022</b>	<b>Rank 2021</b>	<b>Score 2021</b>	<b>Rank 2020</b>	<b>Score 2020</b>
Obongi District	144	30%	144	25%	144	15%
Kween District	145	30%	94	41%	111	27%
Serere District	146	29%	135	30%	23	52%
Bugwen District	146	29%	81	43%	153	5%
Kumi Municipal Council	146	29%	77	44%	47	43%
Kwania District	149	27%	105	39%	126	23%
Amuria District	150	26%	119	35%	67	38%
Ntoroko District	151	23%	154	15%	86	31%
Namisindwa District	152	21%	148	21%	139	20%
Kapelebyong District	153	19%	144	25%	83	32%
Kalaki District	153	19%	144	25%	120	24%

**No. of LGs assessed = 154**

### **Crosscutting – Key results**

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

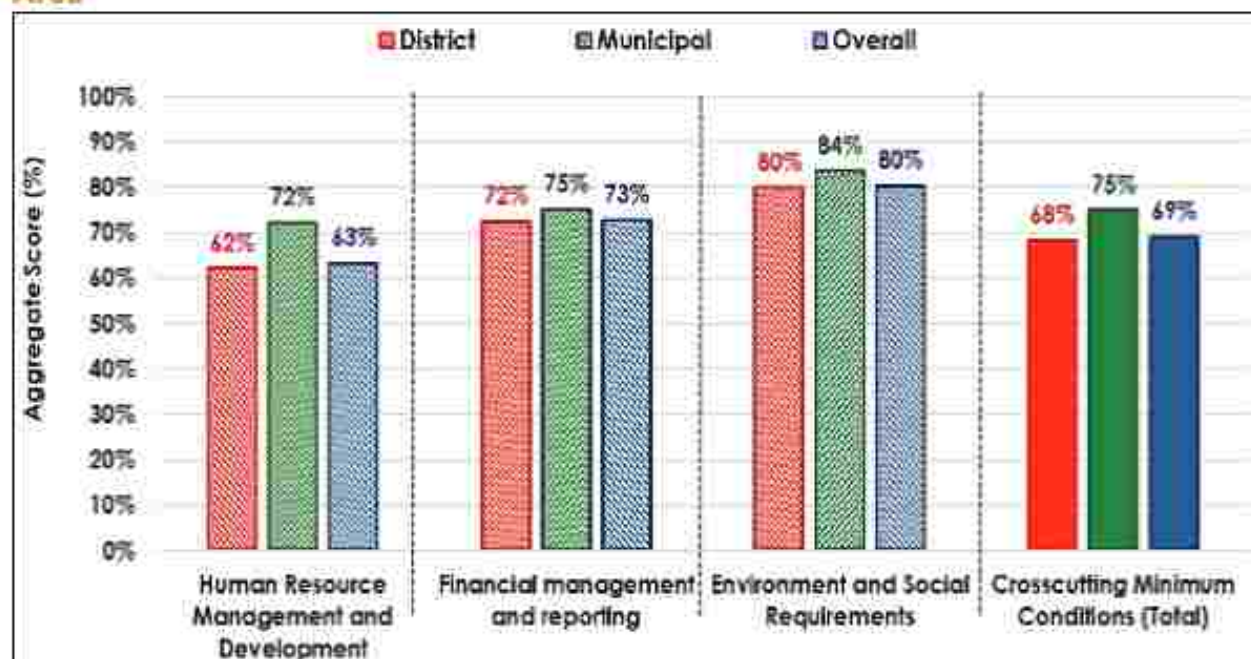
**Figure 3: Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures (combined)**



No. of LGs assessed = 154

From the figure above, only 2 (1%) of the LGs assessed scored in the range 81%-90% with the majority (43) scoring 41%-50%, 37 LGs (24%) scored between 51%-60% and 19 LGs (12%) between 21%-30%. 4 LGs registered scores in the ranges below 20%. Isingiro district registered the highest score of 90%, followed by Ibanda district (84%) and Bushenyi district (80%) while Namisindwa district (8%), Ngora district (18%), Abim district (19%), Nwoya district (20%) and Kapelebyong district (21%) were the least performers.

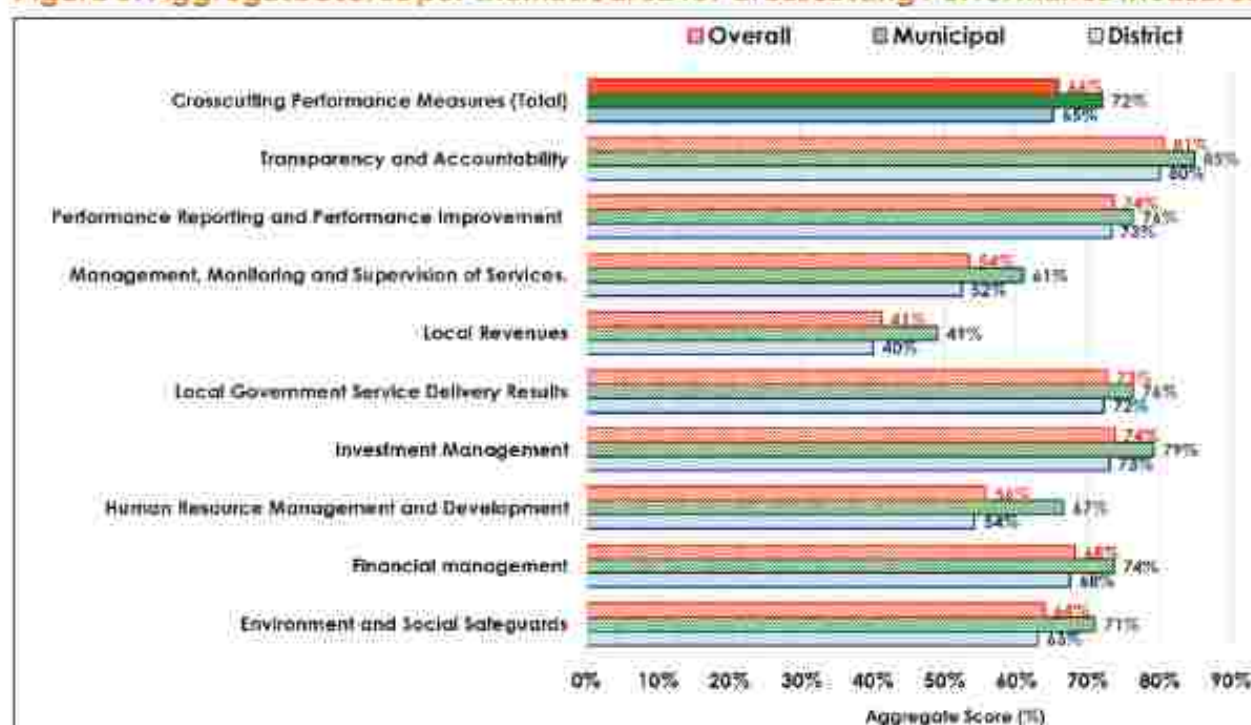
**Figure 4: Aggregate scores for Crosscutting Minimum Conditions per Assessment Area**



No. of LGs assessed = 154

Performance in minimum conditions was good for both DLGs and MLGs, with the average scores ranging between 62% and 84% in all the three thematic areas. Environment and Social Requirements scoring 80% overall and Financial Management and Reporting scoring 73% were the best performed areas while Human Resource Management and Development scored 63% of the maximum scores. The overall score for Crosscutting MCs was 69%.

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



**No. of LGs assessed = 154**

Largely, MLGs edged DLGs with an aggregate score of 72% compared to 65% for the latter. The best performed area was Transparency and Accountability with an aggregate score of 81%, followed by Investment Management and Performance Reporting with an aggregate score of 74%, and by delivery of Local Government Service Delivery with an aggregate score of 73%. The lowest scores were registered in Local Revenue Management, with an overall score of 41%, followed by Management, Monitoring and Supervision of Services scoring 54%.

Notably good performance was registered in indicators related to: LGs having a clean audit opinion (98%), DDEG funds being spent on eligible activities (97%), timely submission of performance contracts (96%), producing quarterly internal audit reports (95%), having complete DDEG procurement files (95%); publishing of procurement plan and awarded contracts to the public (94%), functionality of DDEG projects (94%), execution of DDEG transfers to LLGs (93%), DDEG projects following standard technical designs (93%) and integration of Environment, Social & Climate Change into LG Development Plans scoring 92%.

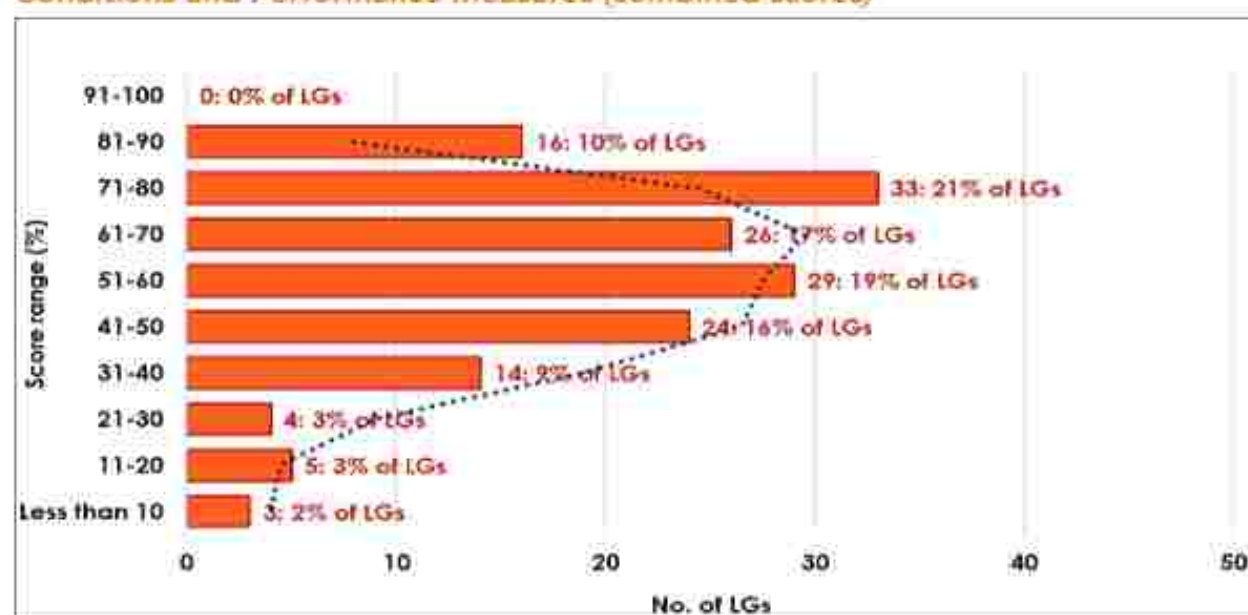
LGs performed poorly on indicators related to: timely invoicing and communication of DDEG transfers (16%), timely warranting of DDEG grants (18%), local revenue planning and collection (25%), recruitment of the District Engineer (28%), appraisal of Heads of Departments (34%), establishing consultative grievance redress committees (36%),

access to the pension payroll (37%), reporting on status of implementation of audit recommendations (39%) and timely access to salary payroll (44%). The first four indicators have consistently performed poorly.

### Education – Key results

Education performance area was also assessed based on two components: 1) Minimum Conditions and 2) Performance Measures. The assessment results showed an improvement in overall combined performance (MCs and PMs scores) of LGs from 44% in 2020 to 53% in 2021 and further to 58% in 2022.

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



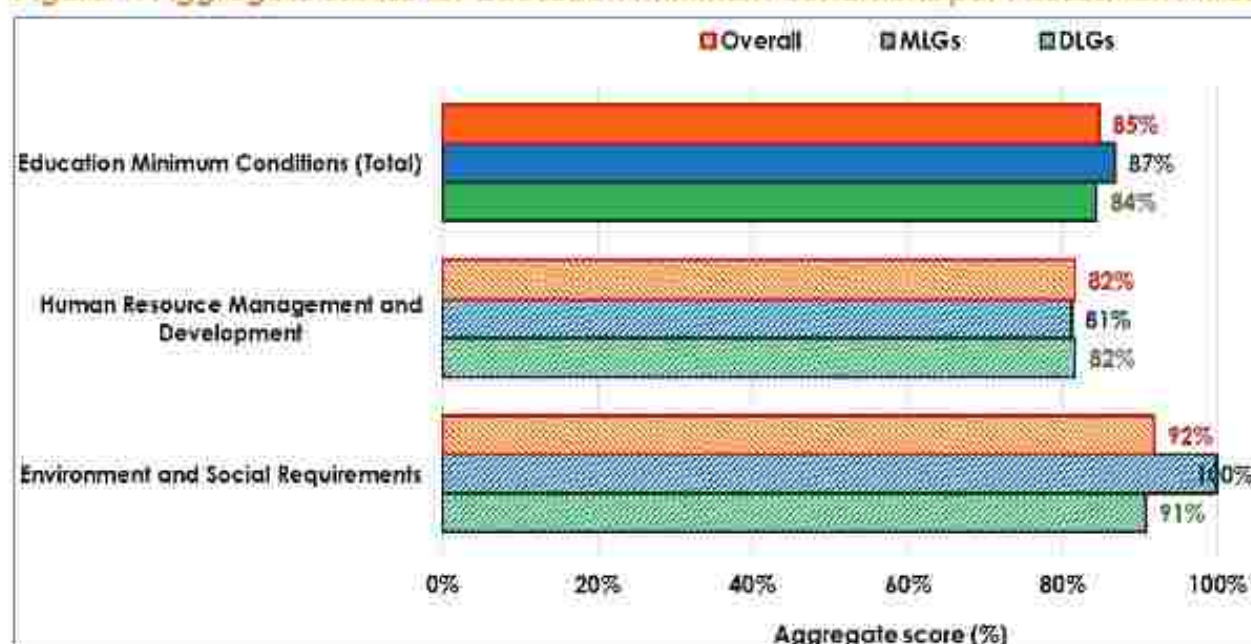
**No. of LGs assessed = 154**

From figure 6 above, there were significant variations noted in performance across all the LGs, with none (0%) of the LGs scoring above 90%, while 10% of the LGs scored between 81%-90%. Most LGs (21%) scored in the range of 71%-80% and 19% in the range 51%-60%, 17% in range 61%-70% while 8 LGs scored 20% and below including; Kalaki and Kwania districts that scored 0%.

Luuka district 90%, Kamwenge 89%, Kiruhura 88%, Isingiro 88%, Ibanda district 87%, Manafwa and Kibuku each scoring 86% respectively were among the top performers under Education. Kalaki and Kwania districts scored the lowest at 0% due to failure to meet any of the minimum conditions, followed by Kween 10%, Namisindwa 18% and Kumi Municipal Council 19%.



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

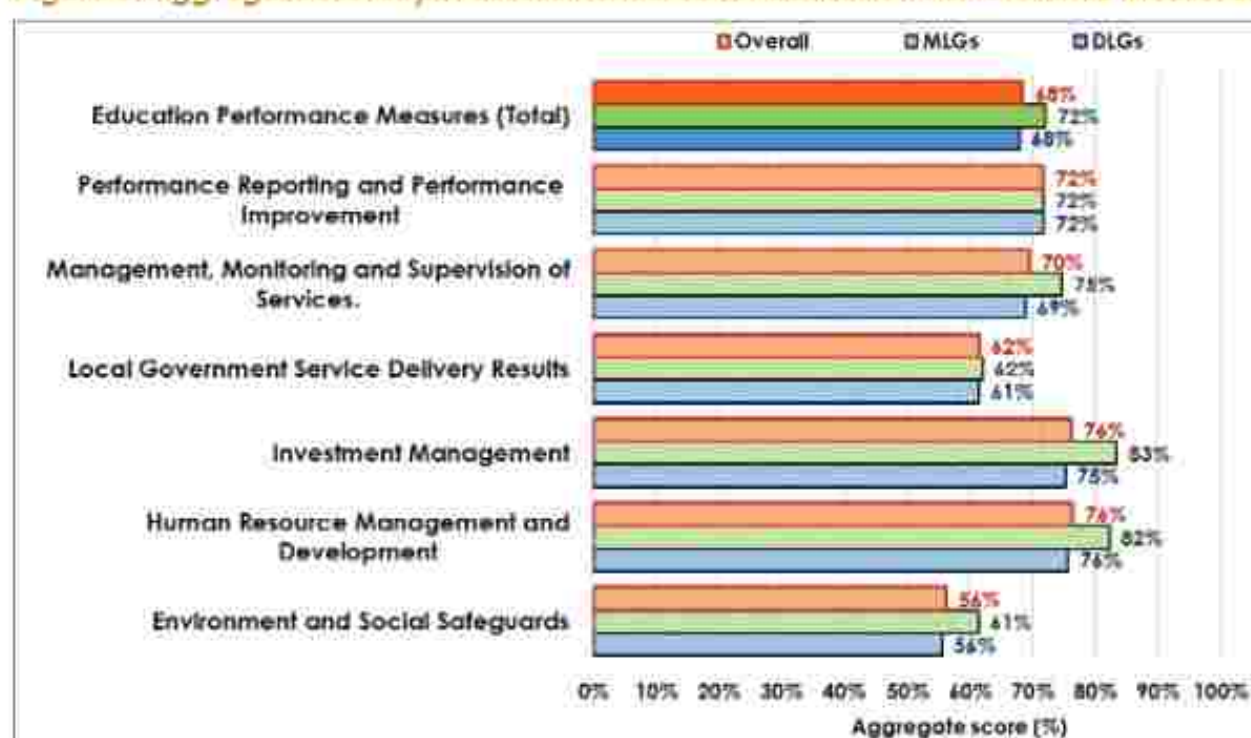


No. of LGs assessed = 154

From Figure 7 above, LGs performed fairly well under Education Minimum Conditions with an overall score of 85% from 77% in 2021 with DLGs scoring 84% and MLGs 87%. LGs performed better in Environment and Social Requirements MCs at an average of 92% as compared to 82% for Human Resource Management and Development.

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

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



No. of LGs assessed = 154

Generally, MLGs scored slightly better than DLGs in most of the PMs under Education assessment: The overall performance score for LGs' compliance to PMs was 68% with DLGs scoring 68% and MLGs 72% respectively. LGs performed better in areas of, Investment Management and Human Resource Management scoring 76% each followed by reporting and performance improvement scoring 72%. Local Government Service Results and Environment and Social Safeguards were the least performed areas with scores of 62% and 56% respectively.

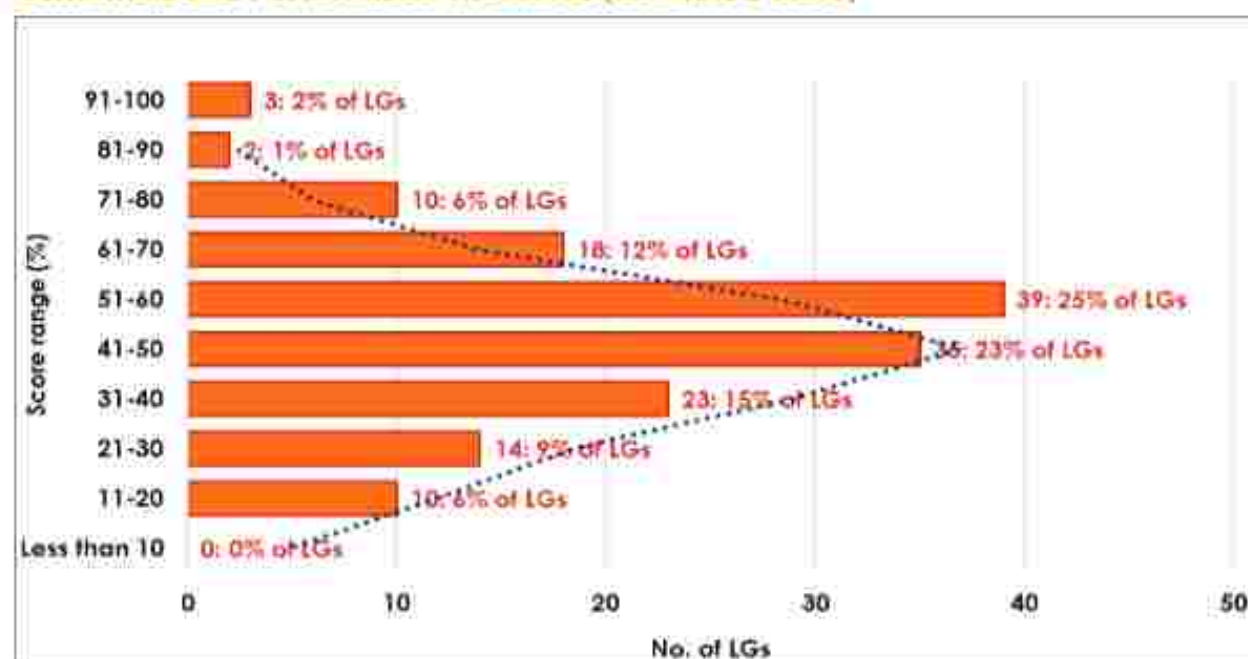
Best performed indicators included; Education development grant spent on eligible activities (100%), Deployment of Teachers as per sector guidelines (98%), Teacher deployment list publicized (97%), accuracy of reports on deployment of teachers (97%) budgeting for headteachers and teachers as per guidelines and Contract price being within engineer's estimates (both with an aggregate score of 95%) and projects approved by contracts committee (92%).

The worst scoring indicators included; Timely submission of warrants (19%), appraisal of secondary school headteachers (25%), Timely invoicing and communication of capitation grants to schools (26%); change in PLE pass rates (29%) - an area which is also expected to take time for improvements, and which was adversely impacted by COVID-19); school compliance with MoES budgeting and reporting guidelines (35%) education proof of land ownership (42%) and dissemination of guidelines on proper school siting (45%); among others.

### Health - Key results

Health performance area was also assessed based on two components: 1) Minimum Conditions and 2) Performance Measures. The assessment results showed an improvement in overall performance of LGs from 35% in 2020 to 44% in 2021 and again to 48% in 2022.

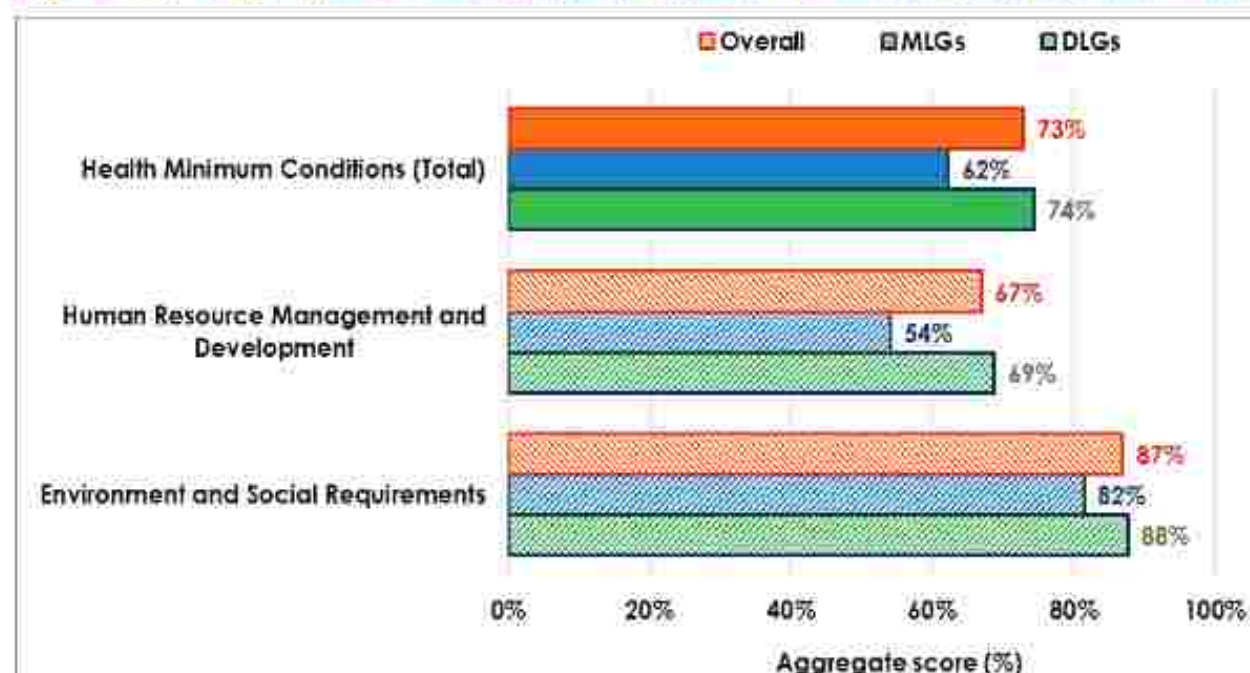
**Figure 9: Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures (combined score)**



No. of LGs assessed = 154

The majority of the LGs (39) scored in the range of 51% - 60%, while 35 LGs (23%) scored between 41% - 50% and then 23 LGs (15%) scored between 31% and 40%. 24 LGs scored 30% and below. Isingiro district obtained the highest score of 95% followed by Kiruhura district (92%), Ibanda district (91%), Kamwenge district (90%) and Kibuku scoring 83%. Bugweri district and Nebbi Municipal Council scored the lowest at 11%, followed by Bulambuli and Lamwo districts each scoring 13% and finally Kabelebyong district scored 15%.

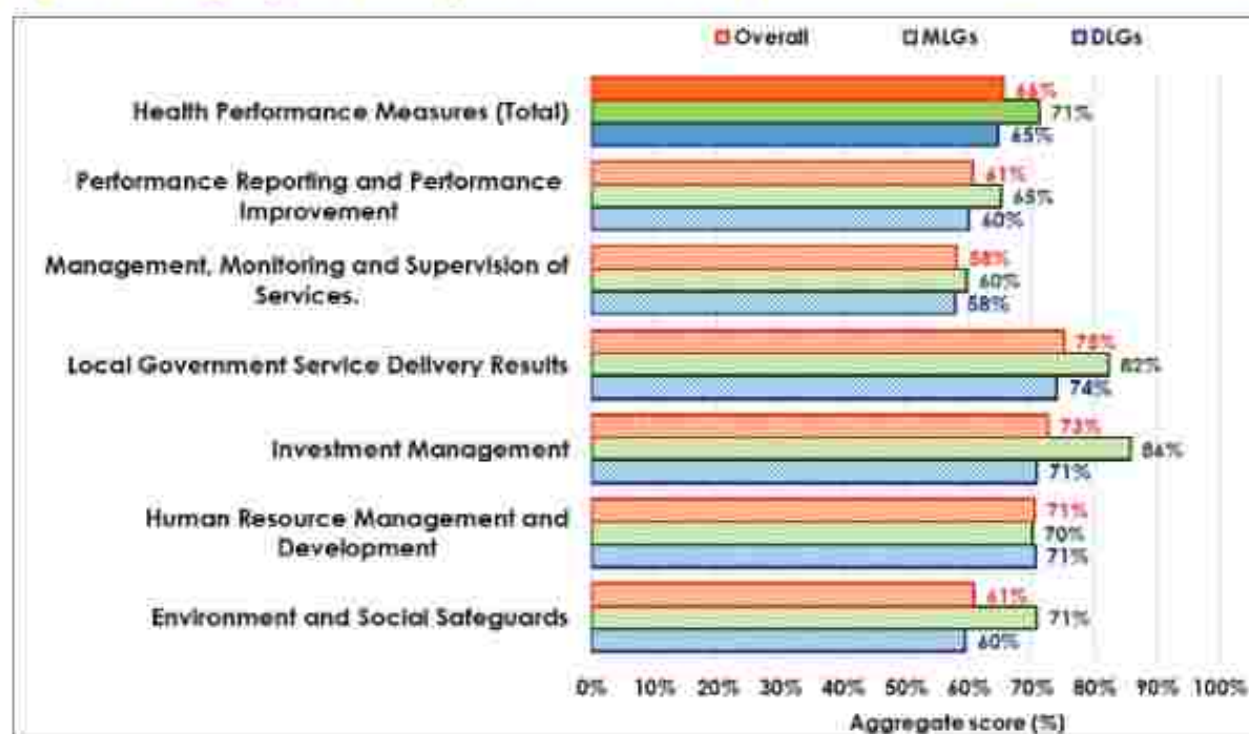
**Figure 10: Aggregate scores for Health Minimum Conditions per assessment area**



**No. of LGs assessed = 154**

The overall average score for LGs' compliance to MCs for Health was 73% with DLGs scoring 74% and MLGs 62% respectively. LGs performed better in Environment and Social Requirements MCs at an average score of 87% as compared to 67% for Human Resource Management and Development on recruitment of critical positions under Health performance area.

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

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

**No. of LGs assessed = 154**

The overall performance score for LGs' compliance to PMs was slightly better at 66% in 2022 as compared to 63% in 2021 with DLGs scoring 71% and MLGs 65% respectively. LGs performed better in thematic areas of: Local Government Service Delivery Results scoring 75% followed by Investment Management scoring 73% and Human Resource Management and Development 71% while Management, Monitoring and Supervision of Services 58%, Environment and Social Safeguards 61% and Performance Reporting 61% were the least performed areas.

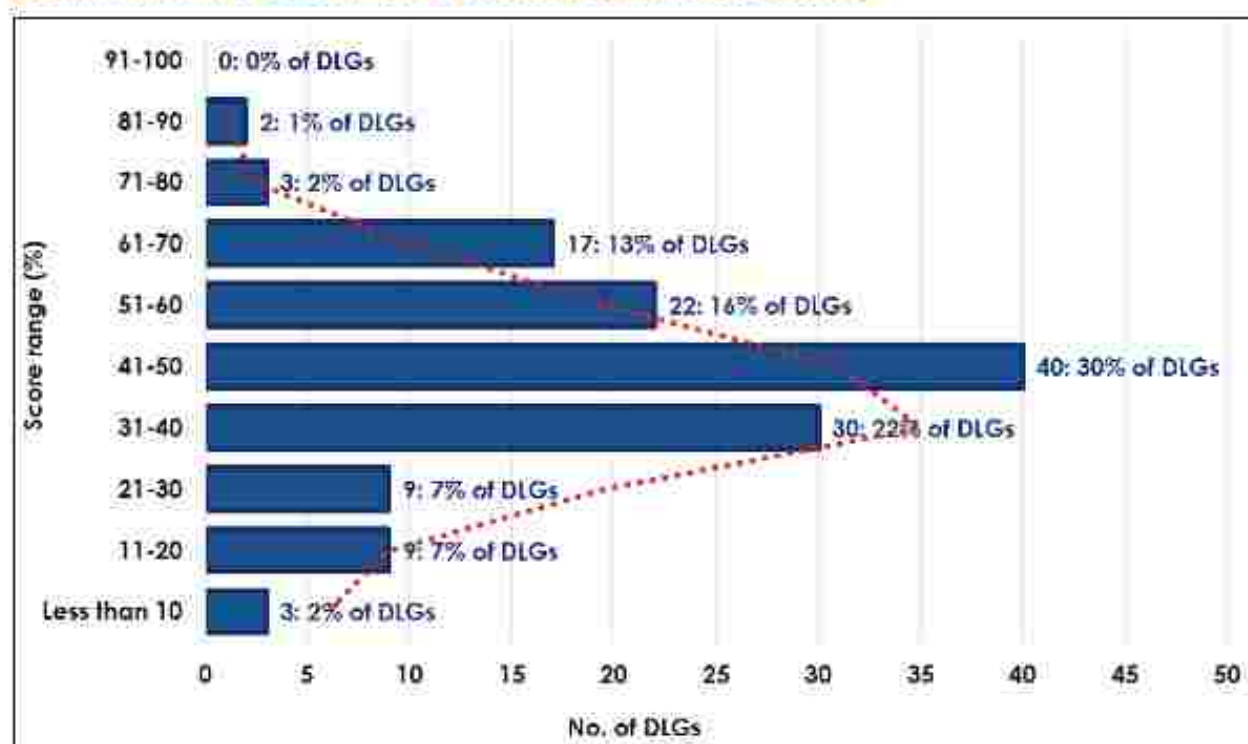
Health Departments performed well in indicators related to: health infrastructure projects following standard technical designs by Ministry of Health (95%), health staff working in facilities of their deployment, health infrastructure projects meeting MoH designs, contract prices being within the Engineer's estimates, complete procurement files for health projects, and health projects being approved by the Contract's Committee before implementation all scoring 94%; and recruitment for the position of Biostatistician which scored 93% among the LGs.

On the other hand, the least performing indicators included: Timely invoicing and communication of health facility transfers (15%); Timely submission of warrants for health facility transfers (18%), Health facility transfers being publicized timely (25%), Timely submission of Result Based Financing invoices to Ministry of Health (36%), Recruitment of a Health Educator by the Municipal Local Governments (37%), Health facility compliance with MoH budgeting and reporting guidelines (38%), Corrective actions taken based on health facility worker appraisal reports (42%), Timely submission of Result Based Financing invoices to the District Health Officer (43%) and Timely submission of health sector Budget Performance reports and Recruitment of staff for all Health Centre IIIs and Health Centre IVs as per staffing structure each scoring 48%.

## Water and Environment – Key results

Unlike Crosscutting, Education and Health Performance Areas, Water and Environment was only assessed in DLGs since MLGs are served by National Water and Sewerage Corporation. In that regard, 135 district LGs were assessed both on Minimum Conditions and Performance Measures. The Water and Environment assessment results showed a slight improvement in overall performance of LGs from 36% in 2020 to 40% in 2021 and then 45% in 2022.

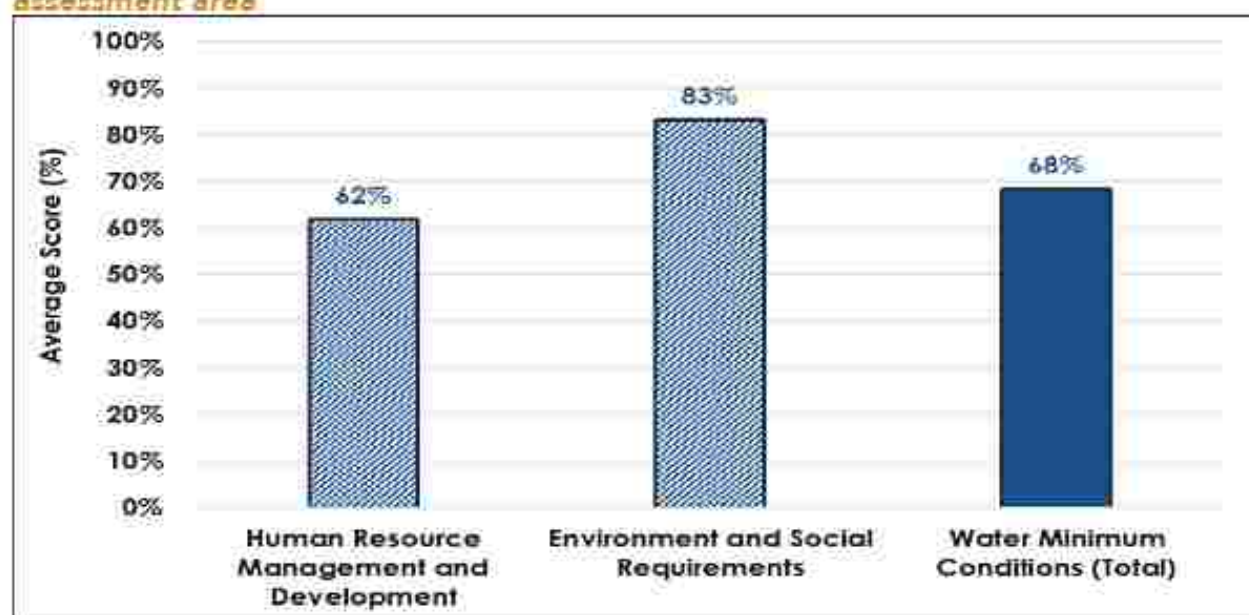
**Figure 12: Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures (combined scores)**



**No. of LGs assessed = 135**

None of the DLGs scored above 90% while only 2 LGs (1%) scored between 81%-90%. Generally, majority of LGs (40) scored in the range of 41%-50% followed by 22% (30) in the range of 31%-40%. 12 LGs (9%) scored below 20% of the maximum score. Mayuge (88%), Isingiro (84%), Gulu district (80%), Sembabule (76%) and Namayingo (71%) emerged as the top five best performing LGs; while Ntoroko (4%), Mukono (7%), Obongi (9%), Amuria district (13%), Buvuma and Butambala districts each scoring 16% were the bottom five Local Governments.

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



No. of LGs assessed = 135

The overall average score for LGs' compliance to MCs for 2022 was 68% improving from 62% in 2021. LGs performed better in Environment and Social Requirements MCs at an average of 83% as compared to 62% for Human Resource Management and Development.

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



No. of LGs assessed = 135

LGs had a slight improvement in the overall average score across the six performance measures in Water and Environment from 63% in 2021 to 66% in 2022. Performance Reporting and Improvement 82% and Investment Management 77% were the best performed areas while Local Government Service Delivery Results and Human Resource Management and Development each scoring 53% were the least performed; while E&S scored 64%.

The best performed indicators under Water included; Water infrastructure investments incorporated in Annual Workplan and water supply infrastructure approved by the Contracts Committee before implementation each scoring 99%, complete water projects procurement file and accuracy of WSS facilities (97%), conducting Environment Social and Climate Change Screening (96%), water contract prices being within the Engineer's estimates 93%, and water infrastructure projects following standard technical designs (89%).

Inadequate performance was however registered on indicators related to; Increased functionality of Water and Sanitation Committees (11%); Recruitment of the Natural Resources Officer (16%); Preparation of a training plan for water staff (27%); Budgeting for water projects in Sub counties below the district average (28%); and increase in functionality of water supply facilities (30%). All the above indicators have consistently performed poorly for the last 3 years of assessment. Others include; prioritizing allocations for sub-counties with safe water coverage below district average (34%), having water project implementation teams in place and quarterly monitoring of WSS facility each scoring 46%.

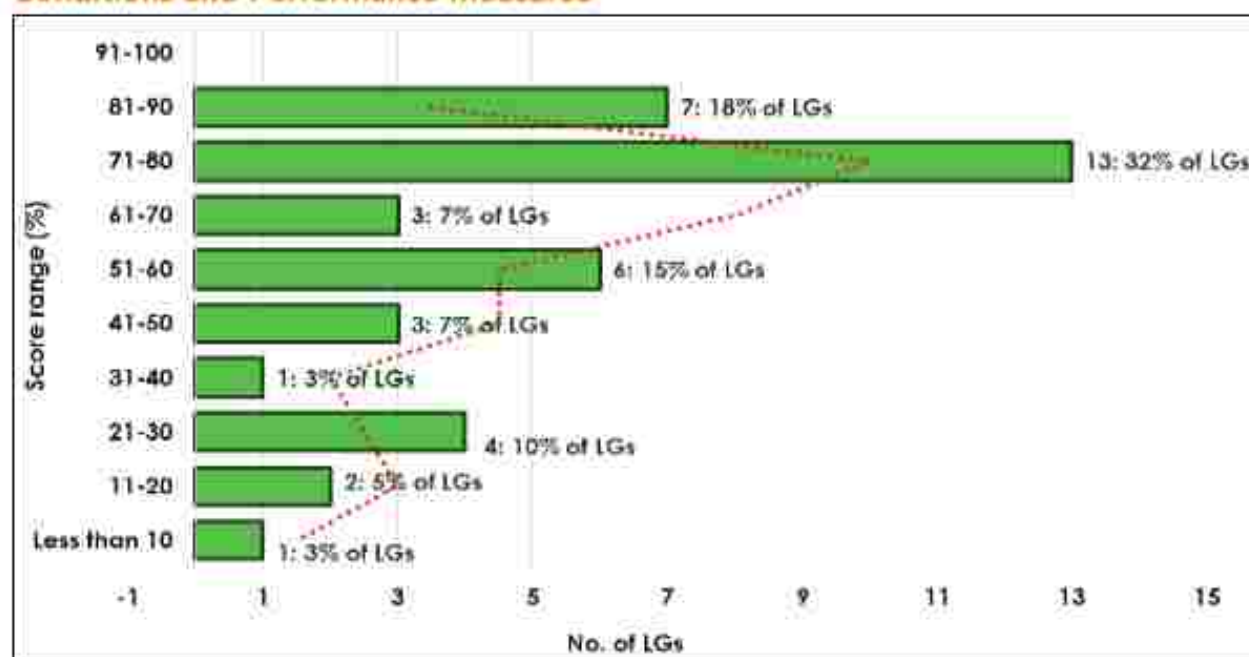
### **Microscale Irrigation – Key results**

The Microscale Irrigation assessment also covered all the 135 district LGs mainly in two components of: 1) Minimum Conditions and 2) Performance Measures. However, the analysis was based on the first 40 piloted LGs where all the indicators were applicable for the period under review for comparison purposes; and results would thus influence resource allocation to those LGs for FY 2023/24. The scores and rankings for the new 95 enrolled LGs are however presented as annex to this report and also in the individual LG reports on the budget website.

Based on the above and in comparison, to 2020 and 2021, there was a great improvement from 9% in 2020 to 47% in the 2021 and then to 60% in 2022 assessment. This was largely because more indicators were applicable and could be assessed in both 2021 and 2022 as compared to 2020 in the piloted LGs. Details of the same are highlighted in Figure 14 below.

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

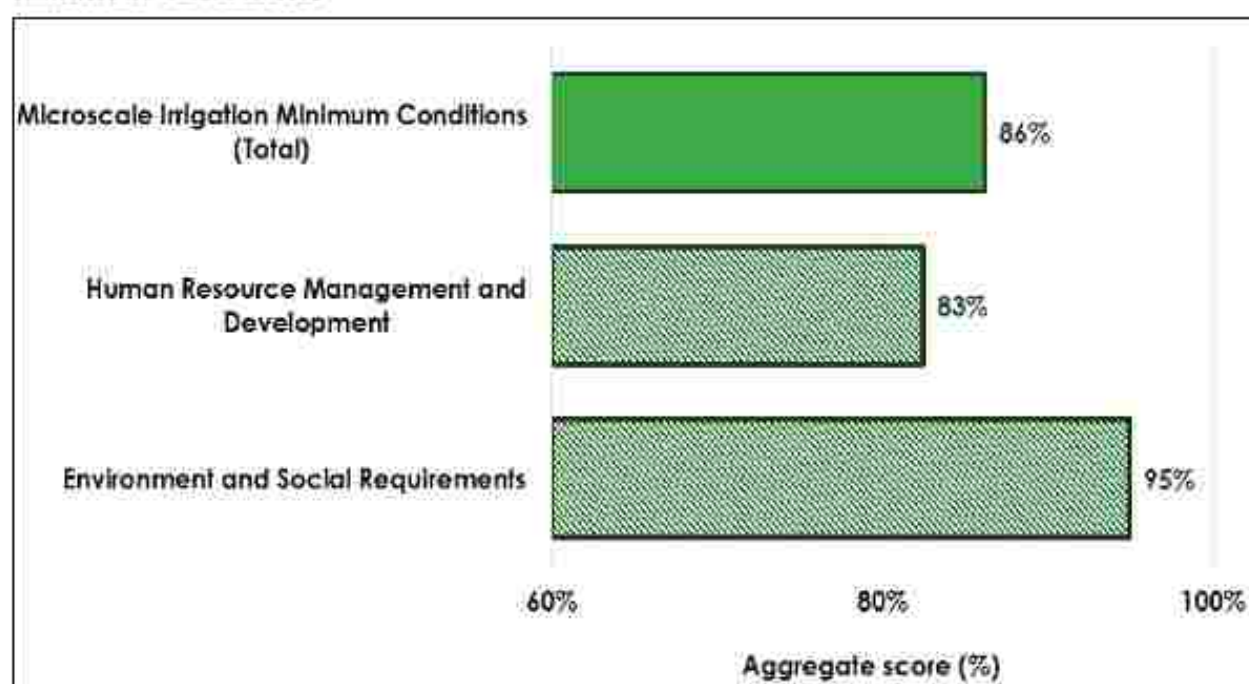
**Figure 15: Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures**



No. of LGs assessed = 40

Of the 40 LGs, seven LGs scored above 80% in the range of 81%-90% with the majority 32% (13LGs) scoring in the range 71%-80% and 3 LGs from 61%-70%. The best performing districts included, Kyegegwa and Ibanda (89%), Mbale and Luwero (85%), Butambala 83% and Wakiso (82%). In the reverse order, Amuru district (0%), Bududa district (18%), Masaka district (20%), Kitagwenda district (21%) and Kayunga district (23%) emerged the worst performing LGs.

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

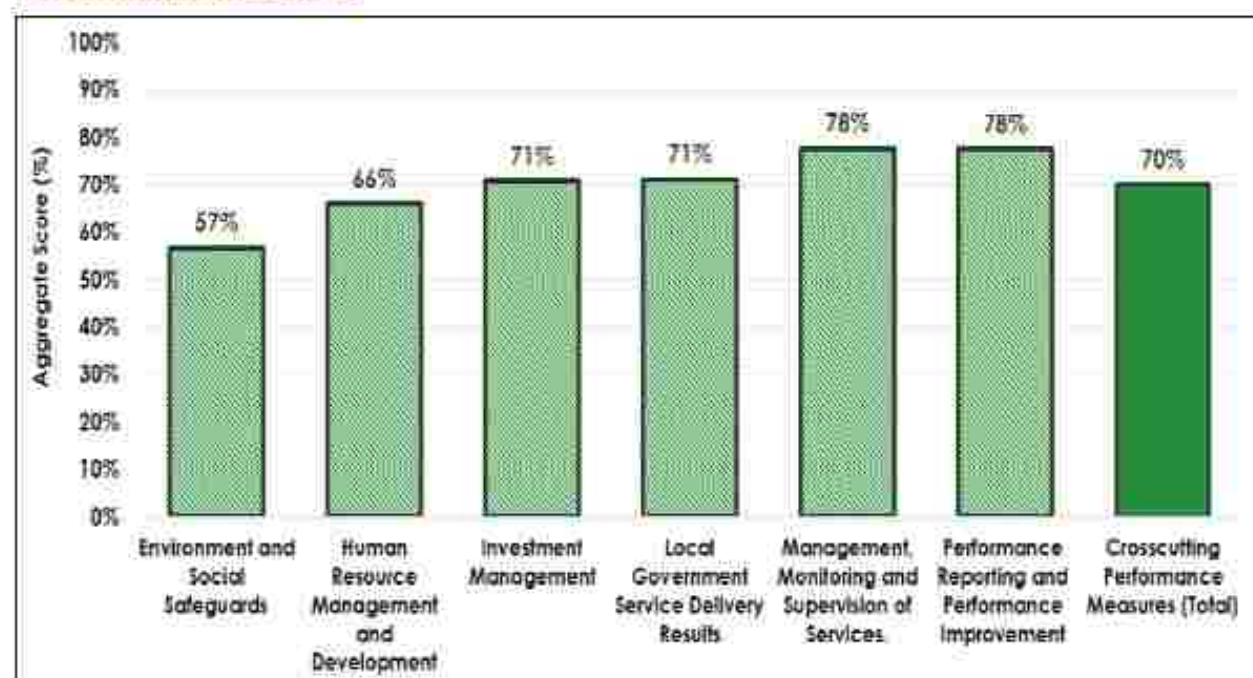


No. of LGs assessed = 40



The overall average score for LGs' compliance to MCs for MSI was 86% with Environment and Social Requirements scoring 95% against 83% for Human Resource Management and Development specifically; undertaking of Environment and Social screening and recruitment of the Senior Agricultural Engineer.

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



**No. of LGs assessed = 40**

The overall average score across performance measures in Micro Scale Irrigation was 70% above 65% for 2021. The best-performed areas were; Reporting and Performance Improvement and Monitoring and Supervision scoring 78%; while the worst performed area was that of Environment and Social Safeguards at an average score of 57% and HRM at 66%.

The best performing indicators included; up-to-date data on irrigated land and mobilization activities for farmers conducted (100%), up to-date LLG information entered into MIS, LG visits to EOI farmers, and awareness training on micro-irrigation all scoring 98%, irrigation projects incorporated in the procurement plan and Environmental, Social and Climate Change Screening each scoring 83%, increased acreage on newly irrigated land, extension staff working in LLGs of their deployment and dissemination of information on use of farmer co-funding each scoring 93%.

The worst performed indicators were: Implementation of PIPs for lowest performing LLGs (25%), recruitment of extension workers for LLGs (29%), development of PIPs for lowest performing LLGs (33%), incorporation of ESMPs into irrigation project designs (35%), timely installation of micro-scale irrigation equipment (36%), corrective actions taken based on extension workers appraisal forms and use of co-funding as per guidelines each scoring 38%.

### USMID Cities and MLGs – Key results

The USMID assessment covered 22 LGs (10 Cities and 12 Municipal Local Governments) under the Programme, and 2022 was their first year of assessment under the LGMSD framework. The USMID assessment covered only Education and Health performance areas/Departments. The same LGMSD Manual was used for this assessment and summary results are presented below.

The overall average score for all the 22 LGs combined for the Education Performance Measures and Minimum Conditions was only 38%. Cities performed slightly better than Municipal Local Governments scoring an average of 39% against 37%. The highest score for MLGs was 78% scored by Kabale MLG, compared to 61% for Cities by Fortportal City, while the lowest score was 6% by Moroto Municipal LG and by 21% under Cities scored by Arua City.

The overall average score for all the 22 LGs combined for the Health Performance Measures and Minimum Conditions was only 33%. Municipal Local Governments performed slightly better than Cities scoring an average of 39% against 25%. The highest score for MLGs was 67% scored by Kabale MLG, compared to 38% for Cities by Mbarara City while the lowest score was 14% and under Cities scored by Soroti City.

The low performance by Cities can be attributed to poor performance in Minimum Conditions related to substantive recruitment of critical staff under Education and Health largely because some of them had not filled their new structures under the city status and partly due to inadequate operational budget to execute their service delivery functions in FY 2021/22. Generally, USMID LGs performed less than LGMSD LGs because this was their first year of assessment under the LGMSD Manual and thus no Performance Improvement Plans had been developed for them.

### **PART A: INTRODUCTION**

#### **1.0 Background and Overview**

#### **1.1 Structure of the Synthesis Report**

This Local Government Management of service delivery Report 2022 is structured into four parts as described below:

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

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

**Part C** provides the key emerging issues and overall conclusions and recommendations from the assessment.

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

#### **1.2 Background to the Local Government Management of Service Delivery 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:

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

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

### **1.3 Objectives of the LG Management of Service Delivery Performance Assessment**

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

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

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

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

#### **Level 1**

Focuses on service delivery facilities (primary schools and health centres) and LLG performance.

#### **Level 2**

Focuses on Local Management of service delivery; this level specifically looks at the following;

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

- Performance measures; which are cross-sectoral and sectoral assessments; and will be used to evaluate service delivery in the districts /municipalities as a whole and for some areas aggregating performance information from facilities and lower local Governments (LLGs) and assessing areas such as compliance with the performance reporting and improvement support.

### Level 3

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

It should be noted that this particular synthesis report focuses on level 2. This National Synthesis Report therefore presents the findings from the review of minimum conditions and performance measures under the performance areas of Crosscutting, Water, Health, Education and Micro Scale Irrigation across 154 LGs and 176 LGs for Health and Education; i.e. 135 districts, 10 cities and 31 Municipal Local Governments. It is important to note that the assessment results for Central Government are presented on a quarterly basis and will not be included in this report.

In addition, the LLG assessment commenced in FY 2022/23. However, their results are being finalized.

# The Assessment Process

## 2.0 The Assessment Process

### 2.1 Preparation for the LGMSD Exercise

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

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

#### 2.1.1 Preparation of the LGs for the LGMSD

OPM and MoLG officially communicated to the LGs about the LGMSD exercise through an announcement in the Newspapers, telephone calls and email. The Taskforce provided technical support and guidance during the assessment, while acting as the link between the assessors and LGs. The PA Taskforce also conducted a countrywide physical orientation of LGs on the assessment process including the manual during the dissemination meetings held in July-August, 2022 to enable LGs better understand the revised process and framework of the assessment.

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

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

For quality assurance of the exercise and the results, EFICON Consults Ltd was contracted to; i) verify and confirm assessment of sampled LGs in accordance with the performance indicators in the manual. ii) assess the degree of adherence to the LGMSD manual (2020) by the assessment teams; and iii) raise inconsistency issues in the LGMSD exercise with the assessment team, quality assurance team and OPM, in order to address the gaps and secure the quality and validity of results.

The assessment and IVA firms were trained and oriented on 24<sup>th</sup>-25<sup>th</sup> October, 2022. The training focused on key areas such as; background and objectives of the LGMSD assessment system; interpretation of the LGMSD indicators in the Manual, assessment procedures, as well as procedures for compiling the LG specific reports including use of the OPAMS for data reporting and analysis. The trainers also emphasized effective coordination and communication for timely execution of the assignment.

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

## 2.2 The LGMSD Exercise

### 2.2.1 Team composition and organization

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

### 2.2.2. National level data collection

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

The sector specialists visited the Office of the Internal Auditor General in MoFPED; the Office of the Auditor General (OAG); Ministry of Lands Housing and Urban Development (MoLHUD); Ministry of Public Service (MoPS); Ministry of Local Government (MoLG); Ministry of Education and Sports (MoES) including the Directorate of Education Standards (DES); Ministry of Health (MoH) and Ministry of Water and Environment (MoWE). This was done between 26<sup>th</sup> and 28<sup>th</sup> October, 2022.

### 2.2.3 LG level data collection

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

Data collection was in strict adherence to the LGMSD Manual which guided document review and site visits. On the second day in each LG, the AT conducted a wrap-up/debriefing meeting with the TPC of the LG, to provide their observations and feedback on the assessment. The LG data collection was undertaken from 31<sup>st</sup> October to 17<sup>th</sup> December, 2022 across the country as per the schedule that was officially communicated to the Local Governments on 24<sup>th</sup> October, 2022.

## 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 LGMSD Spot Checks

### 2.3.1 Sampling of LGs

As part of the overall QA of the process, the PA Task Force conducted comprehensive spot checks of the LGMSD exercise in 43 Local Governments.

### 2.3.2 Spot check process

The PATF spot checks took place concurrently with the assessment spot checks from 31st October to 17th December, 2022. They were undertaken by sub-teams of PA taskforce members. Each of these sub-teams had three members, one of whom was the team leader. Prior to the spot checks, the PATF developed a checklist for data collection and agreed on the logistical arrangements coordinated by OPM.

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

### 2.3.3 Compilation of LG specific spot check reports

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

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

Majority of the LG staff appreciated the exercise and the level of professionalism exhibited by the assessors. Apart from the misinterpretation of some of the performance measures by the assessing firms<sup>1</sup>, LGs appreciated them for being comprehensive. In addition, majority of the LG staff were physically available for the assessment exercise.

<sup>1</sup> Which were captured during the validation and QA process, and corrected before finalization of the LGMSD Report.



## 2.4 LGMSD Quality Assurance Process

A comprehensive system of Quality Assurance was introduced at the beginning of the new LGMSD system. Accordingly, an independent firm was contracted to conduct quality assurance of the LGMSD results. The QA team and team members had the same composition as the contracted 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 OPM and the Taskforce.

### 2.4.1 Sampling of LGs for QA

The sampling of LGs for the QA exercise was guided by the requirement within the Manual which stipulates that 10% of the assessed LGs are sampled. The QA exercise was therefore conducted in 16 LGs sampled from the various regions and clusters. The QA team conducted an independent assessment of the selected LGs, to adduce whether the assessment exercise was credible, reliable and hence valid. The criteria for sampling were as follows; i) selected LGs from each LGMSD assessment sub-team; ii) covered at least 2 MLGs; iii) included a mix of relatively new and old LGs; iv) no including LGs quality assured in the previous assessment and v) covered at least one refugee-hosting LG.

### 2.4.2 National level data collection

Following training of the QA teams by the PA Task Force members, data collection at the central government level was undertaken on 26<sup>th</sup> to 28<sup>th</sup> October, 2022 before visiting the LGs. Backstopping support to the Quality Assurance team was provided by the PA Task Force, supported by ODI-BSI consultants.

### 2.4.3 LG level data collection

The LG level data collection generally proceeded as per planned schedule, with two days of interactions in each LG between November and December, 2022. However, it was noted that availability of the technical staff at the LG level during the Quality Assurance exercise was poor when compared to the undertaking of the LGMSD exercise. An exit/wrap up meeting with the Technical Planning Committee was held to highlight the major issues identified during the exercise, as well as agree with the LGs on the general findings. 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 to the PA 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 LGMSD and QA firms prepared cluster synthesis reports by consolidating individual Local Government reports. The LGMSD and QA teams then presented the cluster reports in a workshop organized by the PA Taskforce to review and reconcile the results from the LGMSD and QA firms.

### 2.4.6 Comparison of LGPA and QA reports

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

Upon review, reconciliation and agreement on the variations between the LGMSD and QA firms' results in the sampled LGs, the Taskforce noted that overall, the results presented were credible. The Taskforce recommended submission of the LGMSD results to the Fiscal Decentralization Technical Committee (FD-TC) for further review and approval.

## 2.5 Process of compiling the National Synthesis Report

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

### 2.5.1 Computation of the Composite Scores

The composite score is a percentage of MCs met multiplied by the results of PMs divided by 100.

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

For example, if

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

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

- If all MCs are met, then the final score will be equal to the score from the PMs.
- Every MCs not met reduces the final score.
- If all MCs are not met, then the final score is 0 irrespective of the PM score. Therefore, the LG forfeits the performance component of the grant if it doesn't meet all the Minimum Conditions.

## 2.6 Review and approval of the LGMSD Results

The Performance Assessment Task Force (PA TF) has reviewed the results and produced the draft report. Approval of the LGMSD results is the responsibility of the Fiscal Decentralization Technical Committee. The results will thus be presented to the FD – TC meeting on 7<sup>th</sup> February, 2023 for approval and use in the allocation of FY 2023/24 grants.

## 2.7 Use of the LGMSD Results

### The allocation of part of the development grants:

The results of the LGMSD assessment were used during the allocation of part of the development grants for FY 2023/24 for Health, Water, Education, District Discretionary Equalization Grant (DDEG) and Microscale Irrigation component for the first 40 piloted Local Governments.

### Informing the development of Performance Improvement Plans:

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

### Informing the National Annual Performance Report (NAPR):

The results of the LGMSD assessment will be captured in the NAPR for FY 2022/23 to be discussed by Cabinet.

### Dissemination of the LGMSD results to LGs:

A national stakeholders' workshop will be held to: (i) disseminate the LGMSD results; (ii) announce the process, timelines as well as the implications for the forthcoming LGMSD exercise; (iii) announce measures for supporting performance improvement of LGs; and (iv) update the LGs on the new assessment requirements. Issues requiring policy actions will be established and discussed with the concerned MDAs and LGs representatives. The LGMSD report will then be published on the MoFPED and OPM website as well as on OPAMS.

### PART B: FINDINGS FROM THE 2022 LGMSD ASSESSMENT

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

The LGMSD covered five assessment areas<sup>2</sup>, namely:

1. Crosscutting
2. Education
3. Health
4. Water and Environment
5. Micro-Scale Irrigation

This section presents the main findings from the assessment. Further details are captured in the individual LG reports available in Online Performance Assessment Management System (OPAMS) and on the budget website <https://budget.finance.go.ug/lgpas>.

Each section covers;

- a) Introduction to the area and the scoring guide
- b) Overall performance scores and rankings of the LGs
- c) Results on each minimum condition and performance indicator
- d) Performance trends for 2020, 2021 and 2022 assessments

<sup>2</sup> Assessment Areas include both Minimum Conditions and Performance Measures

### 3.0 Crosscutting Performance Assessment

#### 3.1 Introduction to Crosscutting Performance Assessment

The crosscutting performance assessment entails two components, namely Minimum Conditions and Performance Measures. This performance assessment was evaluated against 3 thematic areas for Minimum Conditions (with a total maximum score of 100 percent points); and 9 thematic areas for Performance Measures (with a total maximum score of 96 percent points) as shown in Tables 4 and 5 below:

**Table 4: Scoring guide for Crosscutting Minimum Conditions for LGMSD 2022**

Number	Performance Area	Indicator Description	Maximum Score
<b>A</b>	Human Resource Management and Development <i>(Maximum Score is 52)</i>	Chief Finance Officer/Principal Finance Officer	3 percentage points
		District Planner/Senior Planner	3 percentage points
		District Engineer/Principal Engineer	3 percentage points
		District Natural Resources Officer/Senior Environment Officer	3 percentage points
		District Production Officer/Senior Veterinary Officer	3 percentage points
		District Community Development Officer/Principal CDO	3 percentage points
		District Commercial Officer/Principal Commercial Officer	3 percentage points
		Senior Procurement Officer/Municipal Procurement Officer	2 percentage points
		Procurement Officer/Municipal Assistant Procurement Officer	2 percentage points
		Principal Human Resource Officer	2 percentage points
Senior Environment Officer	2 percentage points		

Number	Performance Area	Indicator Description	Maximum Score
<b>A</b>	Human Resource Management and Development <i>(Maximum Score is 52)</i>	Senior Land Management Officer/Physical Planner	2 percentage points
		Senior Accountant	2 percentage points
		Principal/Senior Internal Auditor	2 percentage points
		Principal Human Resource Officer (Secretary DSC)	2 percentage points
		Senior Assistant Secretary (Sub-Counties)/Town Clerk (Town Councils)/ Senior Assistant Town Clerk (Municipal Divisions) in all LLGs	5 percentage points
		Community Development Officer/Senior CDO in all LLGs	5 percentage points
		Senior Accounts Assistant/ Accounts Assistant	5 percentage points
<b>B</b>	Environment and Social Requirements <i>(Maximum Score is 16)</i>	Released 100% of funds allocated to Natural Resources department	2 percentage points
		Released 100% of funds allocated to Community Based Services department	2 percentage points
		Carried out Environmental, Social and Climate Change screening for DDEG projects	4 percentage points
		Carried out Environment and Social Impact Assessments for DDEG projects	4 percentage points
		Costed Environment and Social Management Plans for DDEG projects	4 percentage points

Number	Performance Area	Indicator Description	Maximum Score
<b>C</b>	Financial Management and Reporting  (Maximum Score is 32)	LG has a clean audit opinion for the previous FY	10 percentage points
		Provided information to PS/ST on status of implementation of Internal Auditor General and Auditor General findings for previous FY by end of February	10 percentage points
		Submitted an annual performance contract by August 31 <sup>st</sup> of the current FY	4 percentage points
		Submitted the annual performance report for the previous FY or before August 31 <sup>st</sup> of the current FY	4 percentage points
		Submitted quarterly budget performance reports for all the four quarters of the previous FY by August 31 <sup>st</sup> of the current FY	4 percentage points
<b>Total</b>			100 percentage points

**Table 5: Scoring guide for Crosscutting Performance Measures for LGMSD 2022**

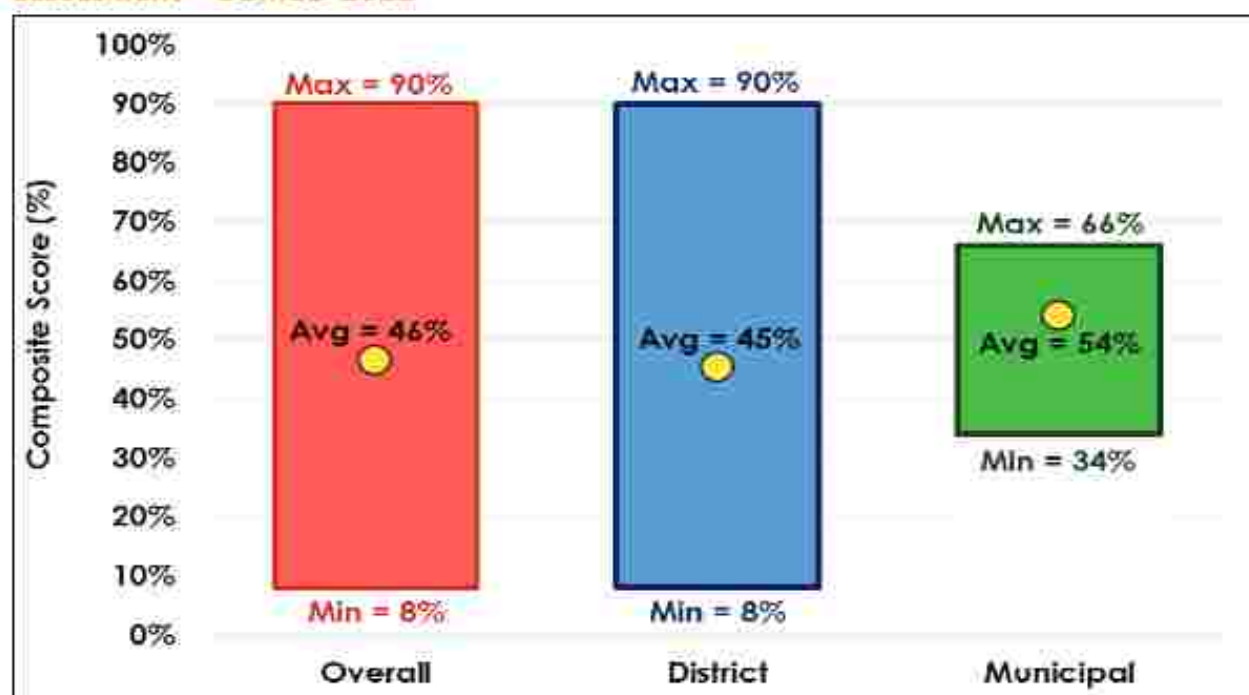
Number	Performance area	Maximum Score
A	Local Government Service Delivery Results	14 percentage points
B	Performance Reporting and Performance Improvement	4 percentage points
C	Human Resource Management and Development	9 percentage points
D	Management, Monitoring and Supervision of Services	10 percentage points
E	Investment Management	20 percentage points
F	Environment and Social Safeguards	16 percentage points
G	Financial Management	6 percentage points
H	Local Revenues	6 percentage points
I	Transparency and Accountability	7 percentage points
Total		92 percentage points

## 3.2 Overall Results for Crosscutting Measures for Districts and Municipalities

### 3.2.1 Crosscutting Performance for Districts and Municipalities

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

**Figure 18: Polarity of composite scores for LGs in the Crosscutting performance assessment – LGMSD 2022**



No. of LGs assessed = 154

The overall average score for all the 154 LGs (Minimum Conditions and Performance Measures combined) for the Crosscutting performance assessment was 46%, with the worst performing LG scoring 8%; while the best scored 90%. Municipalities had an average composite score of 54%, while Districts had a lower average score of 45%.

Average scores for both Districts and Municipalities improved by 8 percentage points between 2021 and 2022; however, the best performing Municipality scored 12 percentage points lower than its 2021 predecessor, while for Districts, the reverse was true with a 9-percentage point improvement between the 2021 and 2022 top performers.

Isingiro district was the best performer in the Crosscutting assessment with 90%, followed by Ibanda district (best performer in the previous assessment) with 84%, and Bushenyi district with 80%.

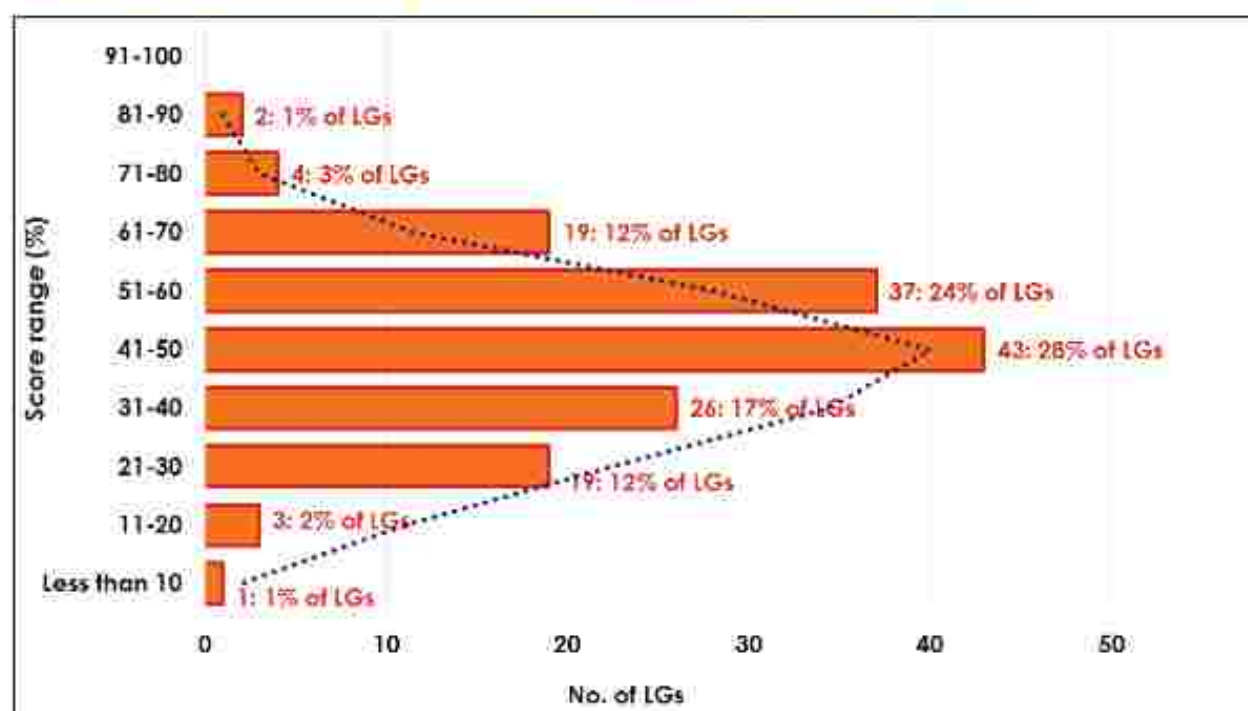
The best performing Municipality was Bushenyi-Ishaka in 11<sup>th</sup> position with 66%, followed by Nansana in 11<sup>th</sup> position with 66% (an improvement from 44<sup>th</sup> in 2021) and Makindye-Ssabagabo in 14<sup>th</sup> position with 64% (a decline from 2<sup>nd</sup> position in 2021).



### 3.2.2 Distribution of LGs (Districts and Municipalities combined) across composite score ranges - LGMSD 2022

Figure 19 illustrates the distribution of all LGs across different score ranges for the Crosscutting performance assessment for the LGMSD 2022 assessment.

**Figure 19: Distribution of all LGs (Districts and Municipalities combined) across score ranges for the Crosscutting performance assessment – LGMSD 2022**



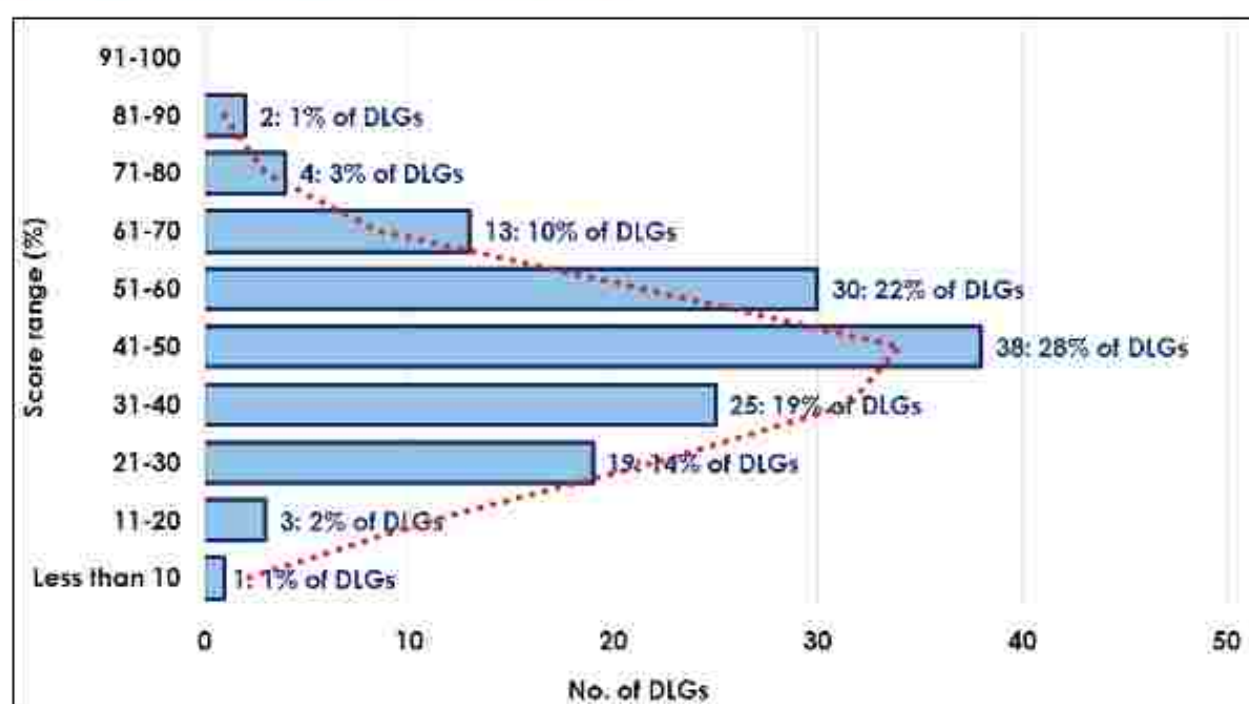
**No. of LGs assessed = 154**

There was an improvement in the number of LGs scoring above 50%, with 62 LGs in 2022 compared to 25 LGs in 2021. Majority (43) of the LGs scored between 41%-50%, which is also an improvement from the previous assessment where most LGs scored between 31% - 40%.

The number of LGs registering scores of 20% and below notably decreased from 15 in 2021 to 4 in the 2022, and these included the districts of Nwoya, Abim, Ngora and Namisindwa.

Figure 20 illustrates the distribution of DLGs across different score ranges for the Crosscutting performance assessment in the LGMSD 2022 assessment.

**Figure 20: Distribution of Districts across score ranges for the Crosscutting performance assessment – LGMSD 2022**



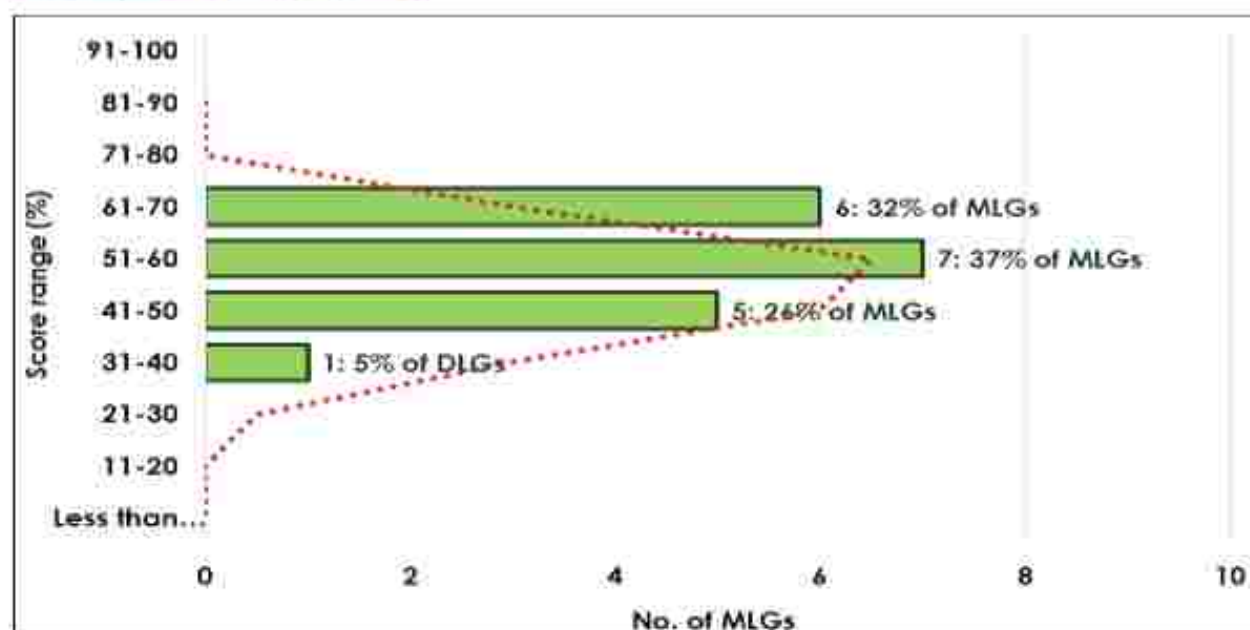
**No. of LGs assessed = 135**

Districts had temperate performance with 19 of the 135 assessed scoring above 60% in this area. Two thirds (86 out of 135) of the districts registered scores of 50% and below; which is nonetheless an improvement from the 2021 assessment where 117 (87%) of the DLGs assessment scored in the same range.

Districts with scores below 20% reduced from 15 to 4 between 2021 and 2022, while those scoring above 70% doubled over the two assessment periods. Also, only one DLG scored below 10% in 2022, compared to 03 DLGs in 2021 and 09 DLGs in 2020.

Figure 21 illustrates the distribution of MLGs across different score ranges for the Crosscutting performance assessment in the LGMSD 2022 assessment.

**Figure 21: Distribution of MLGs across score ranges for the Crosscutting performance assessment – LGMSD 2022**



No. of LGs assessed = 19

Municipalities registered moderate performance, with all but one (01) of the 19 assessed scoring at least 65% and above in the 2022 assessment. Furthermore, only Kumi MLG (with 34%) scored below 40%, compared to the 2021 assessment where more than half of the Municipalities scored in the same range.

### 3.3 Ranking of LGs in the Crosscutting performance assessment.

#### 3.3.1 Top 10 and Bottom 10 performing LGs in LGMSD 2022 for Crosscutting measures

Tables 6 and 7 present composite (Minimum conditions and Performance measures combined) scores for the ten (10) highest and lowest scoring LGs in the Crosscutting performance assessment in the 2022 LGMSD assessment.

**Table 6: Ten (10) highest scoring LGs in the Crosscutting Performance (Minimum conditions & Performance measures combined) assessment**

Rank 2022	Score 2022	Vote	Rank 2021	Score 2021
1	90%	Isingiro District	3	77%
2	84%	Ibanda District	1	81%
3	80%	Bushenyi District	14	56%
4	76%	Mayuge District	16	55%
5	73%	Sembabule District	12	57%
6	71%	Kiruhura District	45	45%
7	69%	Rubirizi District	26	50%
8	67%	Namayingo District	38	47%
9	67%	Lwengo District	49	44%
8	67%	Kamwenge District	63	40%

**No. of LGs assessed = 154 in 2022 and 2021**

The top two ranked LGs, Isingiro District (1<sup>st</sup> with 90%) and Ibanda District (2<sup>nd</sup> with 84%), are the only LGs that have been consistently ranked in the top 10 performers over the last three assessments. These were followed by Bushenyi District (80%), Mayuge District (76%) and Sembabule District (73%) in 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup> positions; and which are the only other LGs to consistently feature at least among the top 20 performers over the last three assessments.

The districts of Kamwenge, Lwengo and Kiruhura also made significant improvements, rising in rank by 55 places, 41 places and 39 places respectively between 2021 and 2022. Despite being out of the top 10, Bushenyi-Ishaka MLG was the most improved LG rising in rank from 110<sup>th</sup> to 11<sup>th</sup>, followed by Bugiri MLG from 82<sup>nd</sup> to 14<sup>th</sup>.

**Table 7: Ten (10) lowest scoring LGs in Crosscutting Performance (Minimum conditions & Performance measures combined) assessment**

Rank 2022	Score 2022	Vote Name	Rank 2021	Score 2021 (%)
144	23%	Karenga District	103	31%
144	23%	Oborigi District	119	27%
144	23%	Bugweri District	63	40%
144	23%	Buhweju District	137	22%
149	22%	Amuria District	116	28%
150	21%	Kapelebyong District	140	20%
151	20%	Nwoya District	74	38%
152	19%	Abim District	97	32%
153	18%	Ngora District	133	24%
154	8%	Namisindwa District	153	8%

**No. of LGs assessed = 154 in 2022 and 2021**

Namisindwa remained the bottommost performing district for two consecutive assessments (2022 and 2021), scoring 8% in both assessments. The biggest drops among the bottom 10 LGs included Bugweri DLG (dropping 81 places), Nwoya DLG (dropping 77 places) and Abim DLG (dropping 55 places).

Other consistently poor performers between the 2021 and 2022 assessments included Ng'ora DLG (down from 133<sup>rd</sup> to 153<sup>rd</sup>), Kapelebyong DLG (down from 140<sup>th</sup> to 150<sup>th</sup>) and Buwheju DLG (down from 137<sup>th</sup> to 144<sup>th</sup>).

### 3.3.2 Best and Worst scoring indicators in LGMSD 2022 for Crosscutting measures

Tables 8 and 9 present composite (minimum conditions and performance measures combined) scores for the ten (10) best and worst performed indicators under the Crosscutting performance assessment during the 2022 LGMSD.

**Table 8: Overview of the top 10 scoring indicators under the Crosscutting performance assessment – 2022, 2021 & 2020**

Rank 2022	Score 2022	Performance Indicator	Rank 2021	Score 2021	Rank 2020	Score 2020
1	98%	Audit opinion	38	68%	84	0%
2	97%	Budgeted and spent DDEG on eligible projects	7	90%	13	82%
3	96%	Timely submission of Annual Performance Contract	7	90%	1	98%
4	95%	Quarterly Internal Audit reports	5	92%	3	92%
4	95%	Complete DDEG project procurement files	1	95%	6	86%
6	94%	Published procurement plan & awarded contracts	3	94%	16	79%
6	94%	Functional DDEG projects	11	87%	4	90%
8	93%	Execution of DDEG transfers to LLGs	3	94%	10	84%
8	93%	DDEG projects followed standard technical designs	11	87%	8	85%
10	92%	Integration of Environment, Social & Climate Change into LG Development Plans	13	86%	16	79%

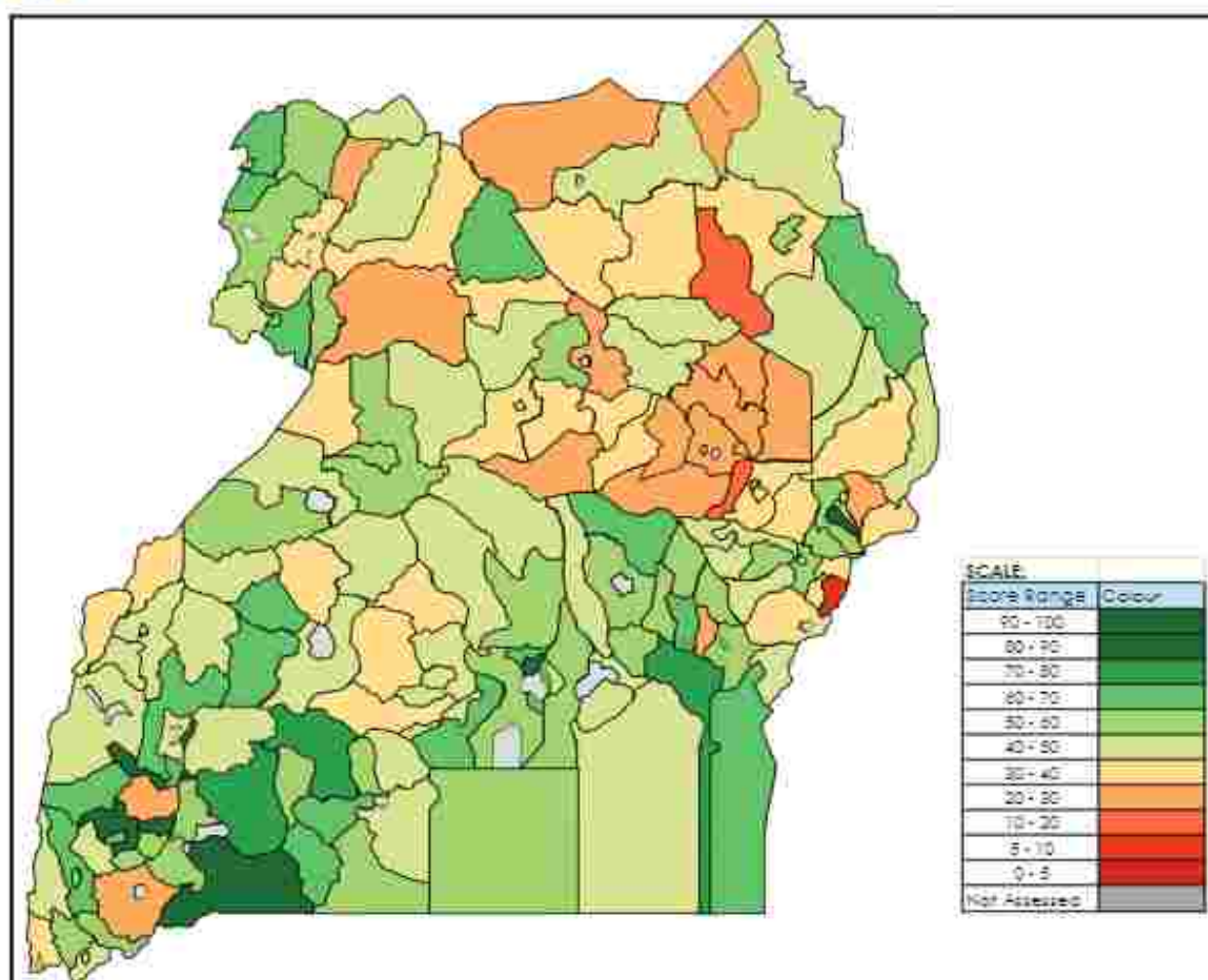
**Table 9: Overview of the bottom 10 scoring indicators under the Crosscutting performance assessment - 2022**

Rank 2022	Score 2022	Performance Indicator	Rank 2021	Score 2021	Rank 2020	Score 2020
73	44%	Access to salary payroll	55	56%	43	59%
74	39%	Status of implementation of Audit recommendations	79	21%	38	61%
75	38%	Submission & review of Internal Audit reports	70	44%	59	50%
76	37%	Access to pension payroll	72	41%	78	28%
77	36%	Consultative Grievance Redress Committee	74	31%	79	25%
78	34%	Appraisal of HoDs	63	51%	66	44%
79	28%	Filled the District/Principal Engineer position	77	27%	80	24%
80	25%	Revenue collection ratio within +/- 10% of planned	80	15%	81	15%
81	18%	Timely warranting of direct DDEG transfers	77	27%	75	31%
82	16%	Invoicing & communication of DDEG transfers	81	10%	76	29%

### 3.3.3 Analysis of Crosscutting Performance assessment scores across the county

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

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



**No. of LGs assessed = 154**

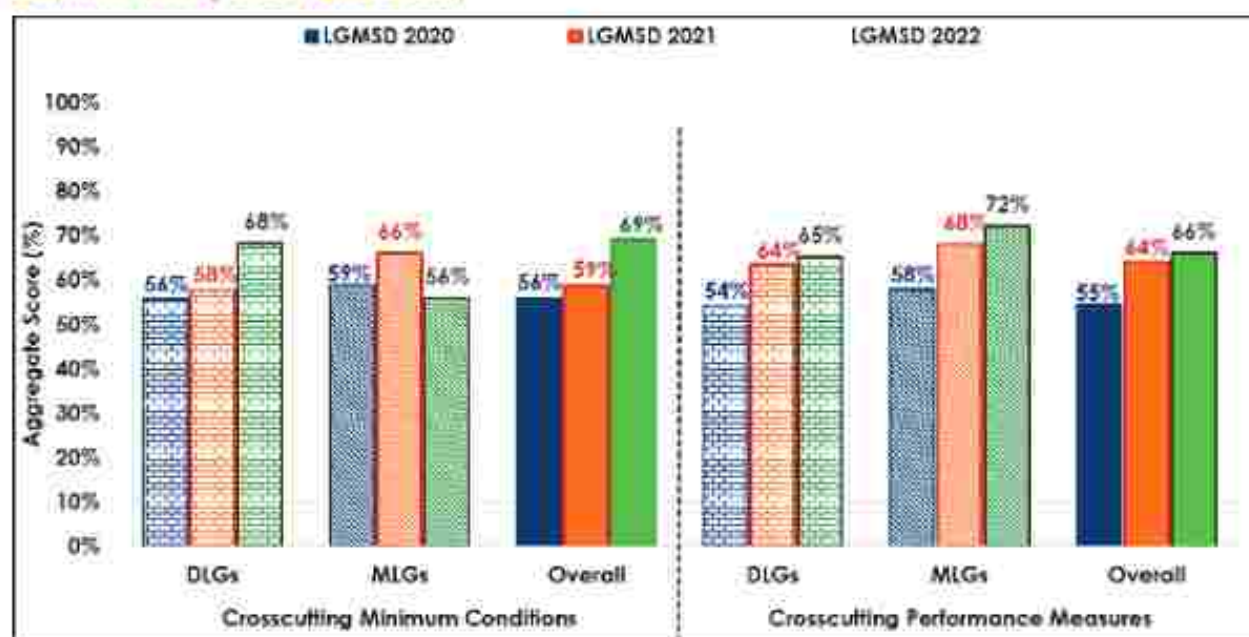
There was even distribution of moderate performance across the country, though the lower scores were more dominant in the Northern region LGs (with a few exemptions). The higher scores (above 60%) were thinly but evenly spread across the Central and South Western region LGs.

### 3.4 Performance Trends in the Crosscutting Performance Assessment

#### 3.4.1 Comparing performance between LGMSD 2020, 2021 and 2022 Assessment

Figure 23 shows the trends in performance for Crosscutting Minimum Conditions and Performance Measures for 2020, 2021 and 2022 LGMSD assessments.

**Figure 23: Comparing the Crosscutting Performance Assessment Scores between LGMSD 2020, 2021 and 2022,**



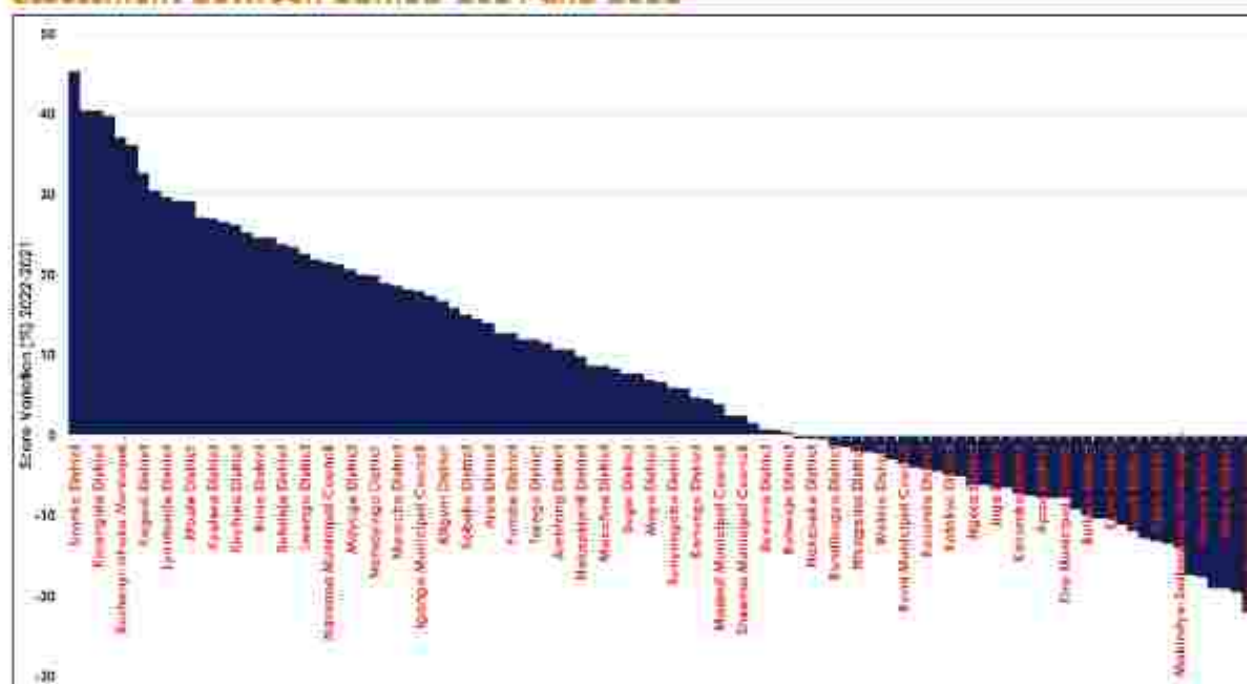
**No. of LGs assessed = 154**

There was continued improvement in both Minimum Conditions and Performance Measures over the three assessments; which improved by 10 and 2 percentage points respectively between 2021 and 2022.

Under Minimum Conditions, DLGs with a score of 68% improved by 10 percentage points, while MLGs declined by the same margin with an aggregate score of 56%. Under Performance Measures, both DLGs (with a 65% score) and MLGs (with a 72% score) registered marginal improvements of 1 and 4 percentage points respectively between 2021 and 2022, which was a nonetheless a smaller increment compared to the 10 percentage points between the 2020 and 2021 assessments.



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



No. of LGs assessed = 154 (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)

From figure 24 above, more LGs registered improvements in scores between 2021 and 2022 than those that declined. Sironko DLG had the highest improvement with its score increasing by 45 percentage points, followed by Rukiga DLG (+41%), Kalangala (+40%) and Luuka DLG (+40%). The sharpest deterioration (-22%) was registered by Njeru MLG, followed by Rubanda DLG (-19%), Kisoro DLG (-19%) and Mukono MLG (-19%).

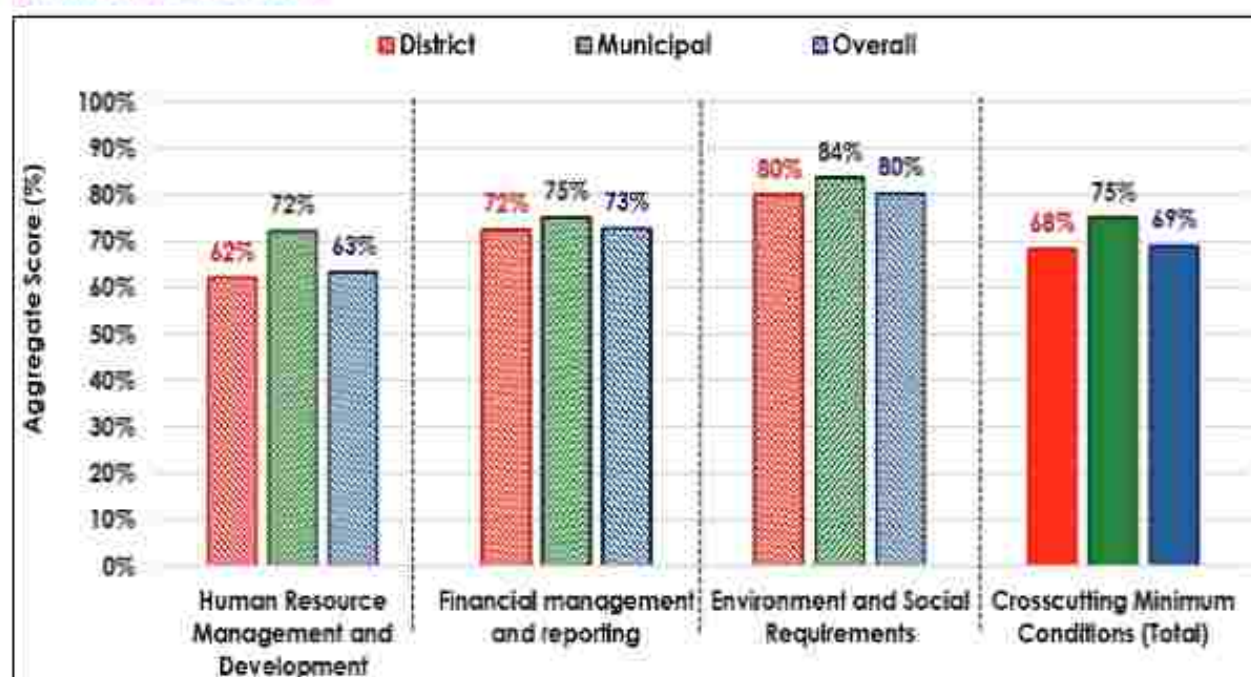
### 3.5 Overall Performance in crosscutting - Minimum conditions

The two areas assessed under Minimum conditions for the Crosscutting performance assessment include;

- Human Resource Management and Development.
- Two safeguards;
  - o Fiduciary safeguards (Financial management and reporting).
  - o Environmental and Social requirements.

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

**Figure 25: 2022 Aggregate scores for performance areas under the Crosscutting Minimum Conditions**

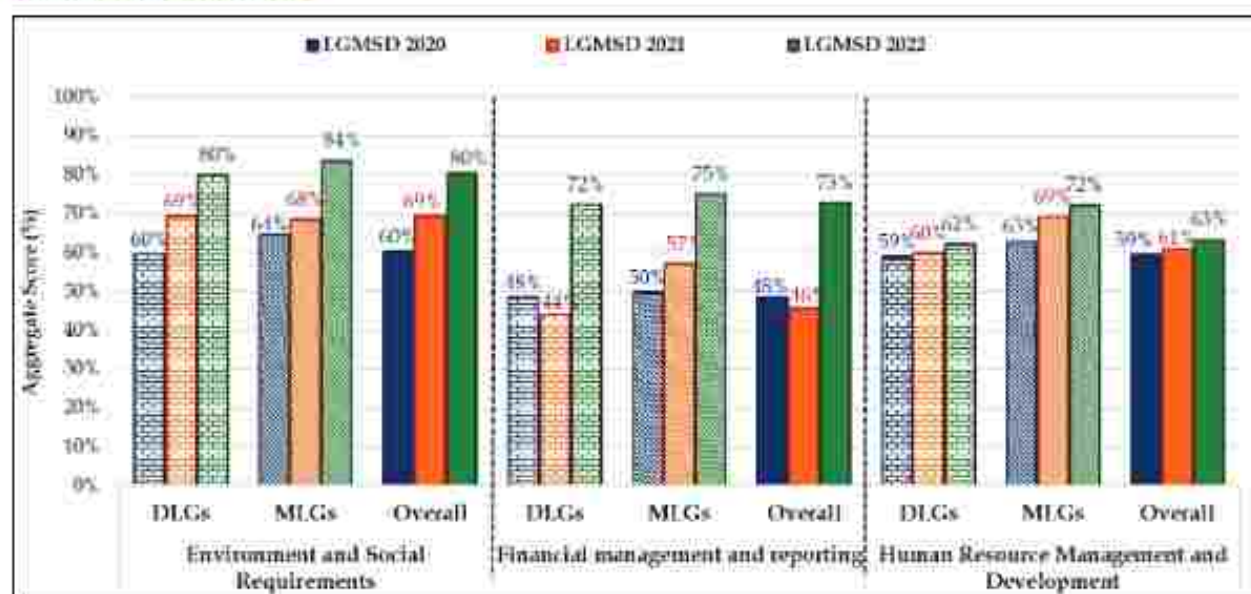


No. of LGs assessed = 154

The overall score for all LGs was 69%, with intermittent performance registered for both DLGs (68%) and MLGs (75%). MLGs edged the DLGs across all the three performance areas, especially in Human Resource Management & Development, where they were 10 percentage points better off than the DLGs.

Environment and Social Requirements maintained the best performance area with an overall aggregate score of 80%, followed by Financial Management and Reporting with 73%.

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



No. of LGs assessed = 154 in 2022 & 2021 and 153 in 2020

A notable improvement was registered in Financial Management and reporting, with a 27-percentage point improvement in aggregate score. In the same area, DLGs (with 72%) improved by 28 percentage points, reversing the decline in the previous assessment, while MLG (with 75%) improved by 18 percentage points.

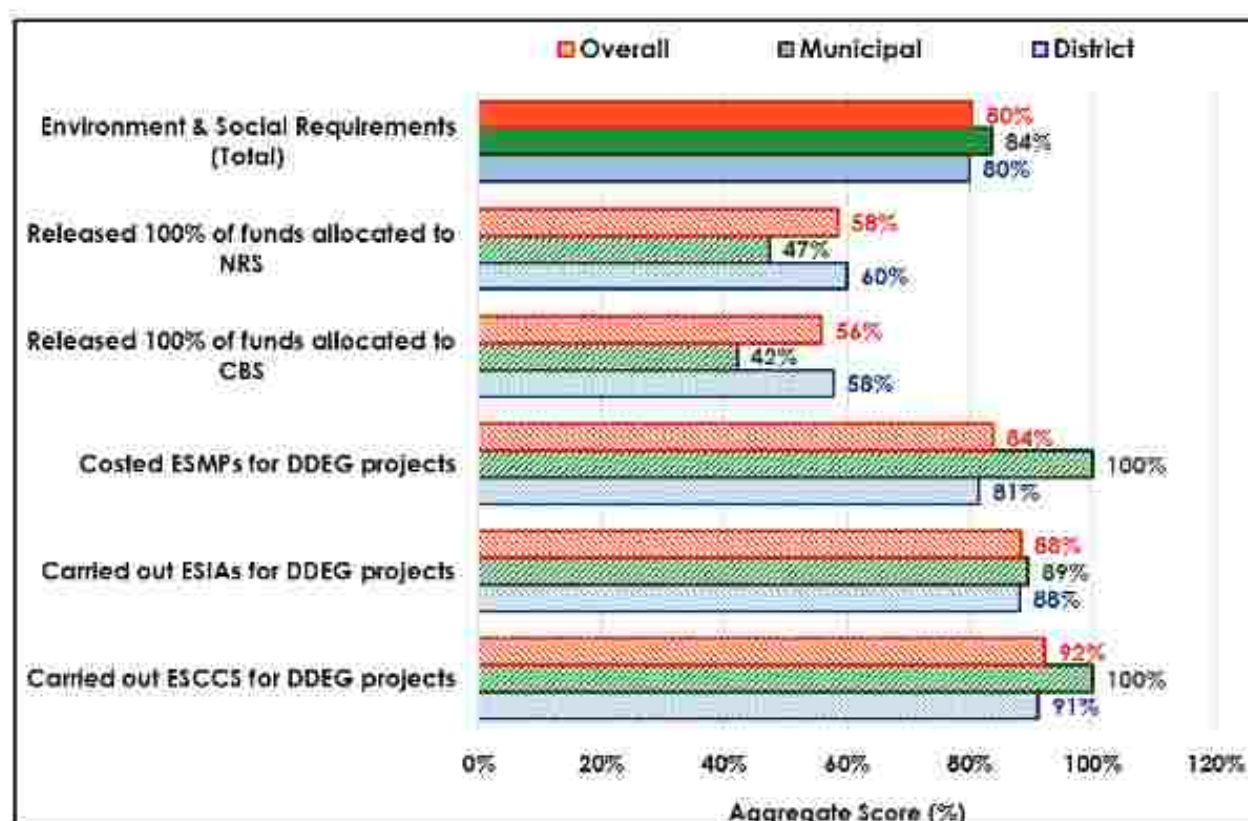
Under Environment and Social Requirements, DLGs continued to improve with score increments of 11 and 9 percentage points in the 2022 and 2021 assessments respectively, while MLGs equally improved from 64% to 68% and further to 84% over the same period.

### 3.5.1 Environment and Social Requirements (Minimum conditions)

These seek to establish whether LGs released all funds allocated to the Natural Resources and the Community Based Services departments, and whether they developed Environment and Social Mitigation Plans and conducted Environment and Climate Change Screening as well as Environment and Social Impact Assessment for DDEG projects as per the DDEG guidelines.

Figure 27 shows the aggregate scores for indicators under Environment and Social Requirements.

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



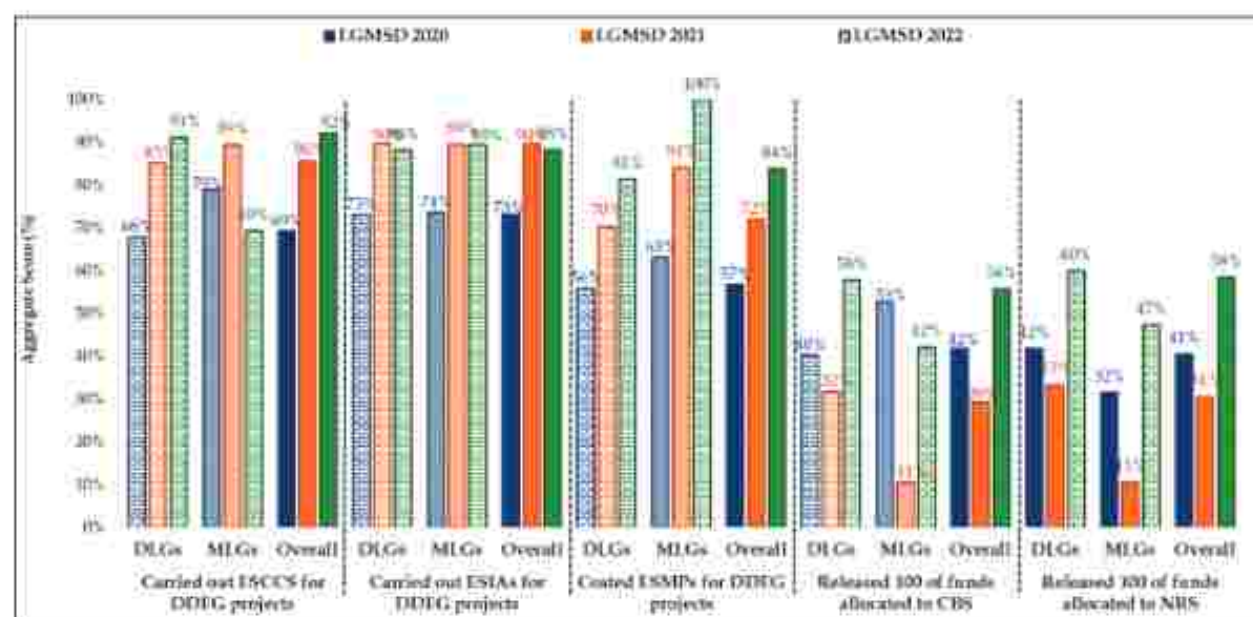
No. of LGs assessed = 154

The overall aggregate score for the assessed LGs was 80%, with MLGs scoring 84% compared to 80% for DLGs. The best performed area was Carrying out ESCCS for DDEG projects, with an overall score of 92%, followed by Carrying out ESIA for DDEG projects with an overall score of 88%.

Municipalities scored 100% on carrying out ESMPs and ESCCs, outscoring DLGs by 19 and 9 percentage points respectively. Compliance on release of all funds for CBS was low with an overall score of 56%, despite DLGs outscoring MLGs by 16 percentage points. Similarly, release of all funds for NRS was low with an aggregate score of 58%, with DLGs outscoring MLGs by 13 percentage points.

Figure 28 below shows the trend of aggregate scores under Environment and Social Requirements (Minimum Conditions) for the 2020, 2021 and 2022 LGMSD assessment.

**Figure 28: Trend (2020-2022) of scores under Environment and Social Requirements (Minimum Conditions)**



**No. of LGs assessed = 154 in 2022, 2021 and 153 in 2020**

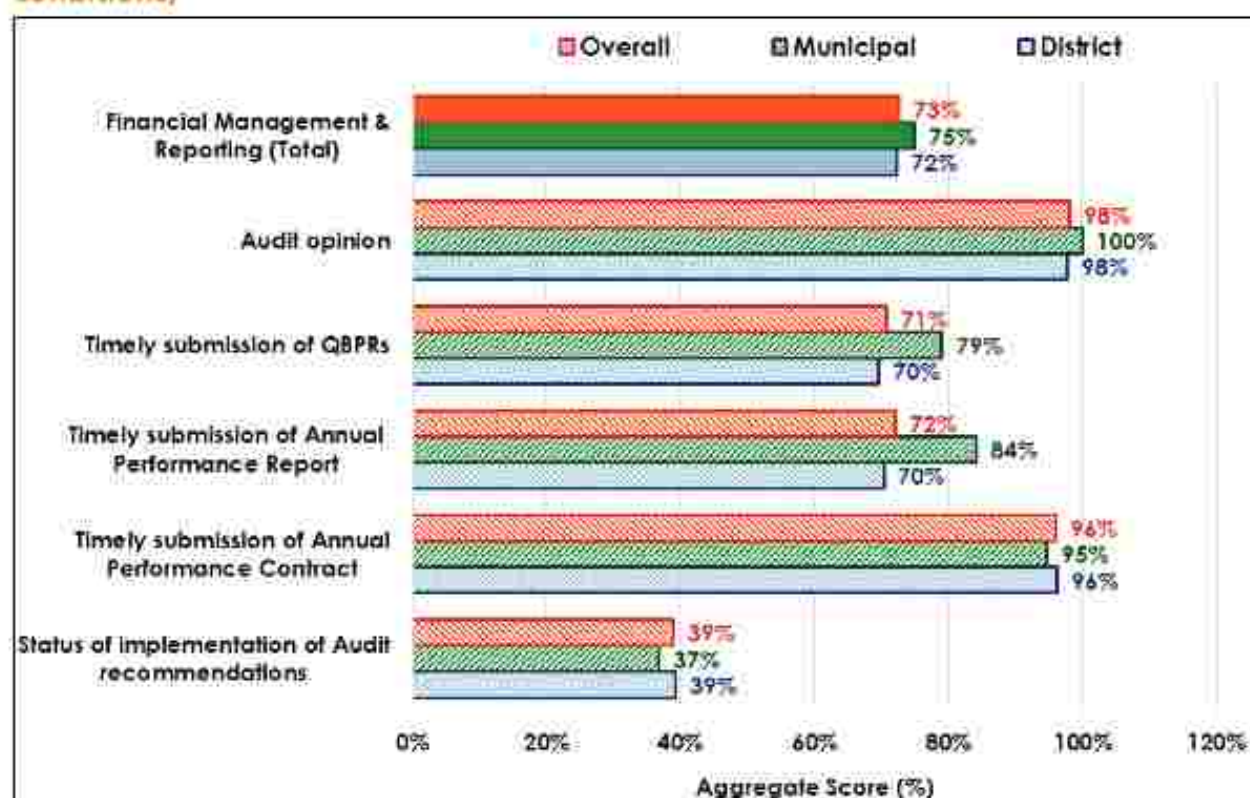
There was an improvement in overall scores between 2022 and 2021 on all areas expect conducting of ESAs which marginally declined by 1 percentage point. The most significant improvement in score was on release of all funds allocated to NRS, up by 27 percentage points (from 31% to 58%), reversing the 10% decline in the 2021 assessment. Release of all CBS funds also registered a 27-percentage point increase, from 29% to 56%; reversing the 13% decline in score in the 2021 assessment.

Notably, scores for municipalities on funds allocation for NRS and CBS increased by 37% and 32% respectively, despite them registering a 20% decline in score on conducting ESCCs. DLGs on the other hand registered imp

### 3.5.2 Financial Management & Reporting (Minimum conditions)

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

**Figure 29: Indicator scores under Financial Management & Reporting (Minimum conditions)**



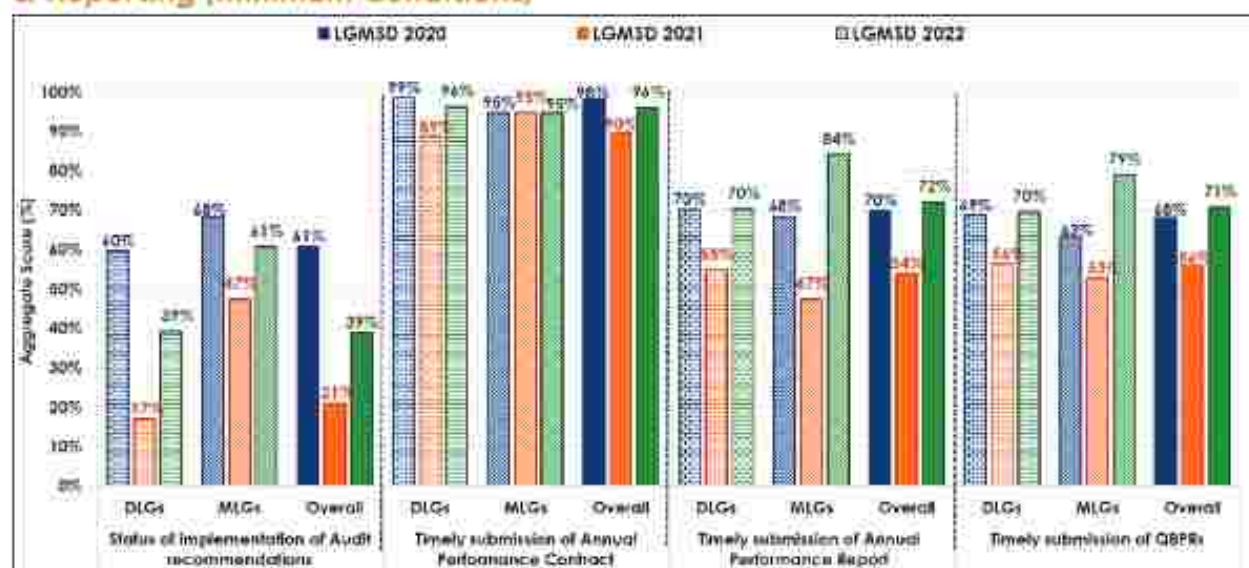
**No. of LGs Assessed = 154**

The overall score in this area was 73%, with MLGs scoring marginally better than DLGs. Most of the LGs had a clean (un-qualified) audit opinion (98% aggregate score), with MLGs attaining a 100% score; while Timely submission of annual performance contracts had an equally high score of 96%. Additionally, MLGs outperformed DLGs in the areas of Timely submission of annual performance reports (by 14 percentage points), and Timely submission of QBPRs (by 9 percentage points).

Implementation of audit recommendations was poorly performed with a score of 39%, with a marginal difference in performance between the MLGs (39%) and DLGs (37%).

Figure 30 below shows the trend of scores for indicators under Financial Management & Reporting (Minimum conditions) for the 2020, 2021 and 2022 LGMSD.

**Figure 30: Trend (2020-2022) of scores for indicators under Financial Management & Reporting (Minimum Conditions)**



**No. of LGs assessed = 154 in 2022, 2021 and 153 in 2020**

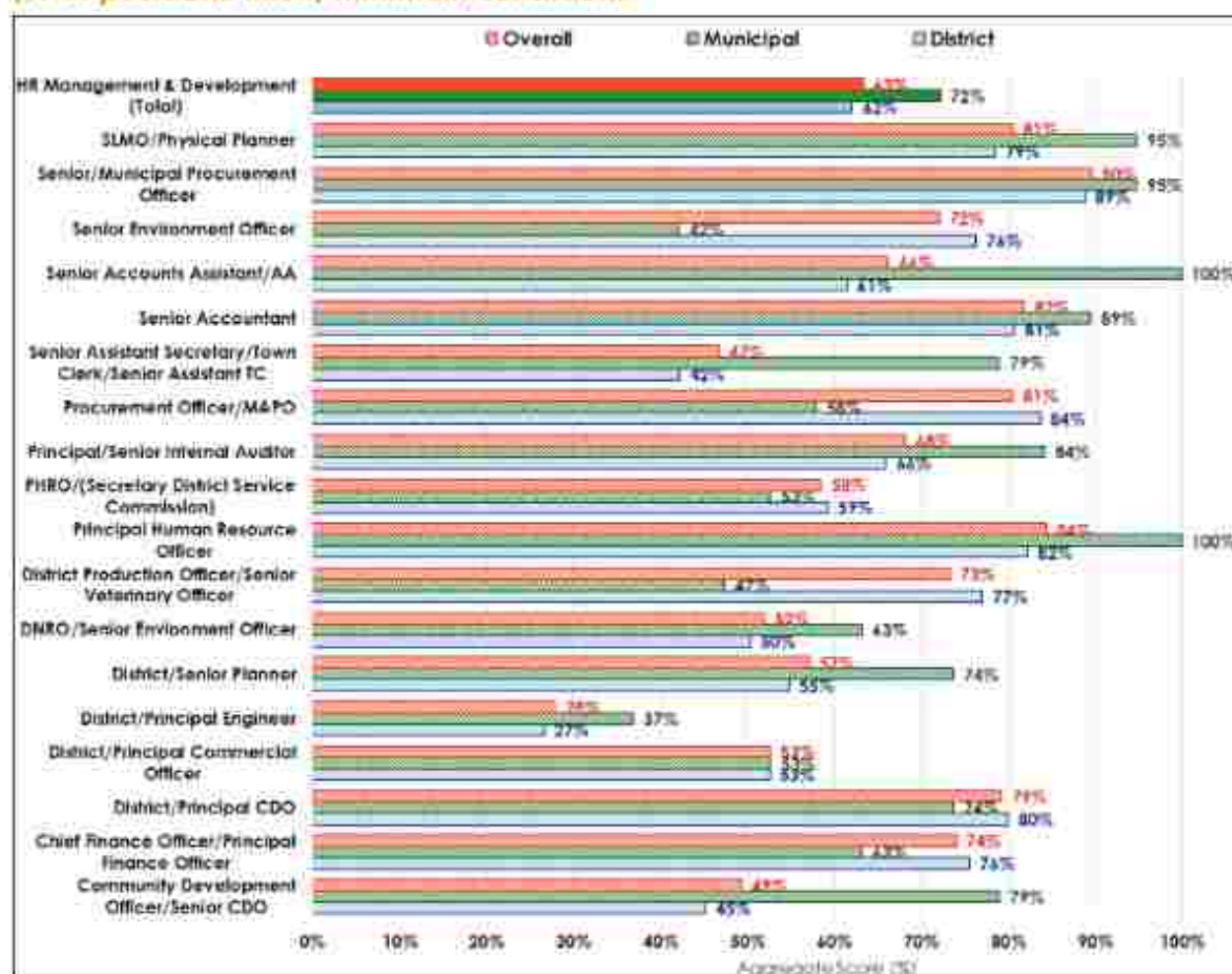
Generally, all indicators under this performance area registered an improved performance compared to the 2021 assessment. Timely submission of annual performance reports improved by 18 percentage points from 54% to 72%, reversing the decline registered in the previous assessment. Despite the low score, Implementation of audit findings improved by the same margin from 21% to 39%, reversing the sharp (-40%) decline in the 2021 assessment. Timely submission of Quarterly budget performance reports also notably improved by 15 percentage points.

### 3.5.3 Human Resource Management and Development (Minimum conditions)

These focus on whether LGs have substantively recruited or have the seconded staff from Central Government for all critical positions.

Figure 31 shows the aggregate scores in regard to filling the 14 selected critical positions across various LG departments.

**Figure 31: Indicator scores under Human Resource Management and Development (% of positions filled) minimum conditions**



**No. of LGs assessed = 154**

The overall staffing level across the eighteen selected critical cadres was at 68%, which remains below the national standard of 75%. Municipalities were closer to this target with an aggregate score of 72%, compared to Districts at 62%.

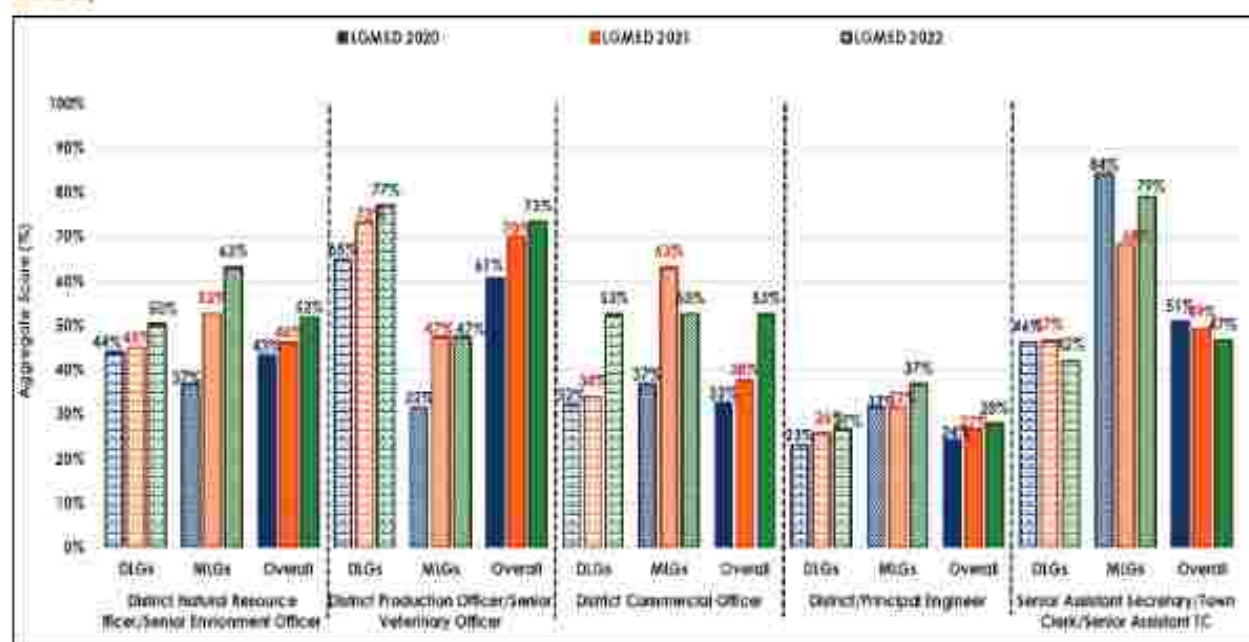
The highest staffing levels were registered on the positions of Senior/Municipal Procurement Officer (90%), Principal Human Resource Officer (84%) and Senior Accountant (82%). Six of the eighteen critical positions registered improvement in score, notably Senior Environment Officer (+34%); District Production Officer/Senior Veterinary Officer (+30%); and the Procurement Officer/Municipal Asst. Proc. Officer (+26%).

Low staffing levels were registered for the positions of District/Principal Engineer (28%), Senior Environment Officer (42%), and Senior Assistant Secretary/Town Clerk/Senior Assistant Town Clerk (47%). Twelve critical positions registered declines in staffing levels, notably Senior Accounts Assistant/Municipal Accounts Assistant (-39%), Senior Assistant Secretary/Town Clerk/Senior Assistant Town Clerk (-37%) and the Community Development Officer/Senior CDO (-34%).

### Trend (2020-2021) of scores for Filling of selected indicators under Human Resources Management and Development (Minimum Conditions).

Staffing levels in LGs remain a major hindrance to the efficacy of services across different departments. Figure 32 shows the trend of aggregate scores on filling of selected positions for the years 2020, 2021 and 2022.

**Figure 32: Trend of aggregate scores on filling of selected critical positions (2020-2022)**



No. of LGs assessed = 154 in 2021-2022 and 153 in 2020

Various critical positions continued to register improvements in staffing levels across the three assessments. The highest score gains were made on the positions of District Commercial Officer (+15%) and District Natural Resource Officer/Senior Environment Officer (+6%).

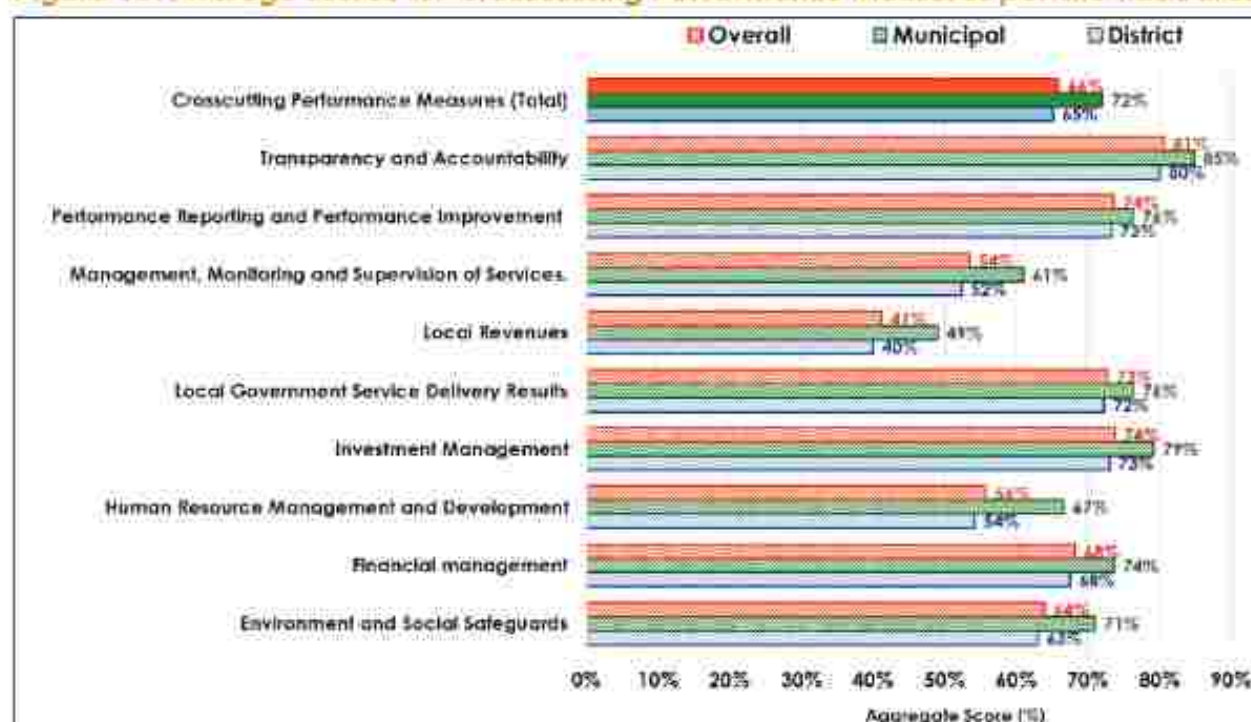
Some positions however registered a decline in the staffing levels, notably Senior Assistant Secretary/Town Clerk/Senior Assistant Town Clerk, down by 2 percentage points. The position of District Engineer still remained inadequate performing at only 28% for all LGs.

### 3.6 Performance per assessment area for Crosscutting Performance Measures

Crosscutting Performance Measures evaluate the level of service delivery in the Local Government as a whole; and for some areas, aggregates performance information from facilities (schools and health centres), and assesses compliance with performance reporting.

Figure 33 below shows the aggregate scores in the nine assessment areas of the Crosscutting Performance Measures.



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

**No. of LGs assessed = 154**

The overall aggregate score for all LGs was 66%, with MLGs (72%) performing better than the DLGs (65%). Noteworthy scores were registered under the areas of Transparency and accountability (81%), Performance reporting and performance improvement (74%), and Investment management (74%).

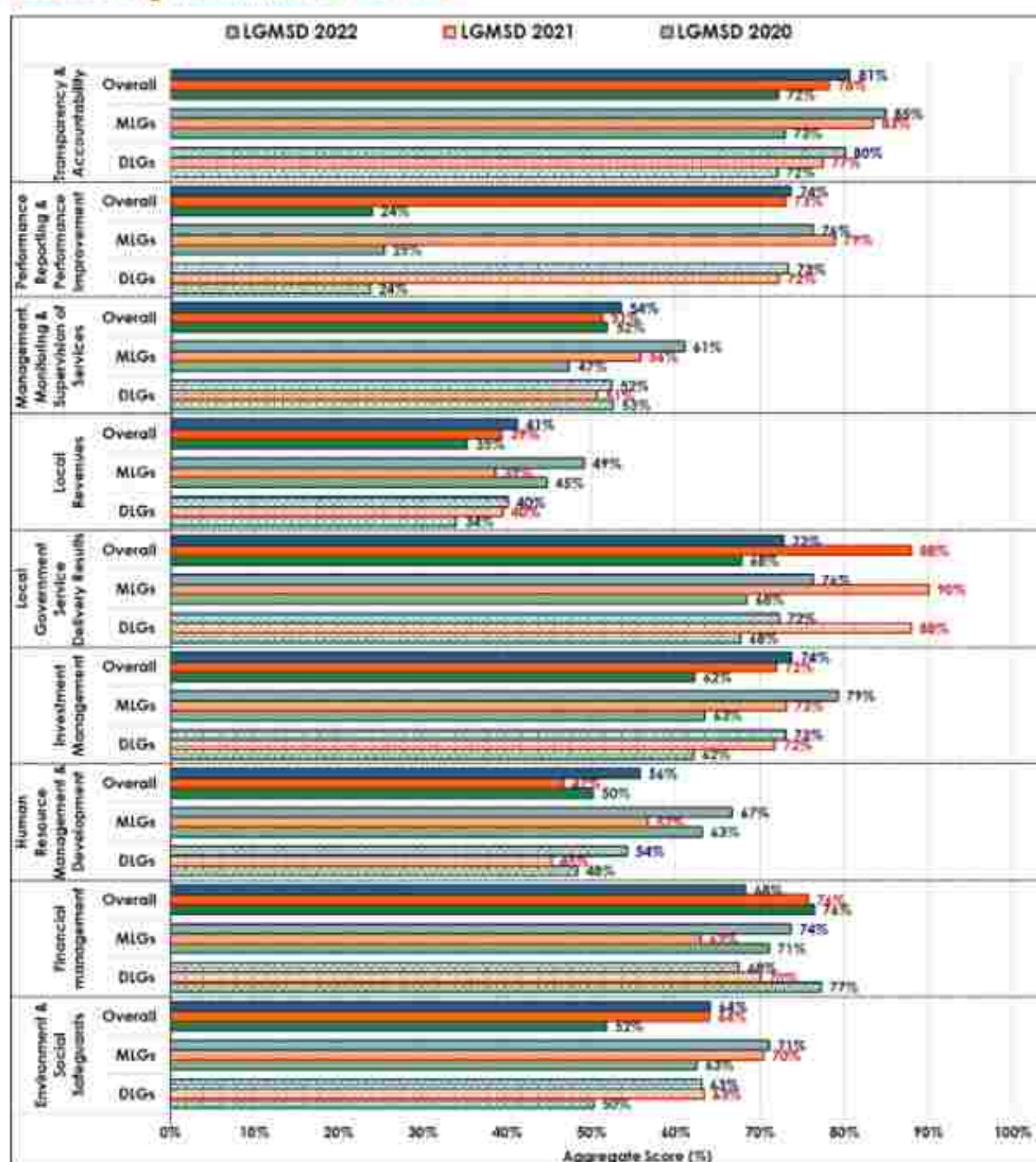
There was a commendable breakthrough in indicators of and environment and social safeguards (64%), compared to their performance in the 2021 LGMSD.

Whereas there was an overall improvement in the thematic areas, Human resource management and development (56%) and Local Revenue collections (41%) remained poorly performed in respective aggregate scores for the LGMSD year in review.

### **Trend (2020-2021) of aggregate scores for the performance areas under Crosscutting Performance Measures**

Figure 34 shows the trend of aggregate scores for the 2020, 2021 and 2022 assessments for the various performance areas under the Crosscutting Performance Measures.

**Figure 34: Trend (2020-2022) of aggregate scores for the performance areas under Crosscutting Performance Measures**



No. of LGs assessed = 154 in 2021, 2022 and 153 in 2020.

The 2022 LGM5D assessment saw a notable improvement in most of the thematic areas for Crosscutting Performance Measures. Good progress was registered in the areas of; Transparency and Accountability from 78% to 81%, Investment Management 74% from 72% and Performance Reporting and Improvement that slightly improved from 73% to 74%.

There was a decline in Financial Management thematic area down from 76% to 68% and Local Government Service Delivery from 88% to 73% in 2021, and 2022 assessment reviews respectively. Human Resource Management and Development (56%), Management

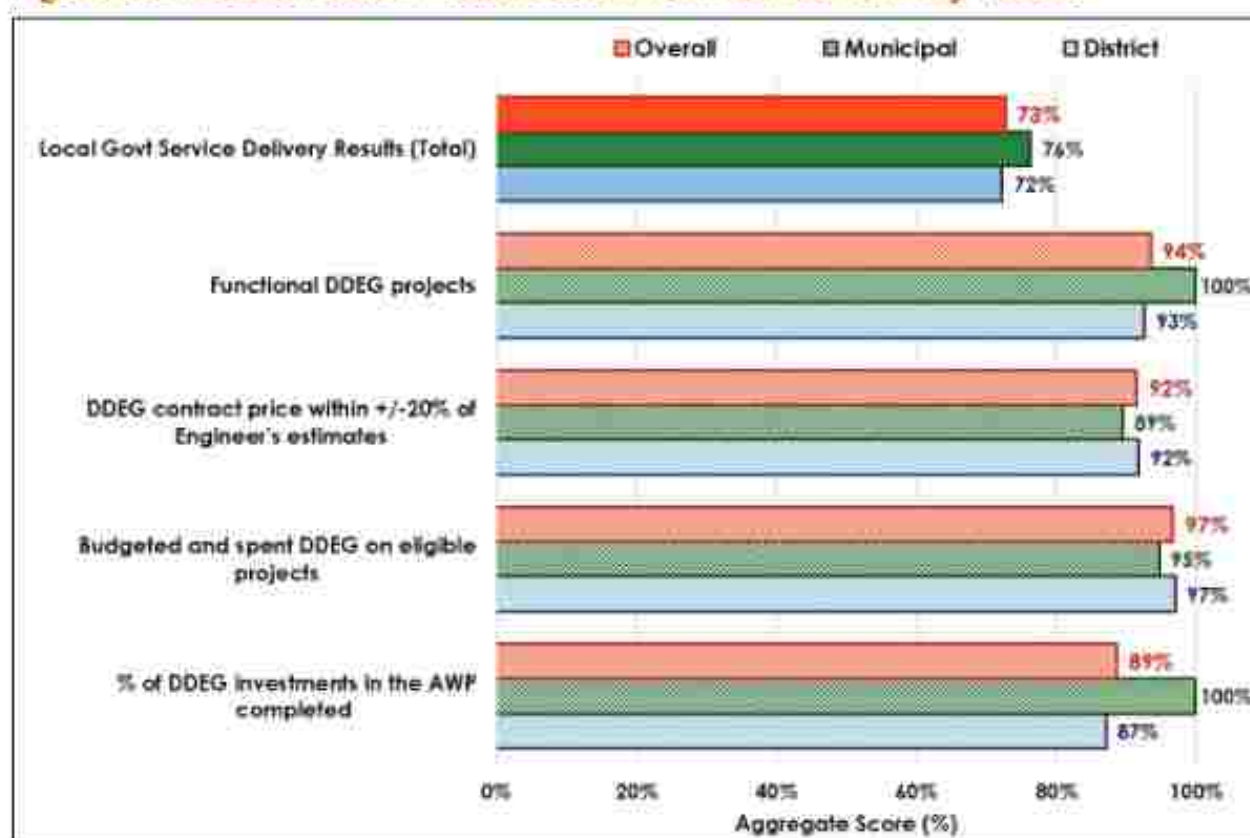
Monitoring and Supervision (54%) and Local Revenues (41%) still performed below average in 2022 assessment.

### 3.6.1 Local Government Service Delivery Results

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

Figure 35 below shows the average scores for the various performance measures relating to Local Government service delivery.

**Figure 35: Indicator Scores - Local Government Service Delivery Results**



**No. of LGs assessed = 154**

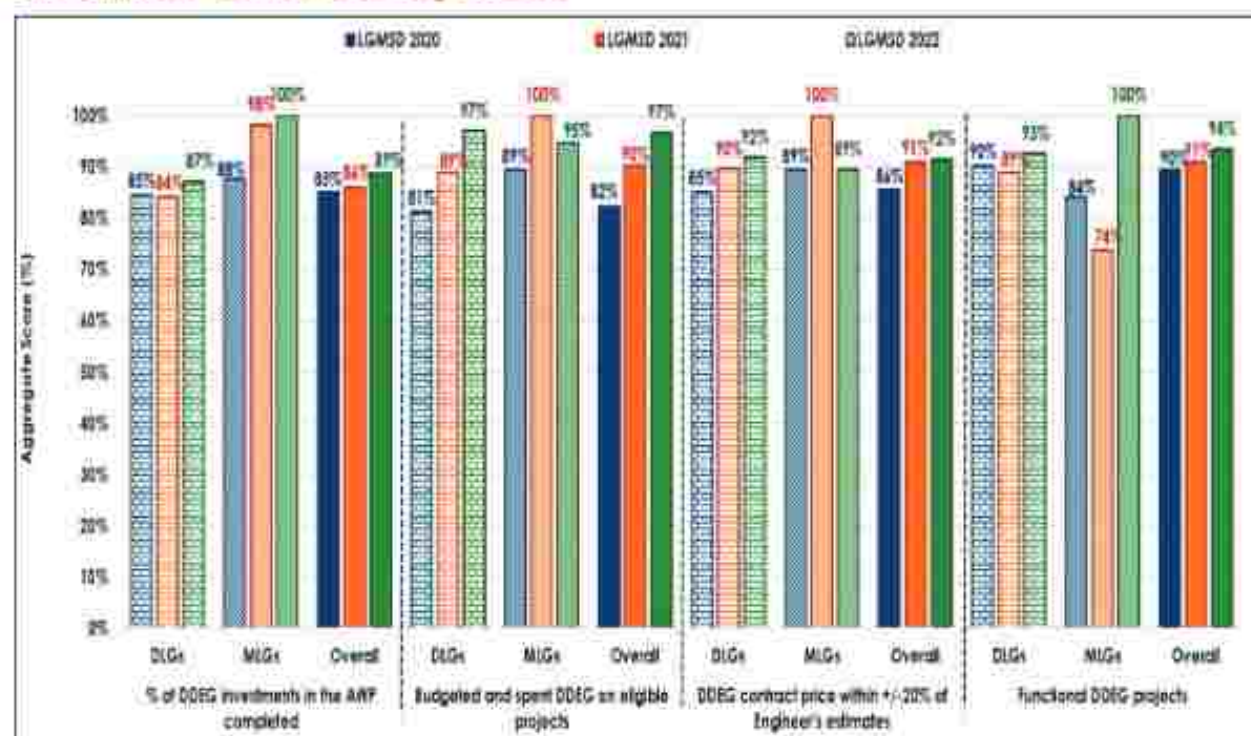
Note: The overall LG Service delivery Results include change in average score in overall Lower Local Government Performance.

All the indicators under this area scored above 90% save for change in average scores for LLG performance assessment where all LGs were scored zero as a baseline. Spending DDEG budget on eligible activities was the best performed at 97% overall followed by functionality of DDEG projects (94%) and prices being within Engineer's estimates (92%).

### Trend (2020-2022) of aggregate scores for selected indicators under Local Government Service Delivery Results.

Figure 36 shows the trend of aggregate scores for the 2020, 2021 and 2022 assessments for four selected indicators under the performance area of Local Government Service Delivery Results.

**Figure 36: Trend (2020-2022) of aggregate scores for selected indicators under Local Government Service Delivery Results**



**No. of LGs assessed = 154 in 2021- 2022 and 153 in 2020**

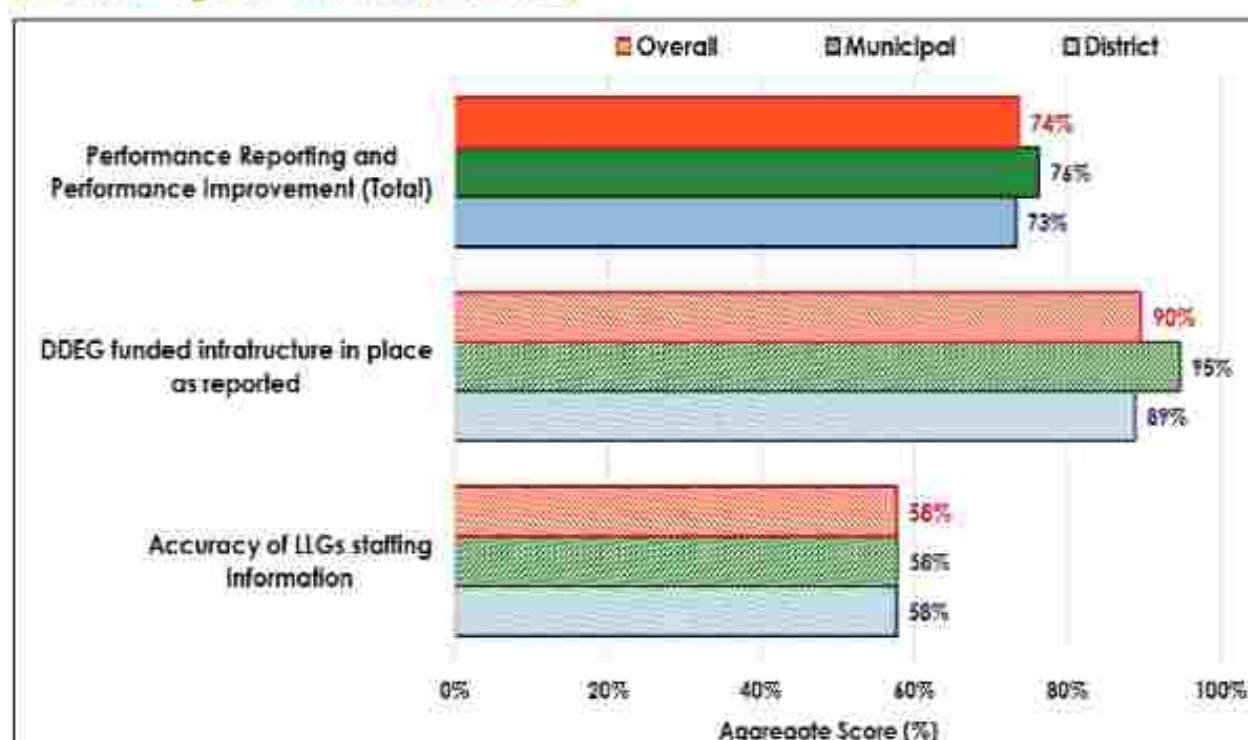
Eligibility of spending on DDEG projects maintained the best overall improvement with 97% followed by functionality of DDEG projects at 94% with a sharp improvement by MLGs in the later indicator from 74% to 100% in 2021 and 2022 respectively. MLGs registered decline in DDEG contract price being within the Engineer's estimates and spending on eligible projects from 100% to 89% and 100% to 95% over the 2021 and 2022 assessments.

### 3.6.2 Performance Reporting and Performance Improvement (Crosscutting Performance Measures)

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

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

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



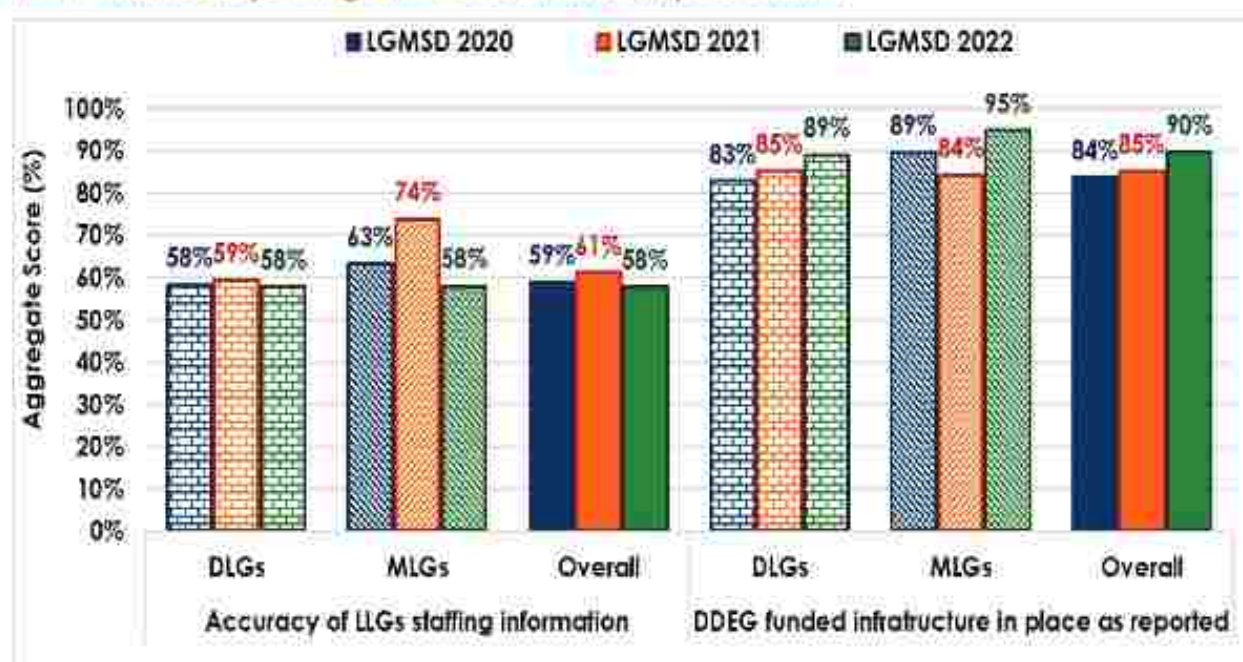
No. of LGs assessed = 154

There was a gradual improvement in overall aggregate score for all LGs from 73% to 74% in 2021 and 2022 respectively. The indicator on DDEG funded infrastructure in place as reported maintained a satisfactory performance with an overall score of 90% from 85% in 2021, with MLGs average score at 95% and 89% for DLGs correspondingly. An identical performance was documented in accuracy of LLGs staffing information where overall, MLGs and DLGs had 58% aggregate score.

### **Trend (2020-2022) of aggregate scores for selected indicators under Performance Reporting and Performance Improvement**

Figure 38 shows the trend of aggregate scores from 2020 to 2022 assessments for four selected indicators under the performance area of Performance Reporting and Performance Improvement.

**Figure 38: Trend (2020-2022) of aggregate scores for selected indicators under Performance Reporting and Performance Improvement**



No. of LGs assessed = 154 in 2021, 2022 and 153 in 2020

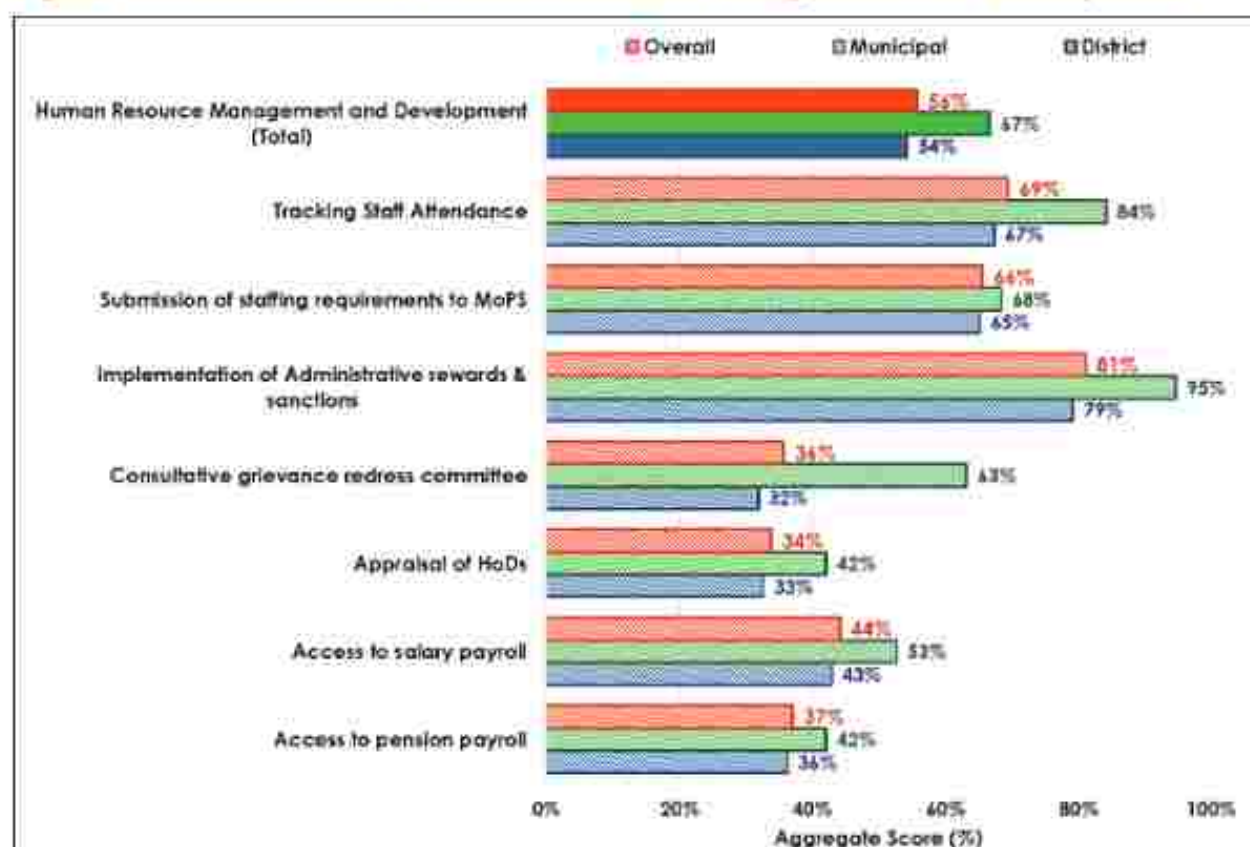
Overall accuracy of LLGs staffing information declined by 3% compared to the previous assessment (58% from 61%). During the year in review both DLGs and MLGs had an exact duplicate score of 58%, with MLGs diminishing more in performance on this indicator than DLGs from 74% to 58% in assessment years of 2021 and 2022 respectively.

The indicator on DDEG funded infrastructure in place as reported, registered an overall development of 5 percentage points from 2021. MLGs closed in DLGs scoring 95% and 89% respectively.

### 3.6.3 Human Resource Management and Development (Crosscutting Performance Measures)

The area assesses budgeting for, actual recruitment and deployment of staff. It also assesses payroll, pension and performance management.

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

**Figure 39: Indicator Scores - Human Resource Management and Development**

No. of LGs assessed = 154

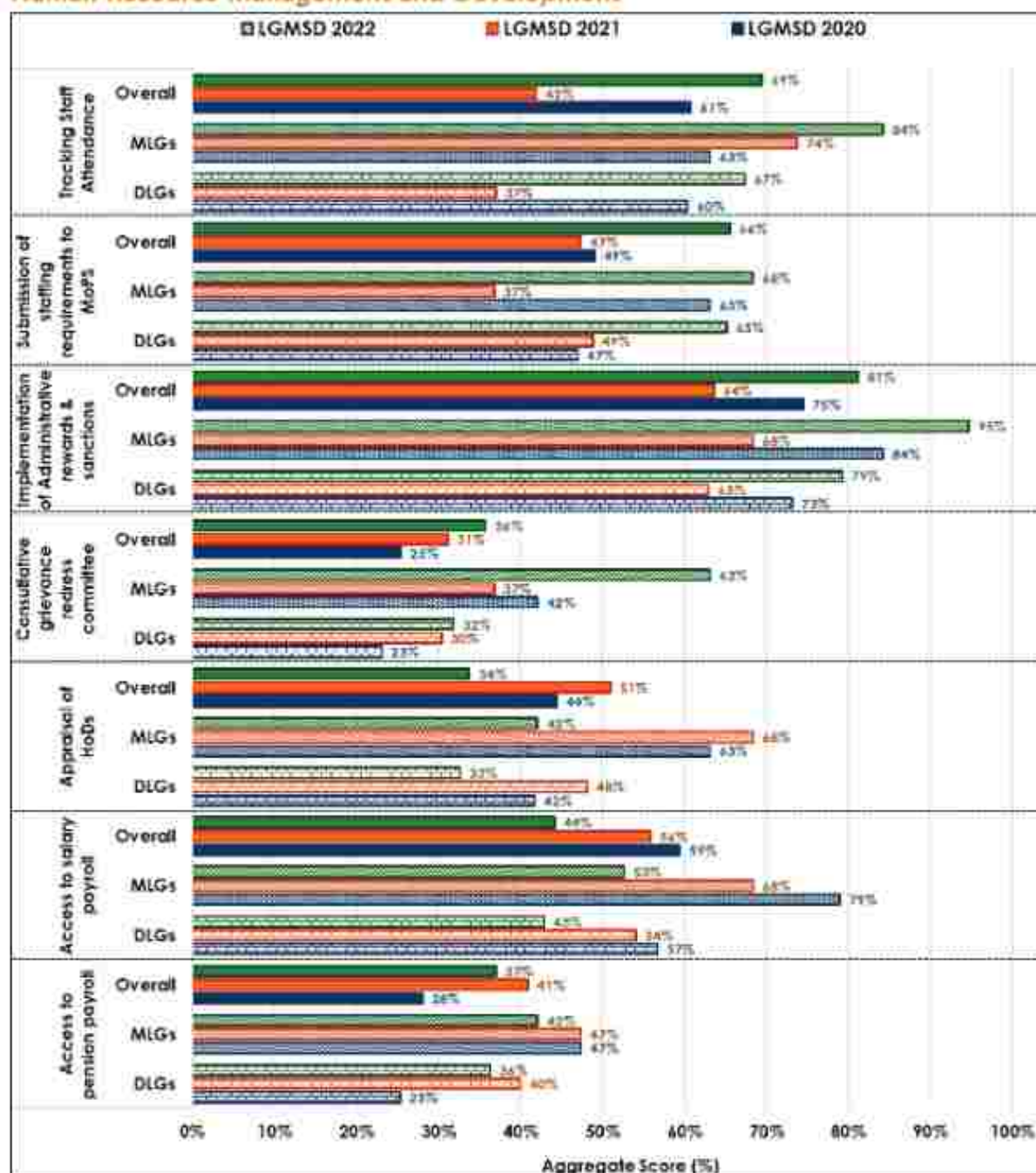
There was a slight improvement in overall performance of 56% from 47% in 2021 under Human Resource Management and Development with MLGs performing better than DLGs. Implementation of administration rewards and sanctions (81%) and tracking of staff attendance to duty (69%) were the best performed areas.

LGs continued to perform poorly in areas of; appraisal of Heads of Departments (34%), establishment of Consultative redress committees (36%), timely access to pension payroll by retirees within 2 months (37%) and timely access to salary payroll within 2 months of recruitment scoring 44%.

### **Trend (2020-2022) of aggregate scores for selected indicators under Human Resource Management and Development**

Figure 40 shows the trend of aggregate scores for the 2020, 2021 and 2022 assessments for seven selected indicators under the performance area of Human Resource Management and Development.

**Figure 40: Trend (2020-2022) of aggregate scores for selected indicators under Human Resource Management and Development**



No. of LGs assessed = 154 in 2021 & 2022 and 153 in 2020

There was a notable improvement in the score on Implementation of administrative rewards and sanctions from 64% in 2021 to 81% in 2022; while staffing requirements submission to Ministry of Public service also saw a desirable score from 47% in 2021 to 66% in 2022 and also tracking of staff attendance significantly upgraded by 27% points from 42% to 69% 2022.

However, declines in aggregate scores were in; Access to salary payroll from 56% in 2020 to 44% in 2021 and further to 42% in 2022, access to pension payroll 41% in 2021 to 37% in 2022 and appraisal of HoDs from 51% to 34%.

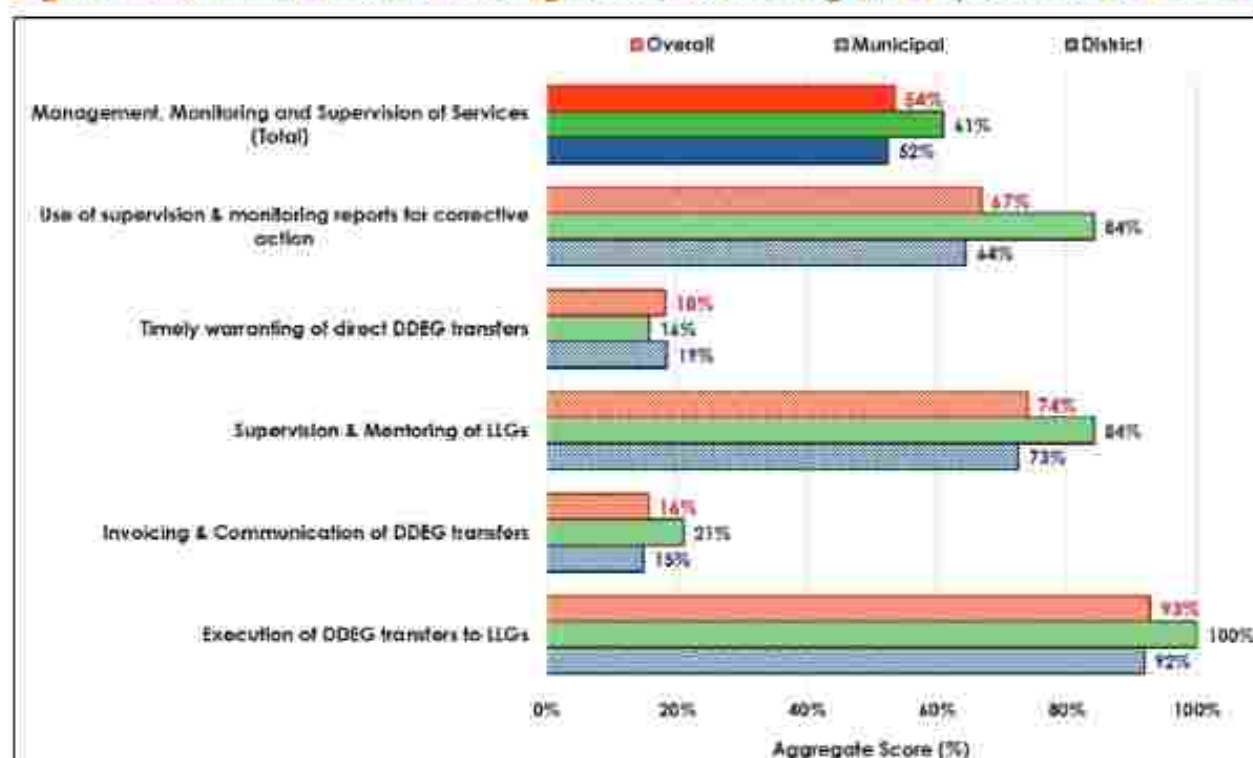


### 3.6.4 Management, Monitoring and Supervision of Services

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

Figure 41 illustrates the aggregate scores for indicators under Management, Monitoring and Supervision of Services in the LGMSD 2022 assessment.

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



No. of LGs assessed = 154

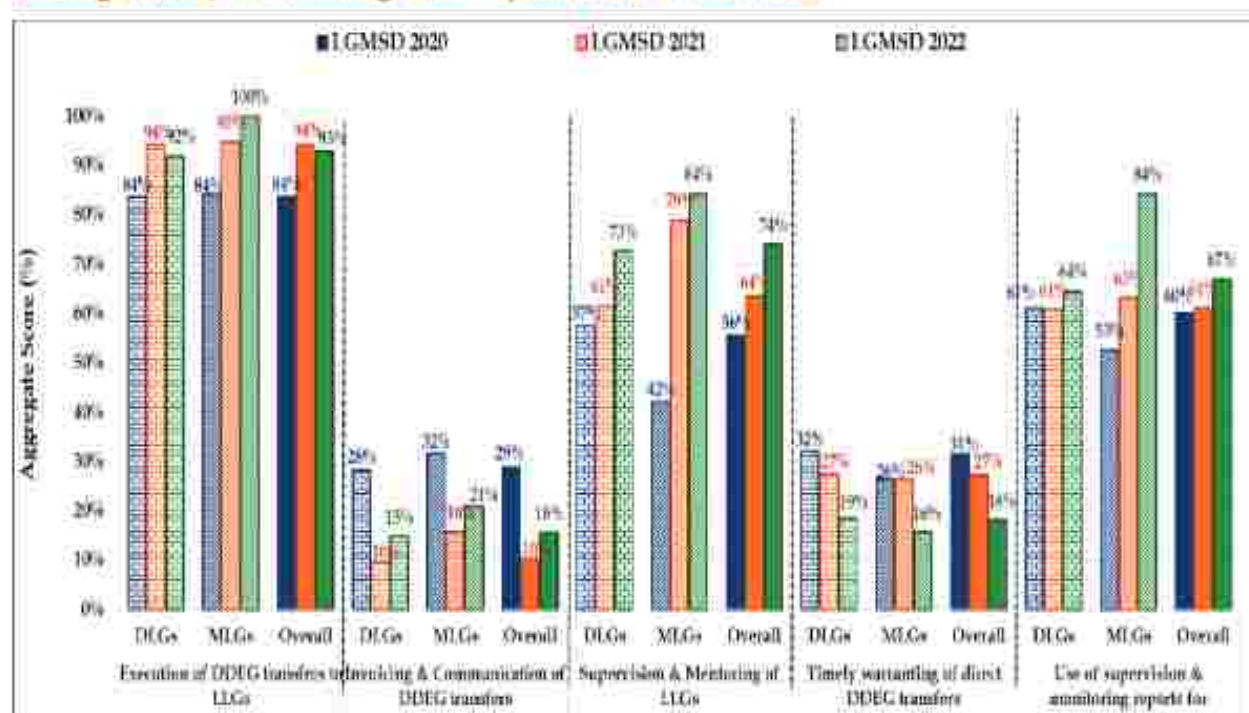
The indicator on Execution of DDEG transfers to LLGs continued leading under Management, Monitoring and Supervision of Services with an aggregate score of 93%, MLGs with 100% while DLGs scored 92%. It can also be observed that the use of supervision and monitoring reports for corrective action (67%) in addition to supervision and mentoring of LLGs (74%) registered good performance.

Despite a 6% performance improvement from the previous assessment (16% from 10%), timely invoicing and communication of DDEG transfers remained the poorest performed indicator followed by timely warranting of DDEG transfers equally registered a declined average performance of 18% up from 27% in the previous assessment of 2021.

#### Trend (2020-2022) of aggregate scores for selected indicators under Management, Monitoring and Supervision of Services

Figure 42 shows the trend of aggregate scores for the 2020, 2021 and 2022 assessments for five selected indicators under the performance area of Management, Monitoring and Supervision of Services.

**Figure 42: Trend (2020-2022) of aggregate scores for selected indicators under Management, Monitoring and Supervision of Services**



**No. of LGs assessed = 154 in 2021 and 153 in 2020**

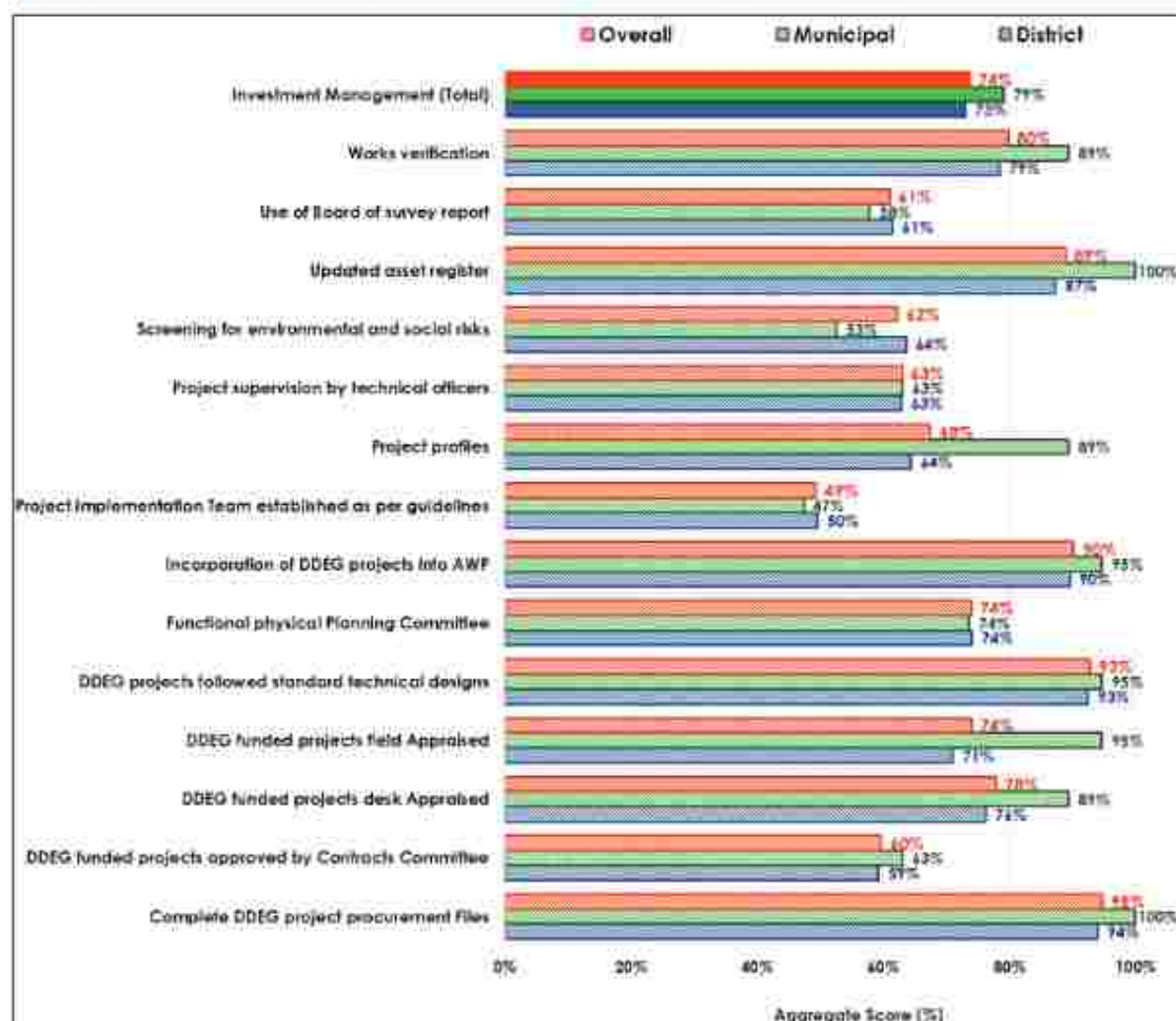
Execution of DDEG transfers to LLGs maintained a notch higher overall performance of 93% with a slight decline of 1% difference from previous assessment. MLGs upheld the lead performance in the three indicators including; Supervision & Mentoring of LLGs 74%, and use of supervision and monitoring reports for corrective action at 67%. There was an overall decline in timely warranting of direct DDEG transfers 18% from 27% in 2021, and DLGs performed better than MLGs in this aspect with 19% against 16% respectively. Invoicing and communication of DDEG transfers:

### 3.6.5 Investment Management

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

Figure 43 shows the aggregate scores for indicators under Investment Management in the LGMSD 2022 assessment.

**Figure 43: Indicator Scores under Investment Management – LGMSD 2022**



No. of LGs assessed = 154

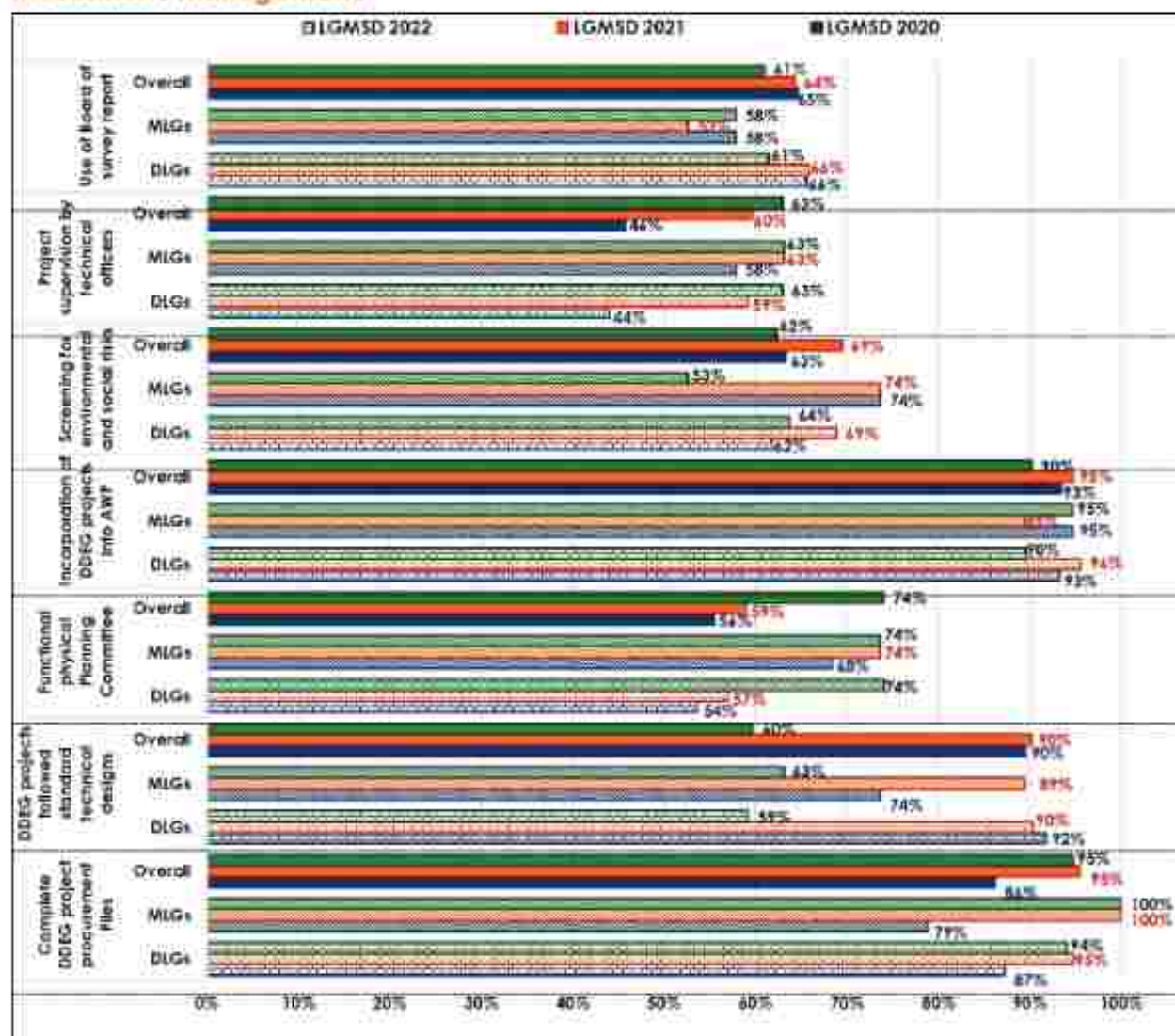
Overall aggregate score registered a minimal progress with 74% from 72%, with MLGs sustaining an upscale performance against DLGs.

Tremendous performance was noted in completeness of DDEG procurement files, projects following standard technical designs and incorporation of DDEG projects into respective annual workplans all of which score above 90%. It should be noted that establishment of project implementation team as per guidelines remained least performed with a decline aggregate score of 49% from 53% in previous assessment and approval of projects by contract's committee 60%.

### Trend (2020-2022) of aggregate scores for selected indicators under Investment Management

Figure 44 shows the trend of aggregate scores from 2020 to 2022 assessments for six selected indicators under the performance area of Investment Management.

**Figure 44: Trend (2020-2022) of aggregate scores for selected indicators under Investment Management**



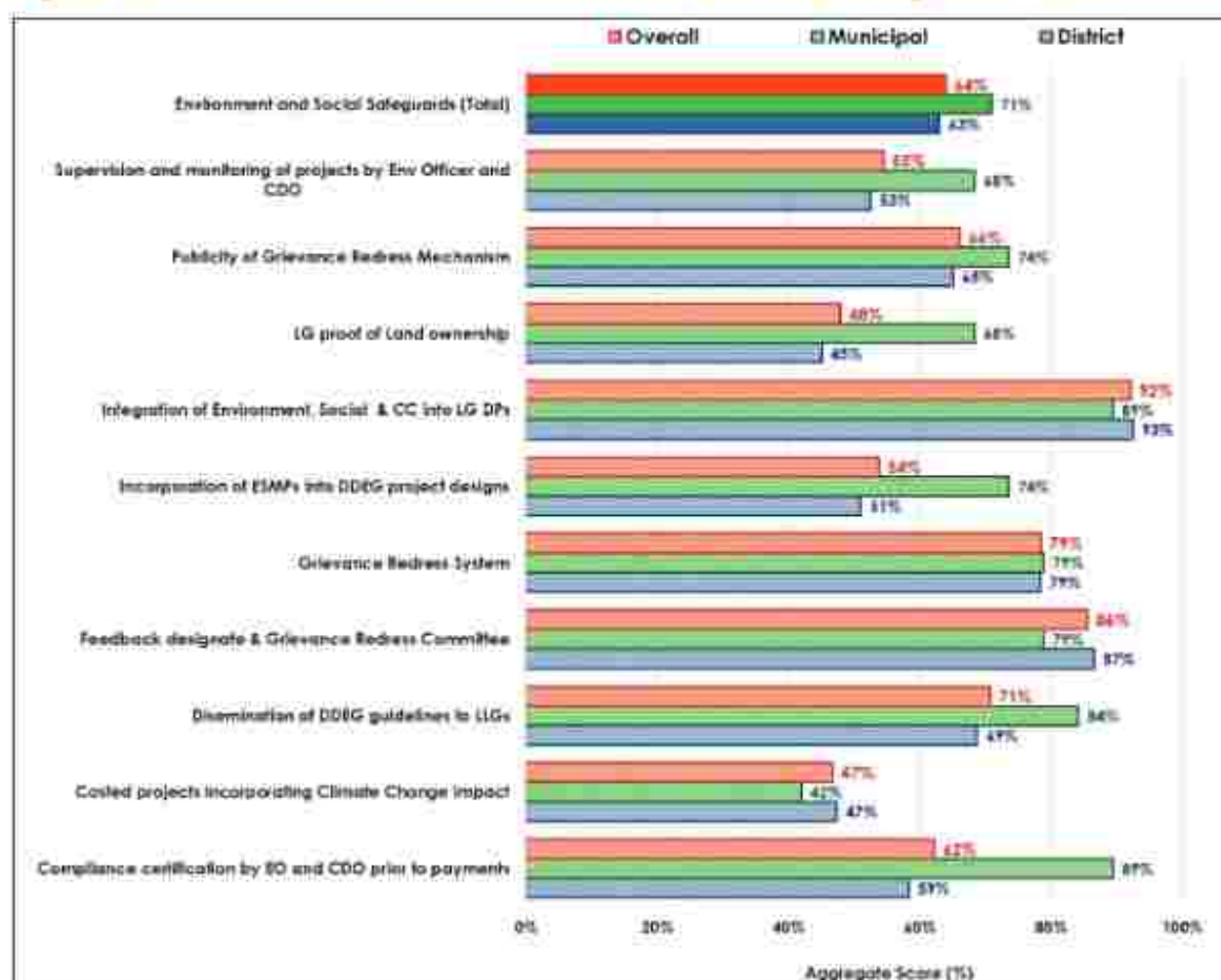
No. of LGs assessed = 154 in 2021 & 2022 and 153 in 2020

Most indicators registered a decline in performance under this area notably; Incorporation of DDEG projects into the annual workplan from 95% to 90%, Projects that adhered to standard technical designs from 90% to 60%, Screening of environment and social risks from 69% to 62%, use of survey report from 64% to 61% between 2021 and 2022.

### 3.6.6 Environment and Social Safeguards

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

Figure 45 highlights the aggregate scores for the various indicators under Environment and Social Safeguards in the LGMSD 2022 assessment.

**Figure 45: Indicator Scores under Environment and Social Safeguards – LGMSD 2022**

**No. of LGs assessed = 154 in 2022**

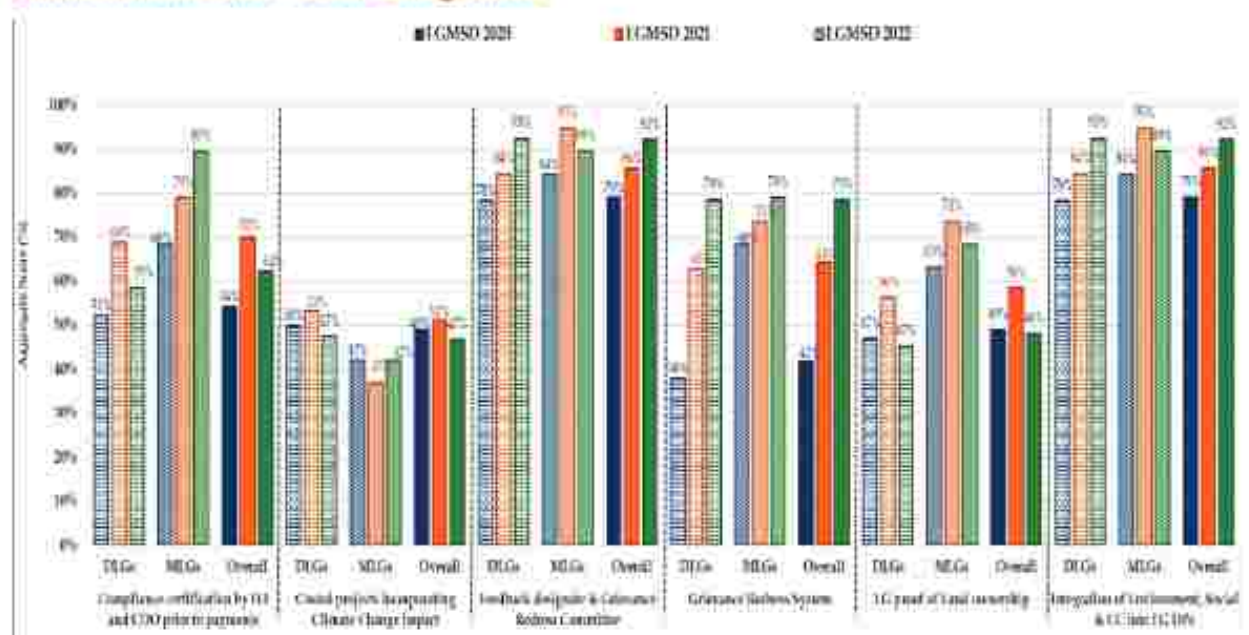
The overall score in this area was 64% in 2022 assessment with MLGs performing better than DLGs. The best areas included; integration of Environment, Social and Climate Change into LG Development Plan at 92% and designating a Grievance feedback and redress committee in LGs at 86%.

The worst indicators were; costing for climate change impact scoring 47%, having proof of land ownership for DDEG projects (48%), incorporation of ESMPs into designs (54%) and supervision and monitoring of DDEG projects by the Environment Officer and CDO scoring 55%.

### **Trend (2020-2022) of aggregate scores for selected indicators under Environment and Social Safeguards**

Figure 46 shows the trend of aggregate scores for the 2020, 2021 and 2022 assessments for four selected indicators under the performance area of Environment and Social Safeguards.

**Figure 46: Trend (2020-2022) of aggregate scores for selected indicators under Environment and Social Safeguards**



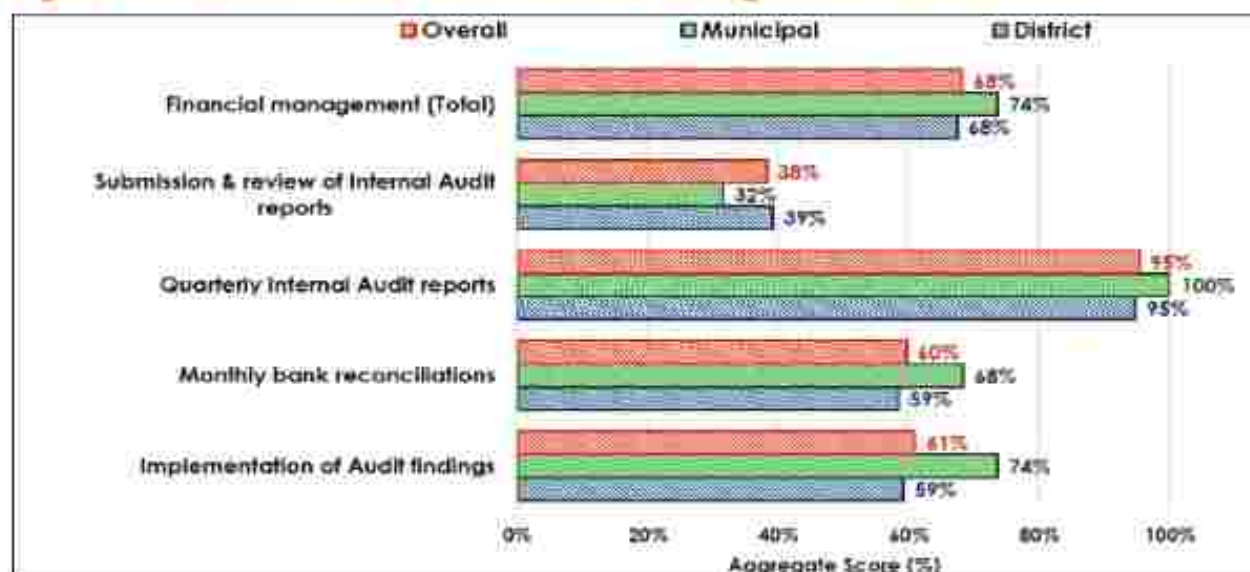
**No. of LGs assessed = 154 in 2021 & 2022 and 153 in 2020**

92% overall performance was recorded in integration of environment, social and climate change into LG Development Plans from 86% in previous assessment. Also, to note was the performance of feedback designate and grievance redress committee from 86% 2021 to 92% 2022. A 10% decline was noted in LG proof of Land Ownership compared to the previous assessment (48% from 58%) in addition to costed projects incorporating climate change impact which had 47% down from 51% in 2021. Compliance certification by Environment Officers and CDO prior to payments recorded a drop down from 70% to 62% in 2022.

### 3.6.7 Financial Management

This area focuses on timely bank reconciliations by LGs in accordance with Section 79 of the Local Governments (Financial and Accounting) Regulations, 2007; and execution of the Internal Audit function in accordance with Section 90 of the Local Government Act. Figure 47 shows the aggregate scores for indicators under Financial Management in the LGMSD 2022 assessment.

**Figure 47: Indicator Scores under Financial Management – LGMSD 2022**



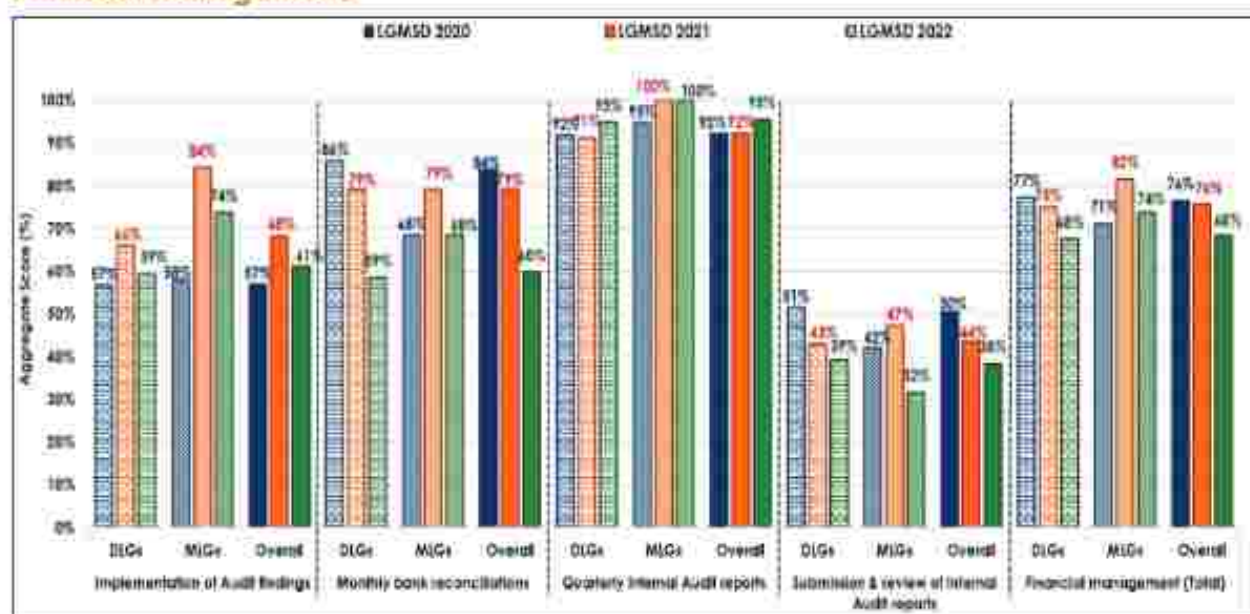
No. of LGs assessed = 154

A remarkable decline was seen in the overall aggregate score in financial management with 68% from 78%, though MLGs remained upscale with 74% against DLGs at 68%. Submission and review of the Internal Audit Reports by the LGPAC was the worst scoring 38%. All the other indicators including implementation of audit findings, conducting monthly bank reconciliations and production of quarterly internal audit reports also declined in performance.

**Trend (2020-2022) of aggregate scores for selected indicators under Financial Management**

Figure 48 shows the trend of aggregate scores for 2020, 2021 and 2022 assessments for four selected indicators under the performance area of Financial Management.

**Figure 48: Trend (2020-2022) of aggregate scores for selected indicators under Financial Management**



No. of LGs assessed = 154 in 2021 & 2022 and 153 in 2020

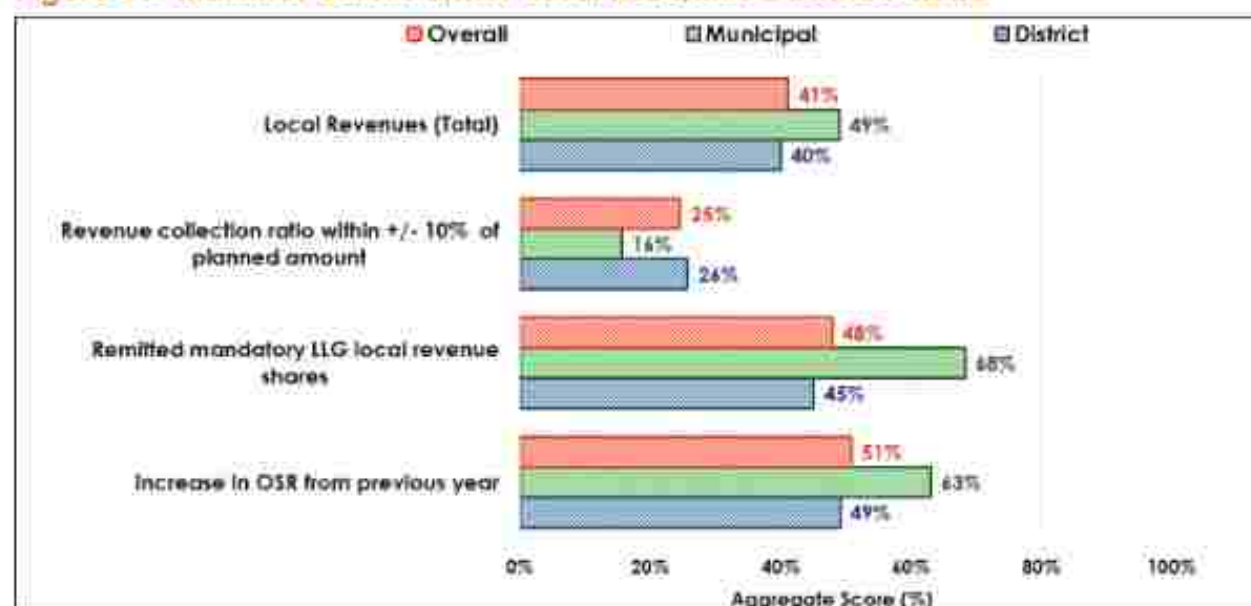
The 68% overall aggregate score in 2022 revealed a slack from 75% during the 2021 assessment. Production of quarterly internal audit reports was the best executed indicator with 95% overall score while the rest of the indicators had a decline in performance. These included; submission and review of internal audit reports and implementation of audit findings that both had a 6% and 7% decline from 44% to 38% and 68% to 61% respectively. The aggregate score for monthly bank reconciliations also declined by 19% from 79% 2021 to 60%.

### 3.6.8 Local Revenues

The legal and institutional frameworks for local revenue generation, sharing and management is well articulated in the Constitution of the Republic of Uganda under Article 191 (1) and (2), Article 152, Article 194; the LGA (Chapter 243) under Section 77 (1), Section 80 and Schedule V<sup>3</sup>. This area therefore assesses whether LGs have collected local revenue as per budget (collection ratio), increased LG own source revenues, and issues of Local revenue administration, allocation, and transparency.

Figure 49 highlights the scores for various indicators under Local Revenues in the LGMSD 2022 assessment.

**Figure 49: Indicator Scores under Local Revenues – LGMSD 2022**



No. of LGs assessed = 154

A minimal improvement was observed across all the indicators of local revenue generation and management performance area, with no overall significant trend from the previous assessment of 41% from 39% in 2021.

Save for planned revenue collection, MLGs made good progress in mandatory remittance of mandatory LLGs local revenue shares (68%) against DLGs (45%); increase in own source revenue from previous year (63%) against DLGs (49%).

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

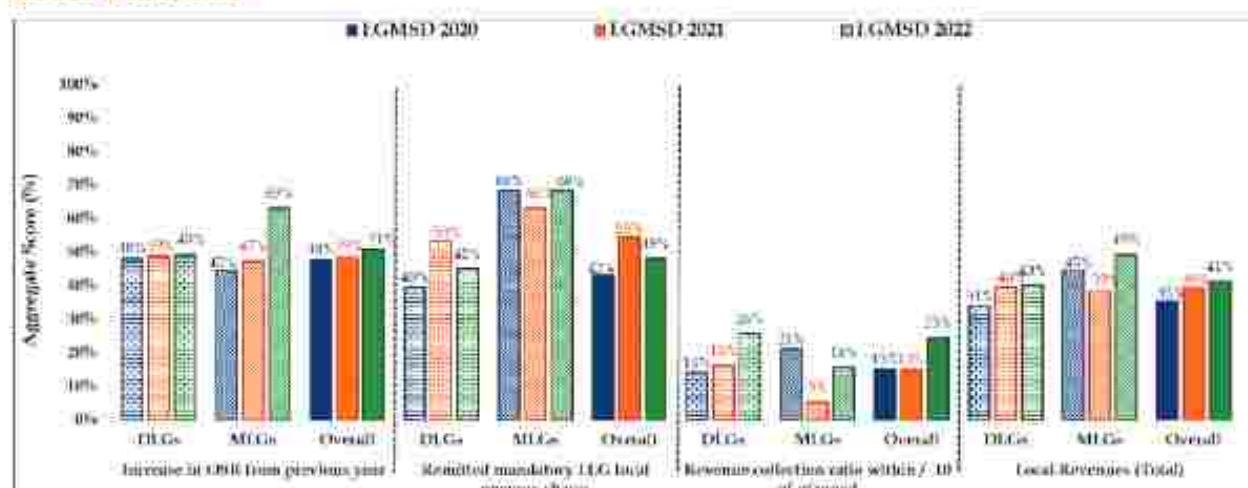


Realization of planned revenue remained the most poorly performed indicator in three consecutive years to date, though with a 10% improvement from 15% 2021.

### Trend (2020-2022) of aggregate scores for selected indicators under Local Revenues

Figure 50 shows the trend of aggregate scores for the 2020, 2021 and 2022 assessments for four selected indicators under the Local revenue mobilization and management.

**Figure 50: Trend (2020-2022) of aggregate scores for selected indicators under Local Revenues**



No. of LGs assessed = 154 in 2021 & 2022 and 153 in 2020

The overall score for Local revenue mobilization and management performance area was 41% compared to 39% in 2021.

Though there was an improvement in Local Revenue collection as planned which had stagnated at 15% from 2020 assessment, this time around, 25 percentage points were attained in the indicator.

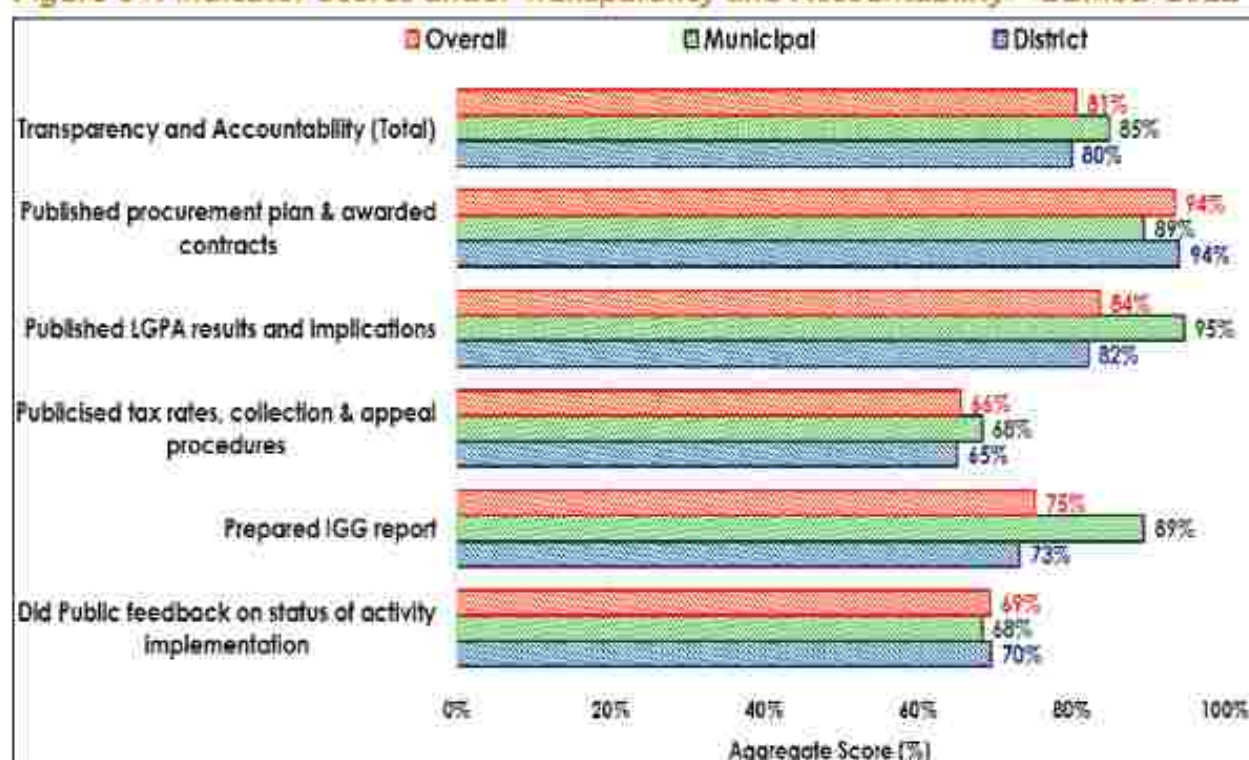
A decline in remittance of the mandatory LLG local revenue shares, from 55% in 2021 to 48% in 2022 was detected while increase in Own Source Revenue maintained a snail's speed improvement of 1% (49% 2021 to 51% 2022) respectively.

### 3.6.9 Transparency and Accountability

Local Governments partake the obligation to back budget transparency and accountability through undertaking and strengthening the communication function to disseminate information about priorities, and funding and oversight of public service delivery under their jurisdiction<sup>4</sup>. This area focuses on LGs sharing with citizens of information on taxes, performance assessment results, and obtaining feed-back on service delivery implementation; in addition to reporting to the Inspector General of Government (IGG).

Figure 51 illustrates the various indicator scores under Transparency and Accountability in the LGMSD 2022 assessment.

<sup>4</sup> Uganda Budget Transparency and Accountability Strategy (MoFPED, 2018): Pg. 22

**Figure 51: Indicator Scores under Transparency and Accountability – LGMSD 2022**

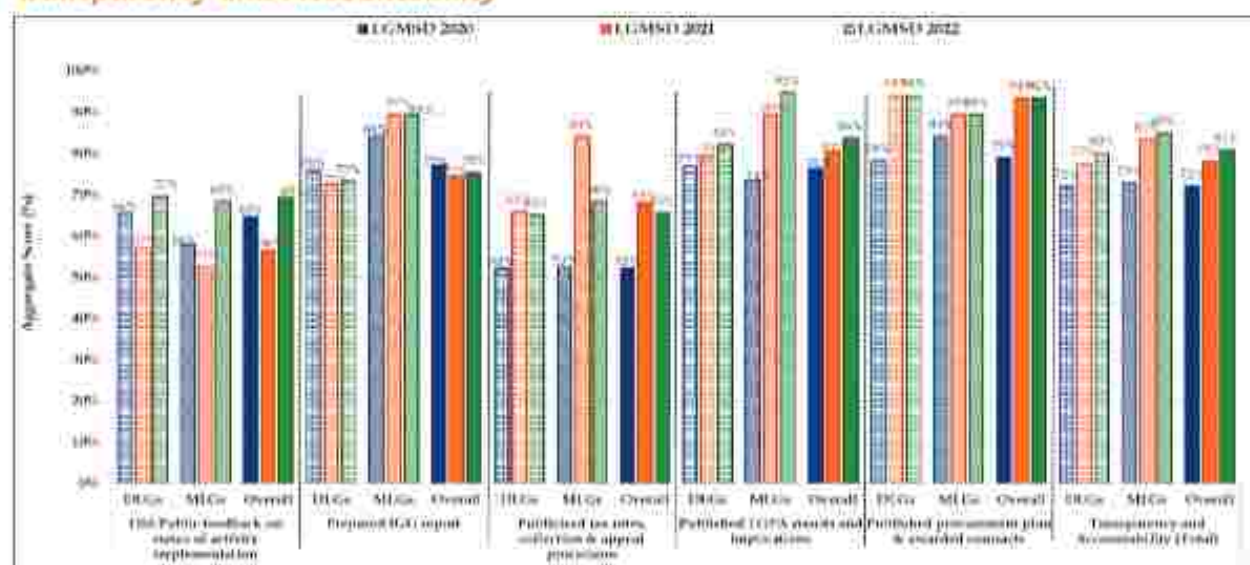
No. of LGs assessed = 154

The LGs maintained a 3% advancement (81%) from 78% (2021), with Publishing of procurement plans and awarded contracts leveraging the overall performance with 94% against all the other indicators. The publicizing of the previous LGPA results and implications was the second best performed indicator by the LGs with an overall score of 84% before preparation of IGG reports at 75%; implementation of public feedback on activity status at 69%. Publishing of tax rates, collection and appeal procedures at 66% was the least performed on indicator by the LGs compared to 68% performance in the previous assessment; MLGs scored 68% from 84% and DLGs 65% from 66% respectively.

### **Trend (2020-2022) of aggregate scores for selected indicators under Transparency and Accountability**

Figure 52 shows the trend of aggregate scores for the 2020, 2021 and 2022 assessments for four selected indicators under the area of transparency and accountability.

**Figure 52: Trend (2020-2022) of aggregate scores for selected indicators under Transparency and Accountability**



**No. of LGs assessed = 154 in 2021 & 2022 and 153 in 2020**

2022 assessment registered a remarkable 13% improvement in public feedback on status of activity implementation from 56% 2021 to 69% 2022. Similarly, to note was the slight progress of 3% in LGs that published LGPA results and their implications through available platforms like noticeboards among other medium (from 81% 2021 to 84% 2022) with MLGs performing better than DLGs at 95% compared to 82% correspondingly.

There was an identical performance of MLGs and DLGs in overall scores for; preparation of IGG reports and publishing of procurement plans and awarded contracts where all recorded 75% and 94% respectively.

A retrogressive performance was listed in MLGs' publicizing tax collection rates & appeal procedures from 84% (2021) to 68% (2022).

### 3.7 Emerging Issues and Recommended actions for Crosscutting Performance Assessment – LGMSD 2022

Table 10 below highlights the key emerging issues from the Crosscutting performance assessment, and recommended action(s) for improvement.

**Table 10: Emerging Issues and recommended action from the LGMSD 2022**

No.	Emerging Issue/ Outstanding Challenges	Recommended Action (s)	Responsibility
1.	Slow implementation of audit findings which significantly hampered the chances of success in addressing Financial Management and Reporting issues.	<ul style="list-style-type: none"> <li>• Examine the underlying causes of inefficiency and promote increased transparency and enhanced training for local government officials through fostering an environment that encourages adherence to audit recommendations.</li> <li>• Develop strategies that involve continuous evaluation, tighter monitoring, and better communication among the stakeholders thus transforming their audit findings into tangible results.</li> </ul>	MoLG MoFPED
2.	Decreased transparency and accountability especially in publicizing tax collection rates and appeal procedures which suffocated and undermined local economic growth and weakened community trust in LGs administration and confidence in the tax system.	<ul style="list-style-type: none"> <li>• Utilize accessible digital platforms and ensure regular public communication in addition to fostering an environment that encourages both civic participation and revenue-generating activities which not only increases efficiency of tax administration but also promotes fairness and equity among the citizenry.</li> <li>• Develop new strategies and protocols to improve disclosure to guarantee sufficient information flow to stakeholders.</li> </ul>	MoFPED MoLG
3.	Continuous slow progress in filling critical positions like District/Principal Engineers which impacted on crucial infrastructure developments both loan and GoU funded.	<ul style="list-style-type: none"> <li>• Prioritize efforts to address staffing gaps for efficient project execution.</li> <li>• Invest in capacity building and establish strategic partnerships with relevant stakeholders.</li> </ul>	MoPS

No.	Emerging Issue/ Outstanding Challenges	Recommended Action (s)	Responsibility
3.	Continuous slow progress in filling critical positions like District/Principal Engineers which impacted on crucial infrastructure developments both loan and GoU funded.	<ul style="list-style-type: none"> <li>Streamline recruitment procedures, and prioritize candidate evaluation based on merit, and provide necessary onboarding support.</li> <li>Capitalize vocational training and professional development opportunities for continuous growth of skilled professionals, ultimately driving progress in project implementation and infrastructure development.</li> </ul>	MoPS
4.	None adherence to contract prices to engineer's estimates especially in Municipal Local Governments. This deviation from original estimates not only hampers the expected quality of infrastructure projects but also strains the limited financial resources meant for public works. It also attributed to unbalanced bidding, inaccurate estimates, and market fluctuations.	<ul style="list-style-type: none"> <li>Introduce transparent bidding processes and robust monitoring mechanisms, in addition to strengthening capacity of local governments and promoting fair competition which leads to accurate cost estimations and greater adherence to contract prices.</li> <li>Enhance strict evaluation and monitoring of project proposals to address the disparity between contract prices and engineers' estimates.</li> <li>Municipalities should engage in more accurate cost estimation and systemic risk mitigation planning to foster transparency and efficiency.</li> </ul>	MoWT MoLG PPDA
5.	Lessening timely invoicing; communication and warranting of direct DDEG transfers whose impact can lead to fiscal and operational challenges as disruptions in resources allocation. Complaining dubious	<ul style="list-style-type: none"> <li>Implement comprehensive policy interventions and establish proper guidelines to streamline and monitor the direct DDEG transfer process.</li> </ul>	MoFPED

No.	Emerging Issue/ Outstanding Challenges	Recommended Action (s)	Responsibility
5.	Lessening timely invoicing; communication and warranting of direct DDEG transfers whose impact can lead to fiscal and operational challenges as disruptions in resources allocation, Complaining dubious	<ul style="list-style-type: none"> <li>Engage external agencies to develop capacity building initiatives to create more competent workforce to improve efficacy and foster accountability, transparency, and the overall growth of local governments.</li> </ul>	MoLG
6.	Declining establishment of project implementation teams thus delays, mismanagement of resources and ultimately, failure to achieve the desired projects' outcomes and hence impacting the efficacy of development initiatives.	<ul style="list-style-type: none"> <li>Need for renewed focus on human resource capacity building, inter-agency cooperation, and innovative approaches to project implementation.</li> <li>Need to explore innovative approaches and develop targeted strategies that enhance the capacity, efficiency, and sustainability of local government project implementation teams.</li> </ul>	MoFPED MoLG
7.	Declining accuracy of LLGs staffing information attributed to outdated record keeping systems, high turnover rates, and limited access to updated data.	<ul style="list-style-type: none"> <li>Adopt modern information management technologies like implementing data verification systems and provide necessary training to stakeholders responsible for maintaining accurate staffing information; to enhance the overall efficiency of the Lower Local Governments.</li> <li>Carry out a comprehensive review and audit of staffing records.</li> <li>Implement digital record-keeping systems in addition to promoting transparency in the recruitment process to overcome the challenge in the long run.</li> </ul>	MoPS MoICT&NG MoLG

## 4.0 Education Performance Assessment

### 4.1 Introduction to Education Performance Assessment

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

- i. Minimum conditions (seen as the core performance indicators) which focus on addressing the key bottlenecks for service delivery and safeguard management.
- ii. Performance Measures that focus on evaluating service delivery overall in the Local Governments within the sector.

The LG Education Department was assessed on minimum conditions against 2 thematic areas of Human Resource Management and Development and Environment and Social Safeguards with a maximum score of 100 percentage points. The areas, their respective performance indicators, and scores are presented in table 11 below.

**Table 11: Scoring guide for Education Minimum Conditions for LGMSD 2022**

Number	Performance Area	Assessment Area	Percentage score of overall score for MCs
A	Human Resource Management and Development	District Education Officer/ Principal Education Officer	30 Percentage points
		District Municipal Inspector of Schools	40 Percentage points
B	Environment and Social Requirements	Conducted ESCC screening	15 Percentage points
		Conducted ESIA's	15 Percentage points
<b>Total</b>			<b>100 Percentage points</b>

The performance of the LG Education Departments Performance Measures was assessed against 6 thematic areas with weighted performance scores totaling to a maximum of 100 percentage points. The thematic areas are presented in Table 12 below.

**Table 12: Scoring guide for Education Performance Measures for LGMSD 2022**

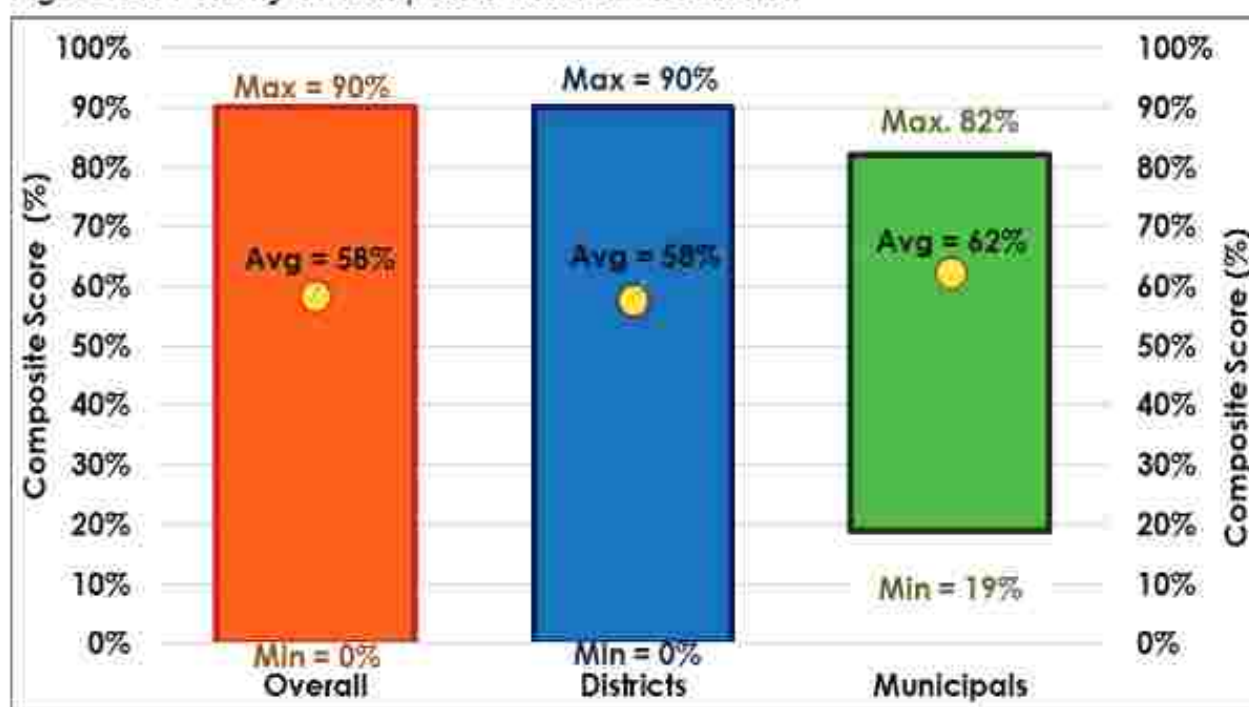
Number	Performance Area	Percentage score of PMs
A	Environment and Social Safeguards	12 Percentage points
B	Human Resource Management and Development	16 Percentage points
C	Investment Management	12 Percentage points
D	Local Government Service Delivery Results	24 Percentage points
E	Management, Monitoring and Supervision of Services	20 Percentage points
F	Performance Reporting and Performance Improvement	16 Percentage points
<b>Total</b>		<b>100 Percentage points</b>

## 4.2 Overview of Education Performance Results - LGMSD 2022

### 4.2.1 Polarity of scores for Education Performance

Figure 53 shows the relative orientation of the maximum, average, and minimum composite scores in Education for the combined MC and Performance measures:

**Figure 53: Polarity of Composite Scores in Education**



No. of LGs assessed = 154

The overall average score across all LGs was 58%; with DLGs scoring an average of 58%, while MLGs had better performance with an average score of 62% in the 2022 assessment. The distribution of scores was unevenly distributed across the spectrum, with scores for all LGs ranging between 0-90%, with the highest performing DLG and MLG registering 90% scored by Luuka district and 82% respectively by Iganga and Bugiri Municipal LGs, while the lowest-performing DLG and MLG scored 0% (Kalaki and Kwania districts) and 19% (Kumi MLG).



#### 4.2.2 Overall Performance in Education Minimum Conditions and Performance Measures - LGMSD 2022

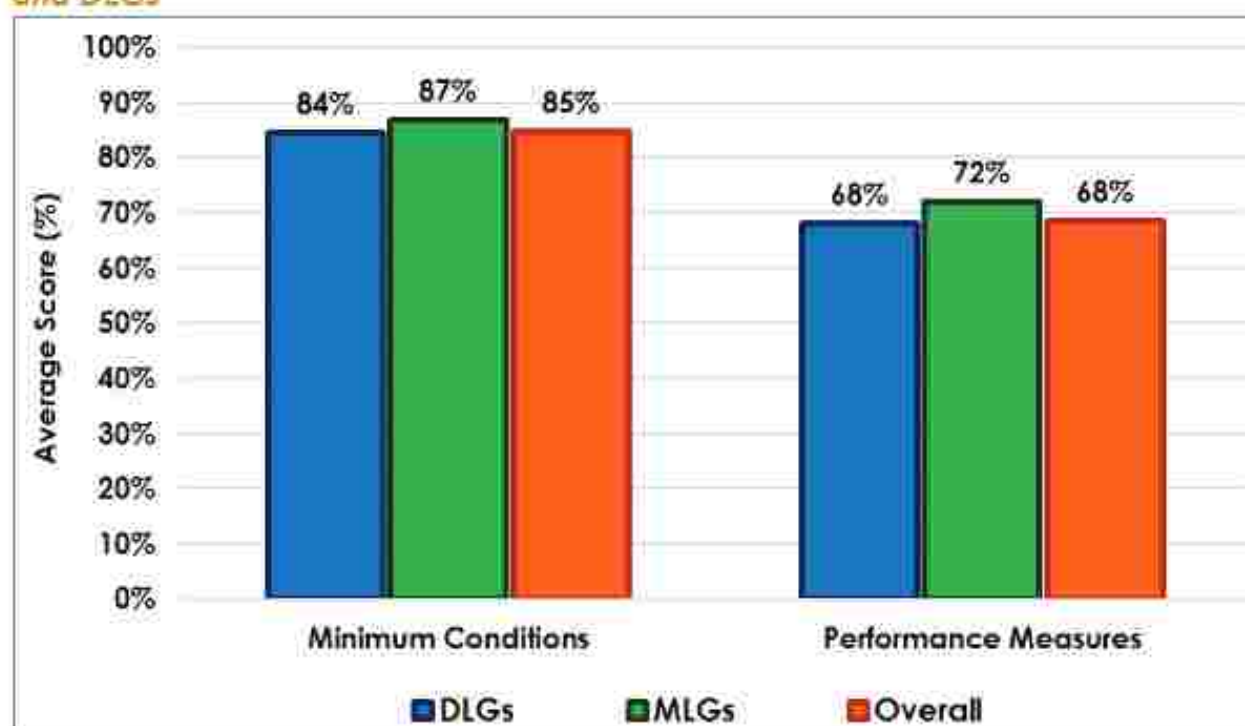
Under Education Minimum Conditions, LGs were assessed in areas of Human Resource Management and Development; and Environment and Social Requirements focusing on whether the LGs conducted Environmental, Social and Climate Change Screening and Environment Social Impact Assessments prior to commencement of all civil works for Education projects.

Under Performance Measures, LGs were assessed on Environment and Social Safeguards; Human Resource Management and Development; Investment Management; Management Monitoring and Supervision of Services; and Performance Reporting and Performance Improvement and Local Government Service Delivery Results.

Under Local Government Service Delivery Results thematic area, areas such as schools meeting Basic Requirements and Minimum Standards as per DES guidelines, change in PLE pass rate, change in UCE pass rate, compliance certification by DEO, EO and CDO prior to payments, education completion of projects as per annual work plan, education contract price within +/-20 of Engineers estimates, education development grant being spent on eligible activities, improvement in LLG management of Education, as well as recruitment of Primary School Teachers as per MoES staffing guidelines were assessed in 2022.

Figure 54 shows the average scores under Education MCs and PMs; disaggregated for MLGs and DLGs.

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

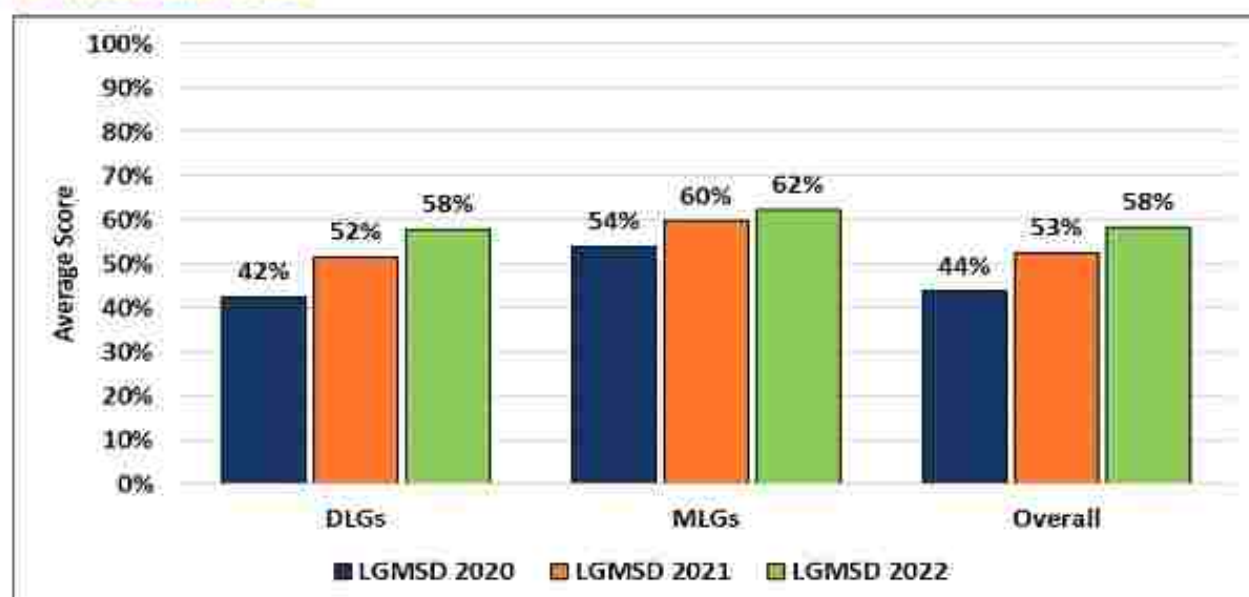


No. of LGs assessed = 154

DLGs scored 84% under education MCs and 68% under education PMs while MLGs had better performance with a score of 87% and 72% for the Education MCs and PMs respectively.

Figure 55 shows the combined aggregate scores for assessment areas under Education: Minimum Conditions and Performance Measures.

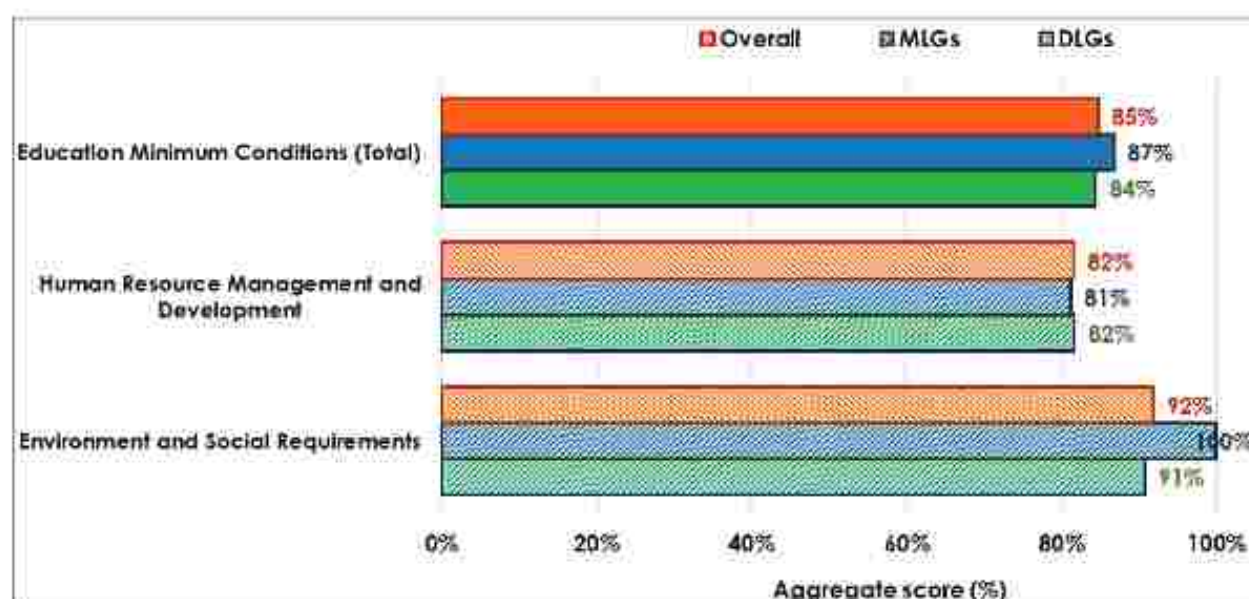
**Figure 55: Combined average scores under Education MCs and PMs; disaggregated for MLGs and DLGs**



No. of LGs assessed = 154

Overall, the combined average scores for Education from 2021 to 2022 improved from 53% to 58% as shown above. DLGs improved from 52% to 58% and MLGs improved from 60% to 62% from 2020 to 2021 respectively. The trend has been positive for all the 3 years.

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

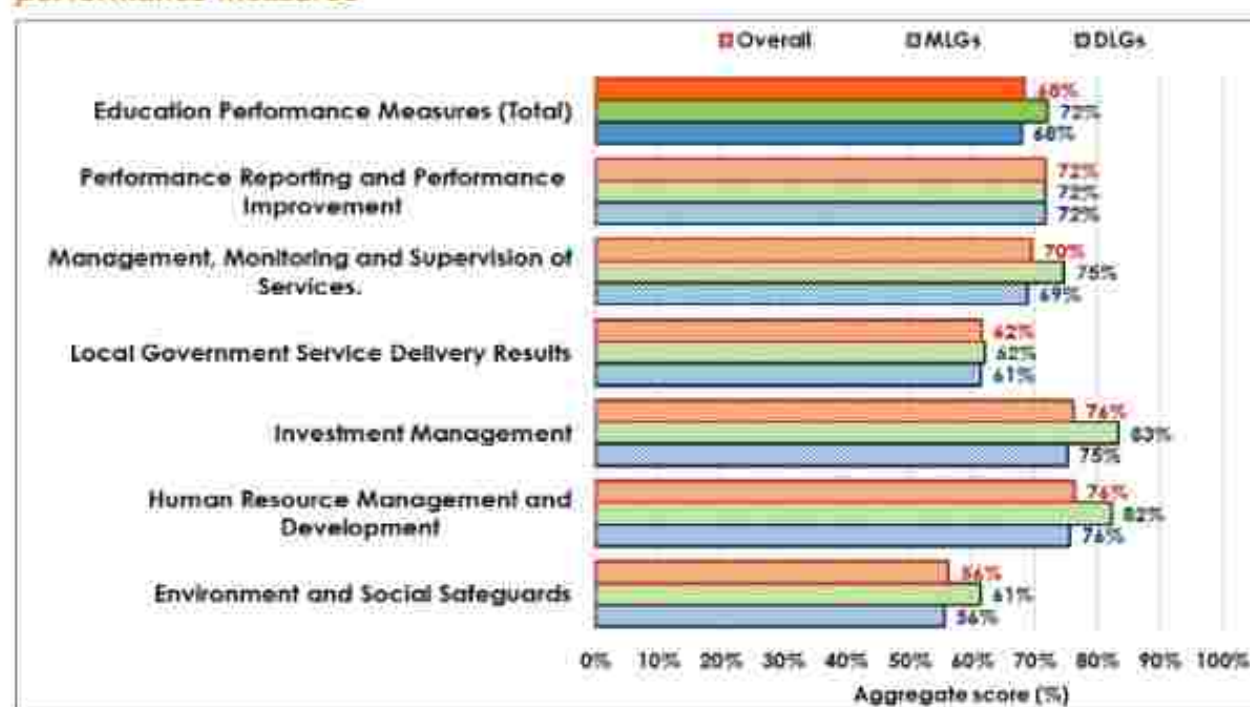


No. of LGs assessed = 154

The overall average score for LGs' compliance to MCs was 85% with DLGs scoring 84% and MLGs 87% respectively. LGs performed better in Environment and Social Requirements MCs at an overall average of 92% as compared to 82% for Human Resource Management and Development.

Figure 57 shows the performance scores of LGs across six thematic areas of Education Performance Measures; disaggregated for MLGs and DLGs.

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

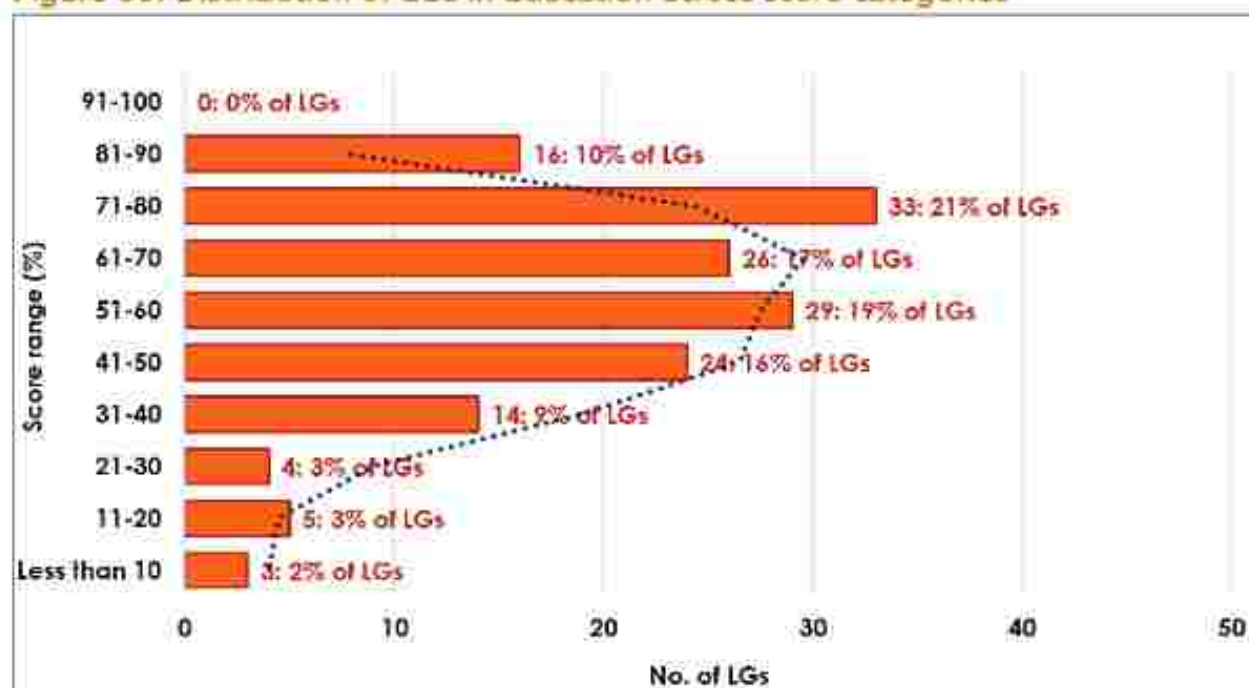


No. of LGs assessed = 154

The overall performance score for LGs' compliance to PMs was 68% with DLGs scoring 68% and MLGs 72% respectively. LGs performed better in areas of, Investment Management and Human Resource Management and Development scoring 76%. Local Government Service Results and Environment and Social Safeguards were the least performed areas with scores of 62% and 56% respectively.

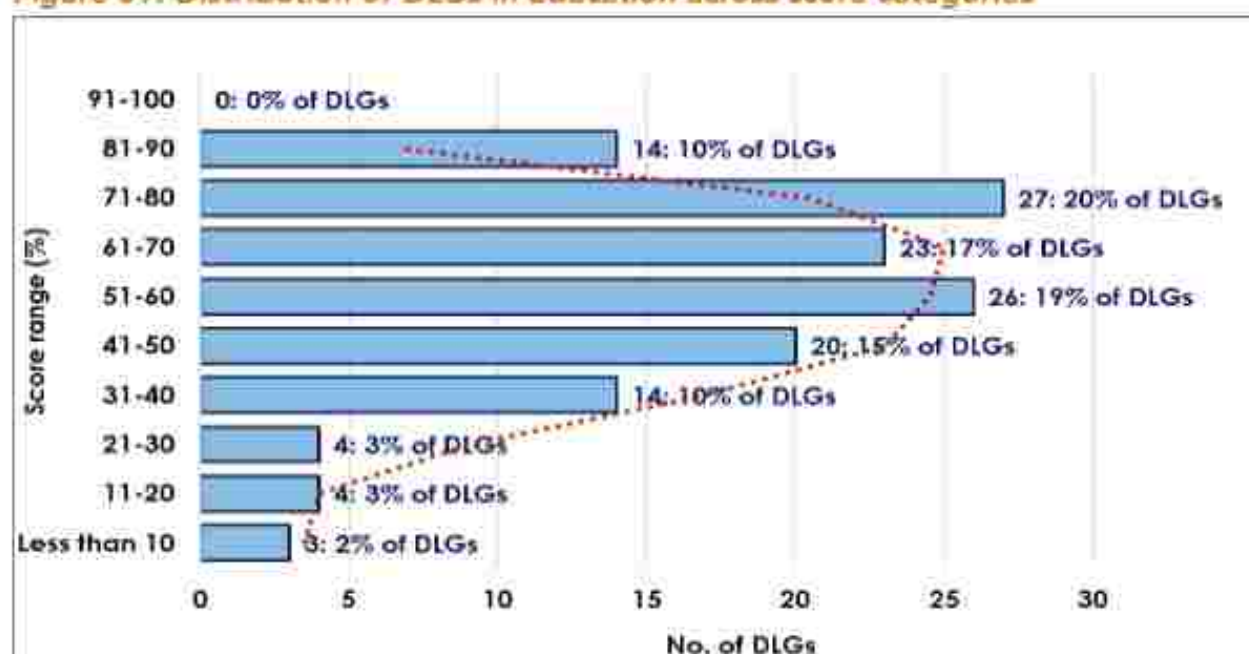
#### 4.2.3 Distribution of LGs across score categories-LGMSD 2022

Figure 58 shows the distribution (by number and proportion) of LGs across the different composite score ranges.

**Figure 58: Distribution of LGs in Education across score categories**

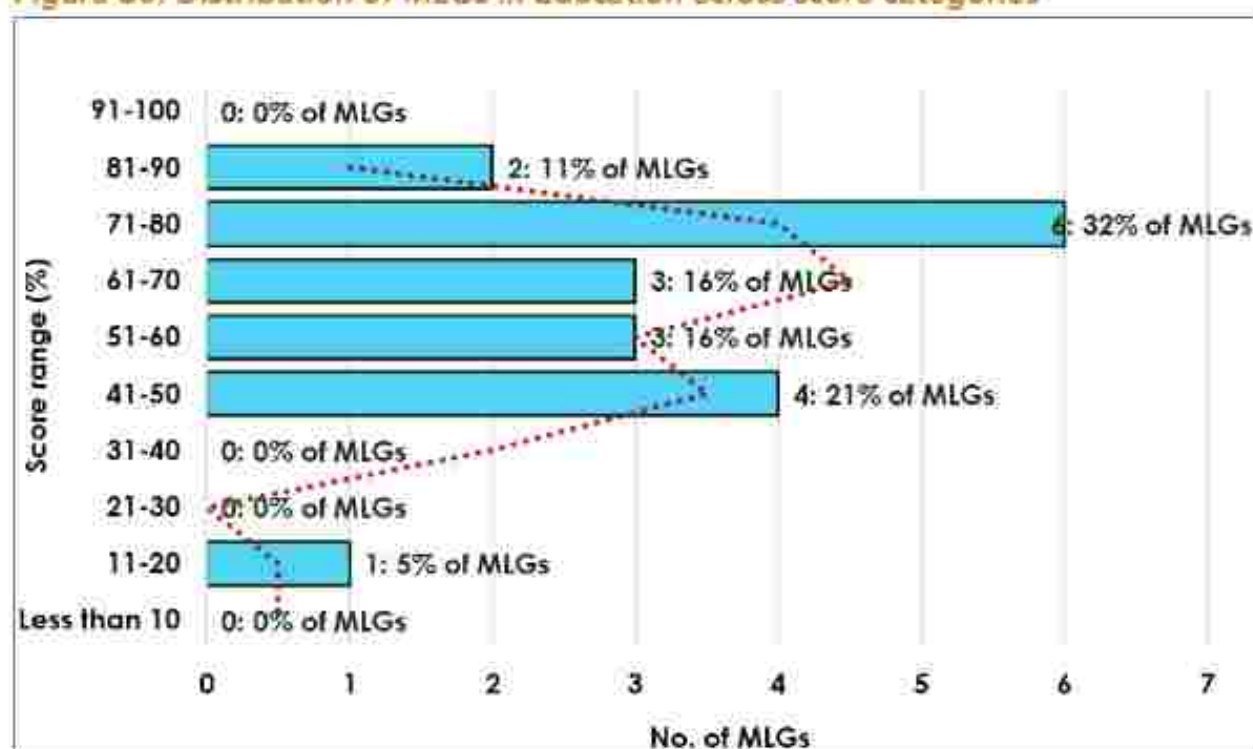
No. of LGs assessed = 154

There were variations noted in performance across all the LGs, with none of the LGs scoring above 90%, and 10% of the LGs (16) scored between 81%-90%. Most LGs (21%) equaling to 33 LGs scored in the range of 71%-80% while a total of 26 LGs scored 40% and below.

**Figure 59: Distribution of DLGs in Education across score categories**

No. of LGs assessed = 135

There were variations in performance across all the DLGs, with no DLG scoring above 90%, while 10% of the DLGs scored between 81%-90%. Most DLGs (20%) scored in the range of 71%-80%. Three districts of Kalaki, Kwanja and Kween scored less than 10% in the 2022 assessment.

**Figure 60: Distribution of MLGs in Education across score categories**

No. of MLGs assessed = 19

There were variations in performance across all the MLGs, with none of MLGs scoring above 90%, while 11% of MLGs scored in the range of 81%-90%. Most MLGs (32%) scored in the range of 71%-80%. Kumi Municipal Council scored only 19% thus in the range of 11%-20%.

#### 4.2.4 Ranking of LGs in Education Performance Areas

Tables 13 below present the best and worst performing Districts respectively in the 2022 LGM5D assessment

**Table 13: Ten (10) Overall Highest Scoring LGs on Education Performance Areas (Minimum Conditions and Performance Measures combined)**

Rank 2022	Score 2022	Vote Name	Rank 2021	Score 2021	Rank 2020	Score 2020
1	90%	Luuka District	98	47%	89	39%
2	89%	Kamwenge District	14	81%	81	42%
3	88%	Kiruhura District	45	65%	113	29%
3	88%	Isingiro District	9	82%	5	92%
5	87%	Ibanda District	3	87%	1	97%
6	86%	Manafwa District	21	77%	86	40%
6	86%	Kibuku District	2	88%	81	42%
8	85%	Maracha District	28	74%	53	53%
8	85%	Bukedea District	34	70%	73	44%
10	84%	Kibaale District	15	80%	16	75%

Luuka District got the highest score of 90% followed by Kamwenge district (89%), Kiruhura district (88%), Isingiro district (88%), Ibanda District (87%), Manafwa district (86%), Kibuku district (86%) and Maracha district (85%), Bukedea district (85%) and Kibaale district (84%). The comparison for the last years' assessments shows Isingiro district improving from 82% (ranked 9) in 2021 to 88% (ranked 3) in 2022. Bukedea, Maracha and Kiruhura districts were among the most improved LGs among the top 10 in 2022 assessment.

Table 14 below lists the Ten (10) overall Lowest scoring LGs in the Education Assessment (Minimum Conditions and Performance Measure combined)

**Table 14: Ten (10) Overall Lowest Scoring LGs on Education Assessment Areas (Minimum Conditions and Performance Measures)**

Rank 2022	Score 2022	Vote Name	Rank 2021	Score 2021	Rank 2020	Score 2020
145	25%	Kisoro District	93	48%	83	41%
146	23%	Bundibugyo District	148	17%	83	41%
147	20%	Nakapiripirit District	123	36%	65	46%
147	20%	Abim District	153	13%	137	16%
147	20%	Kumi Municipal Council	122	37%	125	22%
150	19%	Kapelebyong District	115	40%	74	43%
151	18%	Namisindwa District	137	33%	98	36%
152	10%	Kween District	74	53%	126	20%
153	0%	Kalaki District	139	22%	142	12%
153	0%	Kwanja District	146	18%	102	34%

On the other hand, Kalaki and Kwanja districts scored the lowest at 0%, followed by Kween District (10%), Namisindwa district (18%) and Kapelebyong district scoring 19%. Overall, in 2022 LGMSD assessment, the lowest 10 LGs performed poorly mainly due to poor performance in meeting the minimum conditions related to staffing and environment and social requirements.

#### 4.2.5 Best and Worst scoring indicators for Education Assessment Areas

Table 15 and 16 below present a summary of the top 10 and bottom 10 performing indicators for both education minimum conditions and education performance measures in the 2022 assessment.

**Table 15: Overview of the top 10 scoring indicators for Education MCs and PMs-2022**

Rank 2022	Indicator Name	Score 2022
1	Education development grant being spent on eligible activities	100%
2	Deployment of Teachers as per sector guidelines	98%
3	Teacher deployment list being publicized	97%
4	Accurate reports on Teacher deployment	97%
5	Education project contract price being within +/-20 of Engineer's estimates	95%
6	Budgeted for Head Teachers and Teachers as per guidelines	95%
7	Allocations made for school inspection and monitoring	95%
8	Education projects approved by the Contract's Committee or by Solicitor General if above threshold	92%
9	Conducted Environment, Social and Climate Change screening for Education projects	92%
10	Conducted Environment and Social Impact Assessment for Education projects	92%

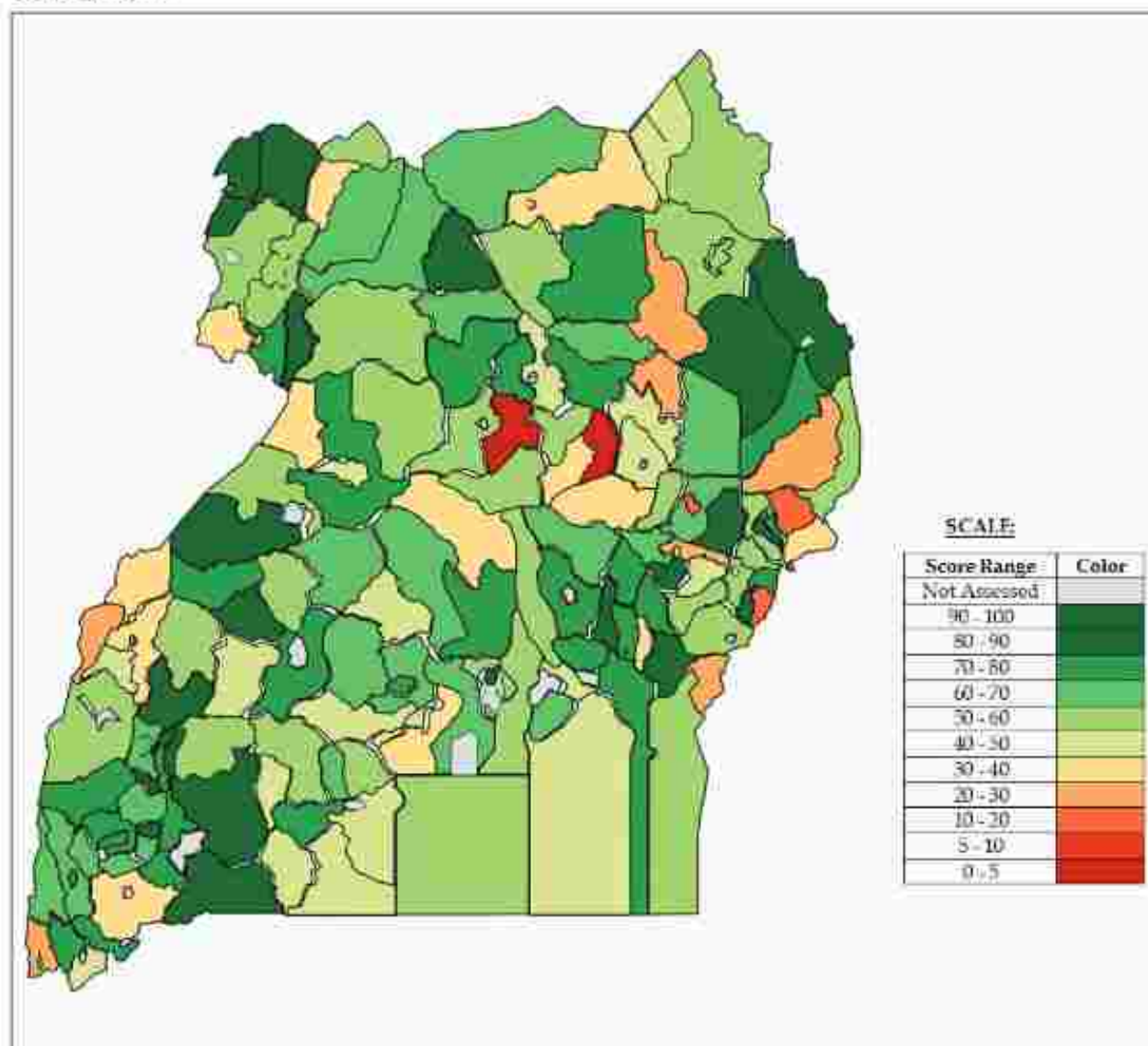
**Table 16: Overview of the bottom 10 scoring indicators for Education MCs and PMs-2022**

Rank 2022	Indicator Name	Score 2022
43	Appraisal of LG Education Staff	57%
44	Recruitment of Primary School Teachers as per MoES staffing guidelines	54%
45	Education projects being overseen by Implementation Teams as per guidelines	53%
46	Dissemination of guidelines on proper siting of schools	45%
47	Education proof of Land ownership for all education projects	42%
48	School compliance with MoES budgeting and reporting guidelines	35%
49	Change in PLE pass rate	29%
50	Timely invoicing & communication of capitation grants to schools	26%
51	Appraisal of Secondary School Head Teachers	25%
52	Timely submission of warrants for school's capitation	19%

#### 4.2.6 Analysis of Education Performance scores across the county

Figure 61 depicts the distribution of performance scores for all the LGs across the country for Education measures.

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



**No. of LGs assessed = 154**

Good performance in Education was generally spread across the country while low performance can be observed in some Eastern LGs but is also scattered across the country.

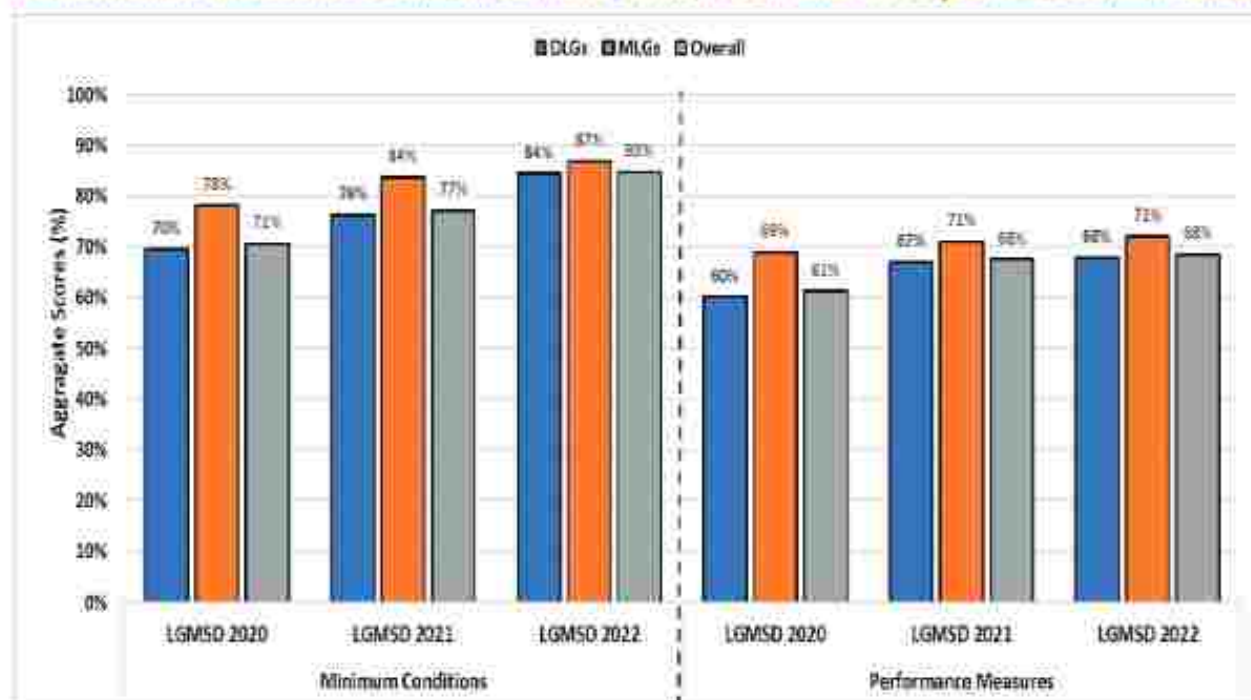
### 4.3 Performance Trends in the Education Performance Assessment

#### 4.3.1 Comparing performance between LGMSD 2020, 2021 and 2022 Assessment

Figure 62 shows the trend of combined scores under Education Minimum Conditions and Performance Measures between LGMSD 2020, 2021 and 2022.



**Figure 62: Comparing the Education Performance Scores for Minimum Conditions and Performance Measures between LGMSD 2020, 2021 and 2022 per Assessment Area.**

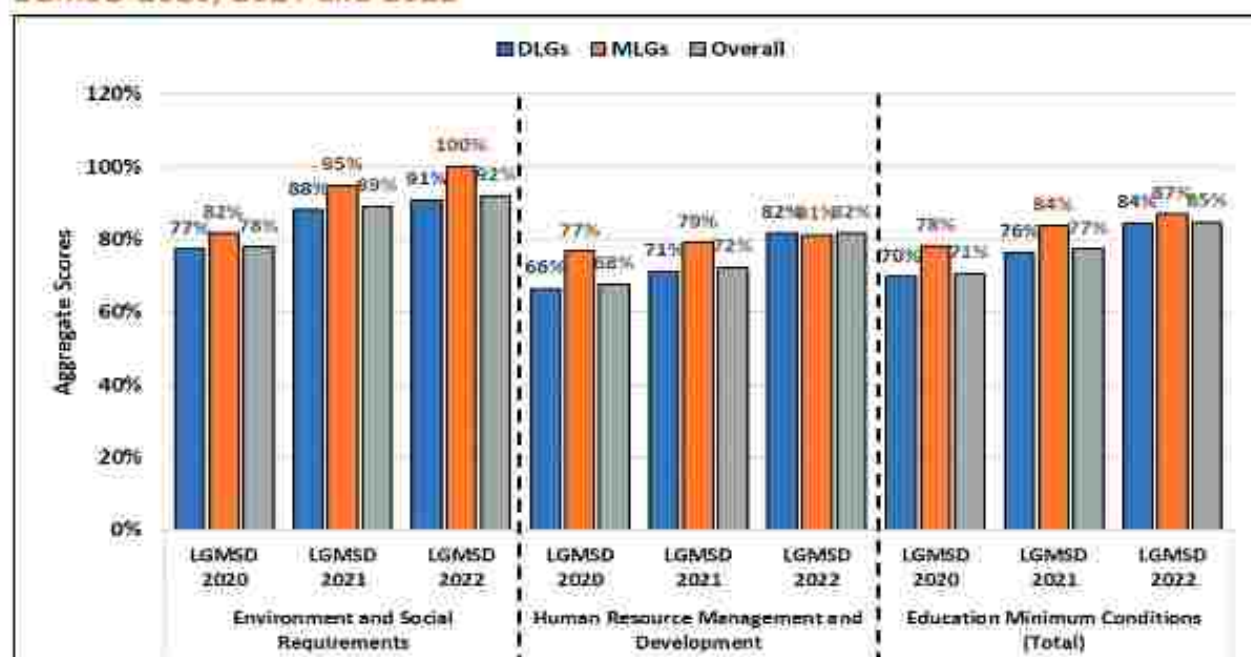


No. of LGs assessed = 154

There was a slight improvement in performance in LGMSD 2022 compared to LGMSD 2021 for Minimum Conditions from 77% to 85% while it remained 68% for Performance Measures. Municipal Councils continued to outperform the districts for all the three years of assessment.

Figure 63 shows the trends in performance overall for Education minimum conditions for two thematic areas for 2020, 2021 and 2022 LGMSD assessments.

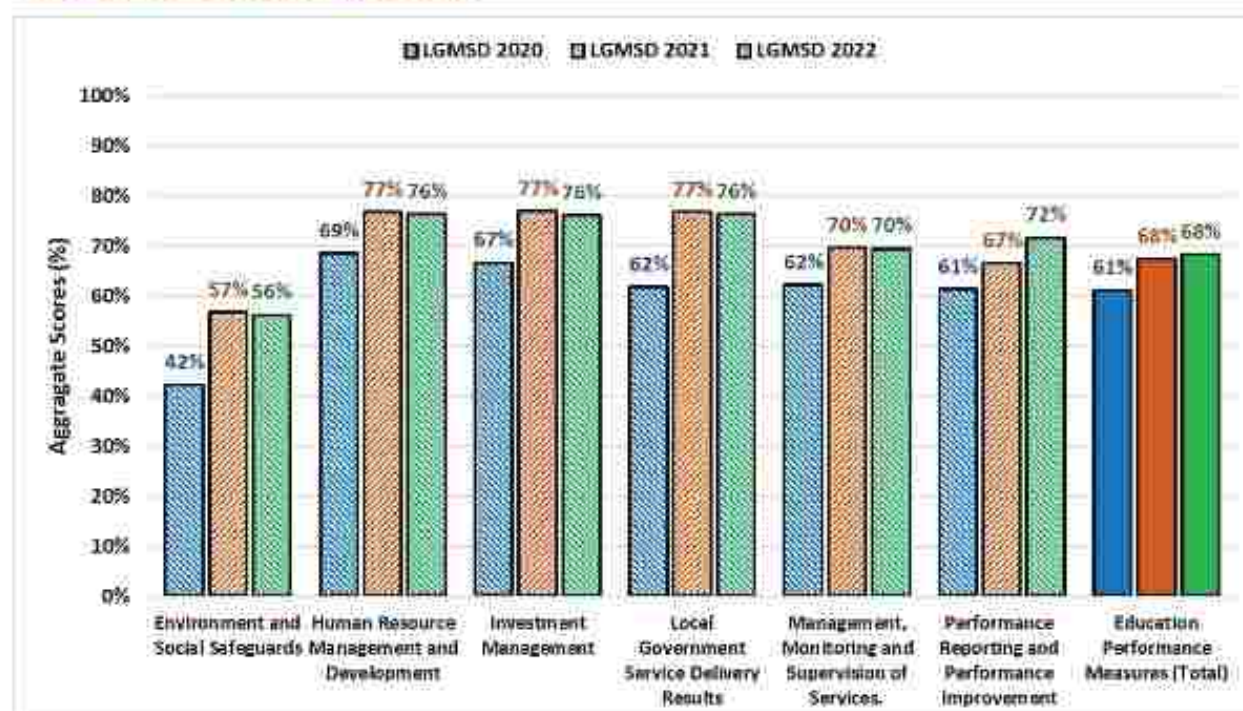
**Figure 63: Overall performance for education minimum conditions thematic areas - LGMSD 2020, 2021 and 2022**



No. of LGs assessed = 154

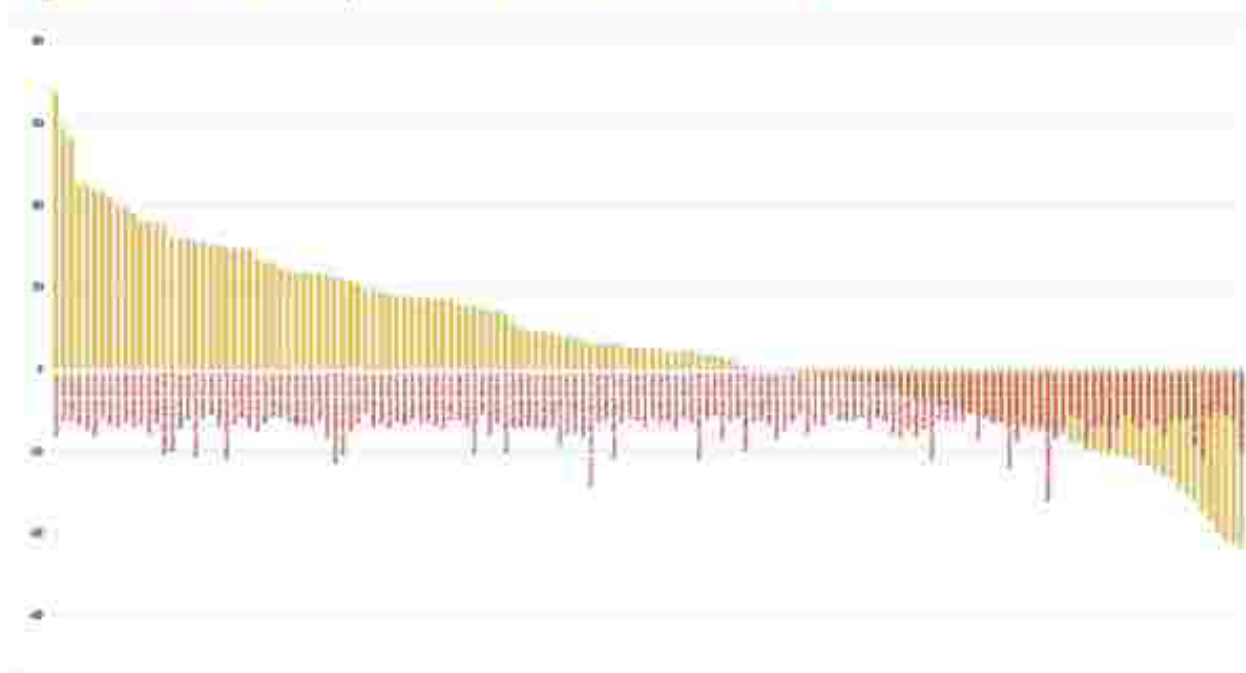
Under MCs, both Environment and Social Requirements performed better at 92% having slightly improved from 89% in 2021 and Human Resource Management and Development that scored 82% in 2022 against 72% in 2021. There was improvement across the 3 years of assessment.

**Figure 64: Overall performance for education performance measures thematic areas - LGMSD 2020, 2021 and 2022**



**No. of LGs assessed = 154**

Overall, there was no change in education performance measures as the scores remained at 68% in 2022. Human Resource Management and Development (76%) and Investment Management (76%) were the best performed measures as compared to Environment and Social Safeguards (56%). Positive trend was recorded under Performance Reporting and Performance Improvement from 61% in 2020 to 67% in 2021 and further to 72% in 2022.

**Figure 65: LGs that improved and those that declined**

**No. of LGs assessed = 154**

From Figure 65 above, there are more LGs that improved than those that declined over the two assessments. Kyankwanzi, Terego and Rukiga districts improved the most while Njeru Municipal Council, Kween, Rakai and Lira districts are among the most declined.

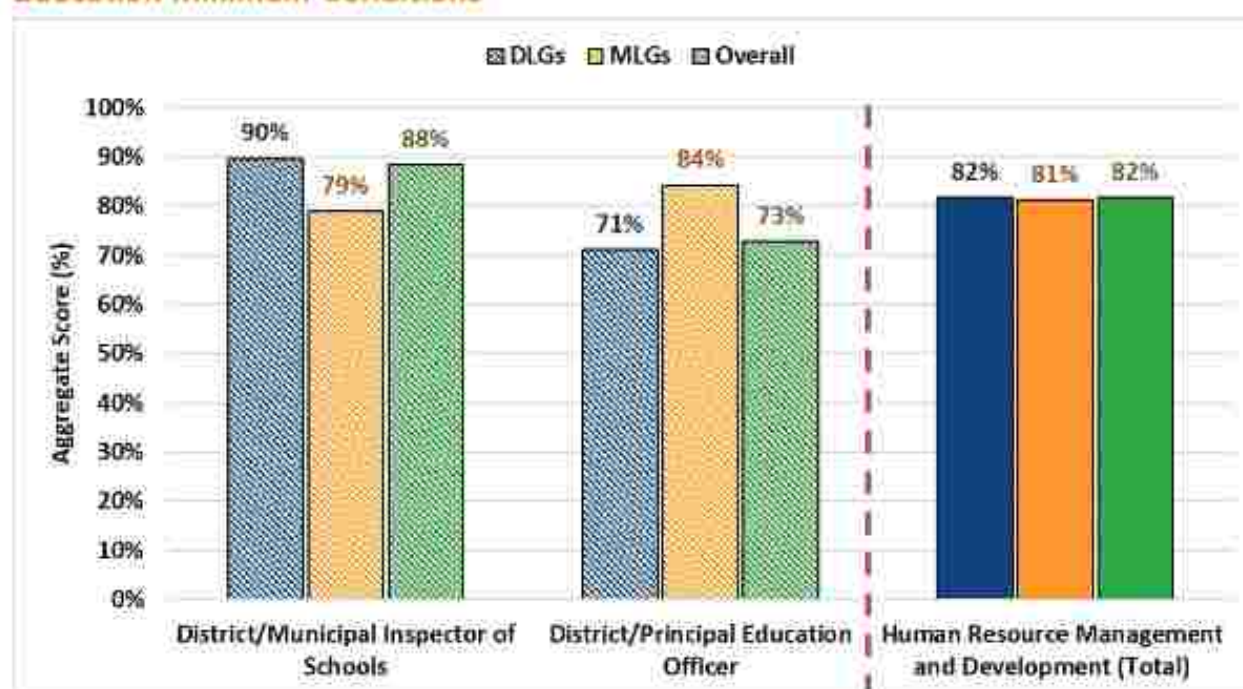
#### **4.4 Results on Education Minimum Conditions**

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

##### **4.4.1 Human Resource Management and Development-Education MCs**

Figure 66 below shows the average scores in the Human Resource Management and Development thematic area under Education minimum conditions.

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

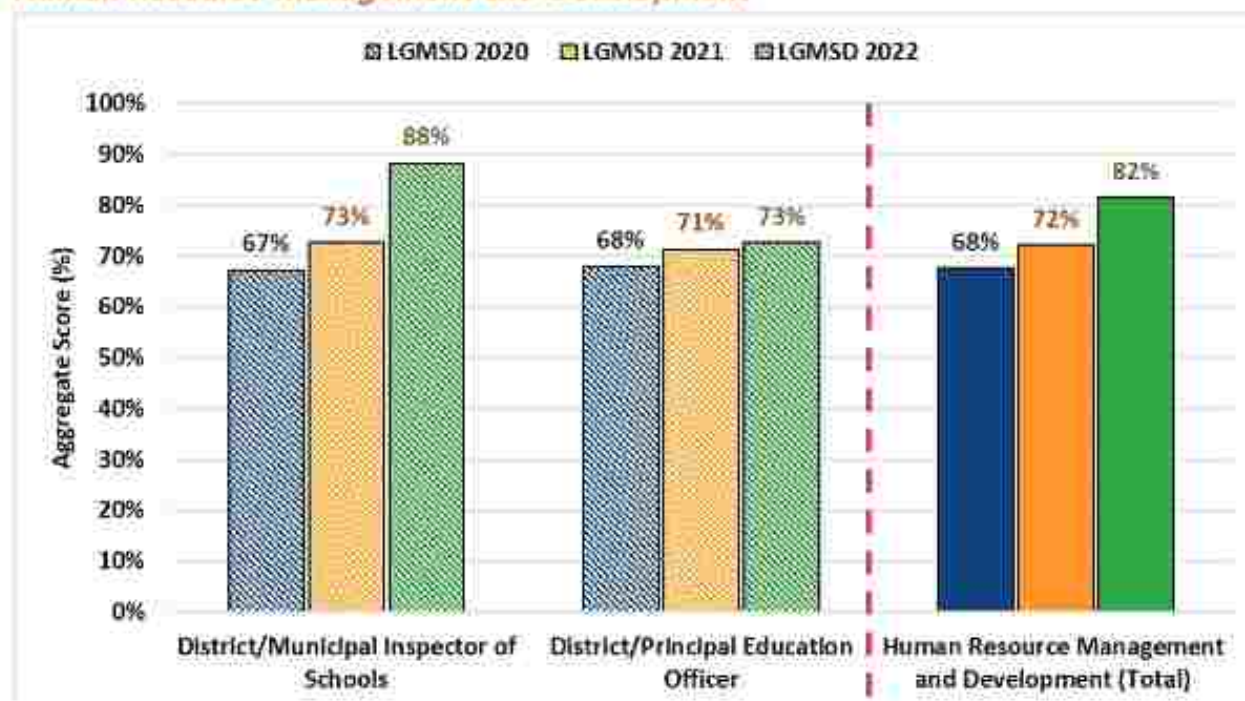


**No. of LGs assessed = 154**

The LGs performed slightly better in HRM&D aspects scoring 82% overall with 82% for DLGs and 81% for MLGs. The best performed indicator for DLGs was substantive recruitment of a District Inspector of Schools performing at 90%, while the availability of a substantively appointed District/Principal Education Officer in the LG scored 73% overall.

For MLGs, 79% and 84% of them had the positions of Municipal Inspector of Schools and Principal Education Officer respectively substantively filled at the time of the assessment. Figures 67 show the comparison performance of LGs in Minimum Conditions for the area of Human Resource Management and Development.

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



**No. of LGs assessed = 154**

There has been a continuous improvement in the overall performance of Human Resource Management and Development from 68% in 2020 to 72% in 2021 and remarkably to 82% in 2022. LGs performed remarkably well in filling the position of Inspector of Schools from 73% in 2021 to 88% in 2022 while filling the position of District/Municipal Education Officer slightly improved from 71% to 73% over the same period.

#### **LGs without Substantive District/Principal Education Officer:**

Abim, Arua, Bugweri, Bulambuli, Bundibugyo, Bunyangabu, Butaleja, Butebo, Hoima, Kaabong, Kabale, Kabarole, Kaberamaido, Kakumiro, Kalaki, Kapelebyong, Karenga, Kato, Kiboga, Kisoro, Kitgum, Kotido, Kwanja, Kween, Kyegegwa, Kyenjojo, Lyantonde, Madi-Okollo, Masaka, Mbale, Nakapiripirit, Namayingo, Namisindwa, Ntungamo, Pader, Rakai, Serere and Tororo Districts; and Kira, Kotido and Kumi Municipal LGs;

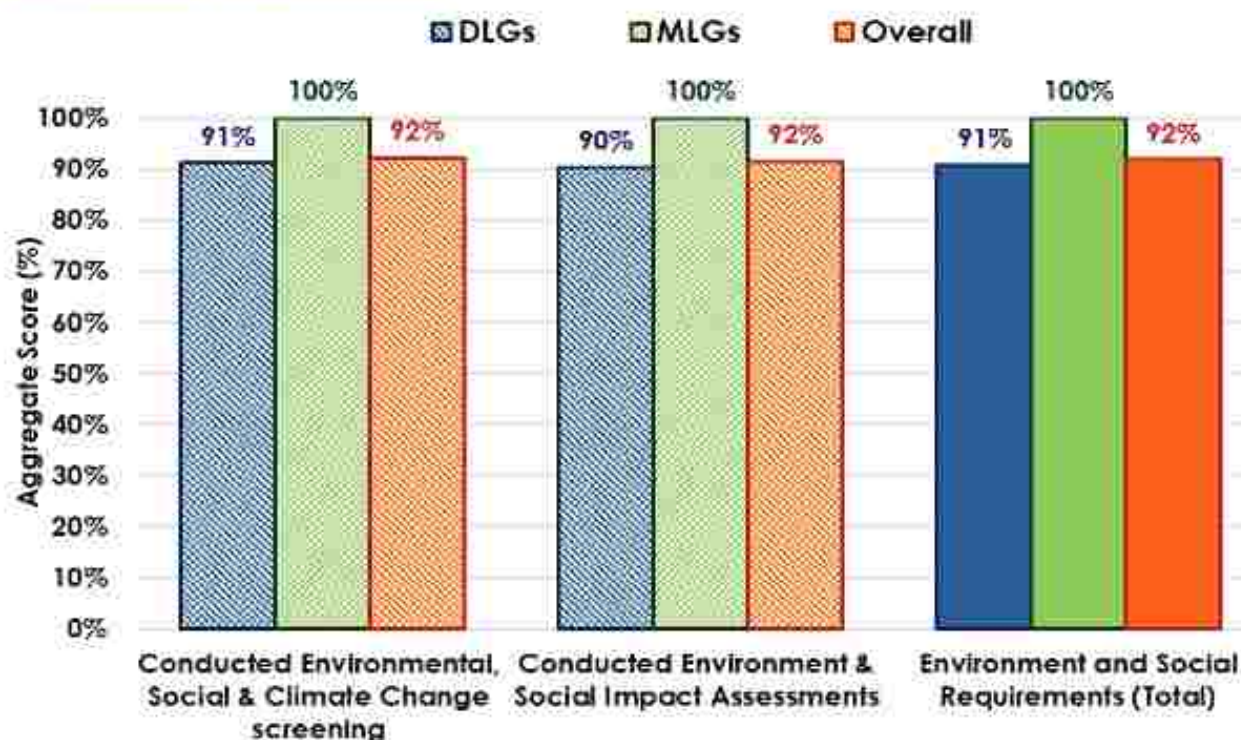
#### **LGs without Substantive District/Municipal Inspector of Schools (All positions Filled):**

Abim, Budaka, Buliisa, Busia, Butebo, Buvuma, Kalaki, Kwanja, Kween, Nakapiripirit, Nakasongola, Namisindwa, Obongi and Zombo Districts; and Kumi, Masindi, Nebbi and Njeru Municipal LGs.

#### 4.4.2 Environment and Social Requirements-Education MCs

Figure 68 below shows the average scores in the Environment and Social Requirements thematic area under Education minimum conditions:

**Figure 68: Scores for Education Minimum Conditions for Environment and Social Requirements - LGMSD 2022**

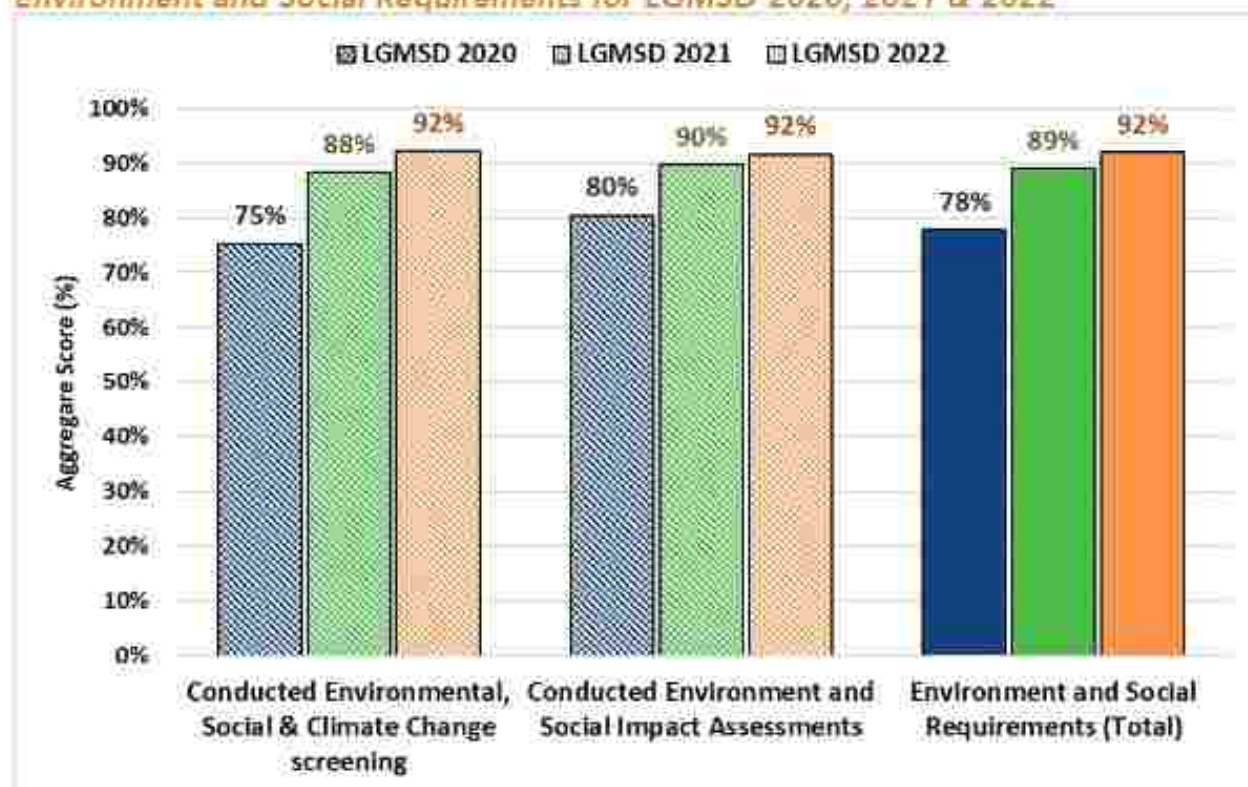


No. of LGs assessed = 154

LGs performed well in both conducting ESCC and ESIA for Education projects scoring 92% overall. MLGs performed better than DLGs in conducting ESCC screening and ESIA with a score of 100% in both as compared to 91% and 90% for DLGs.

Figure 69 below shows the comparison performance of LGs in Minimum Conditions for the area of Environment and Social Requirements.

**Figure 69: Comparison of aggregate scores in Minimum Conditions for the area of Environment and Social Requirements for LGMSD 2020, 2021 & 2022**



No. of LGs assessed = 154

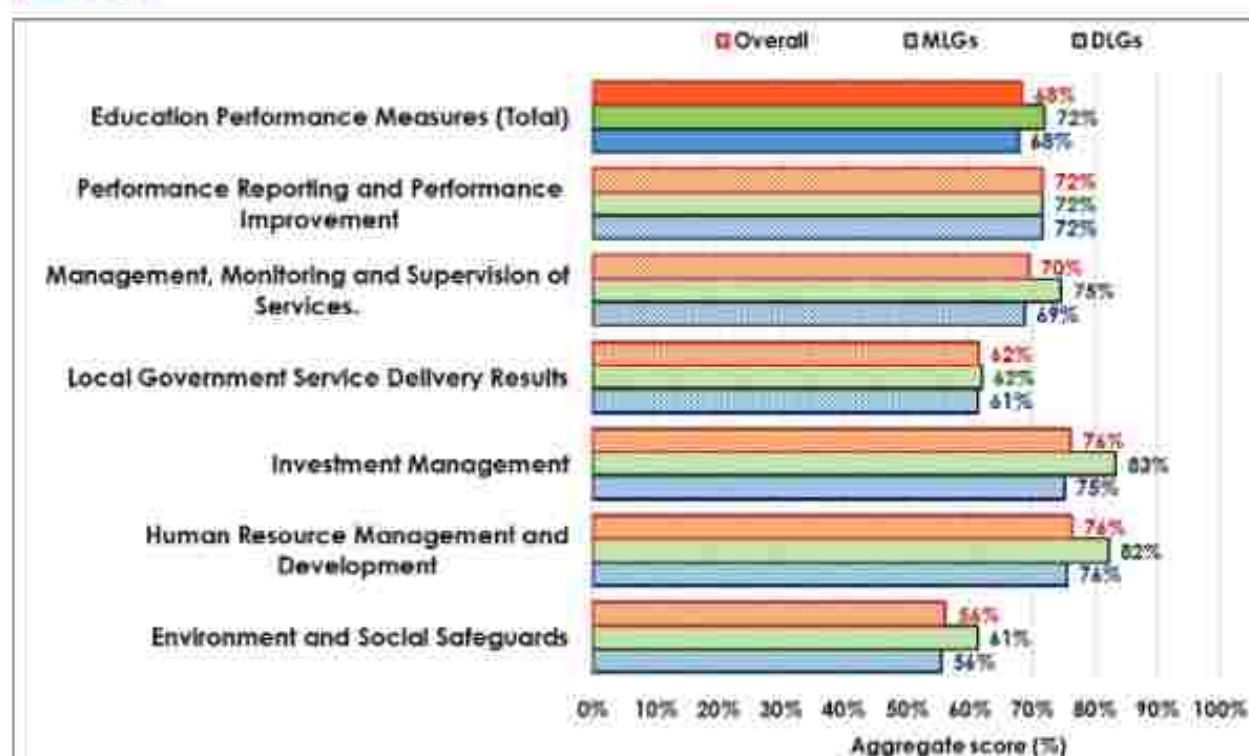
There was a slight improvement in the overall performance of Environment and Social Requirements from 89% in 2021 to 92% in 2022. Both indicators under this area have registered a positive trajectory over the last 3 years of assessment both scoring 92% in LGMSD 2022.

## 4.5 Results on Education Performance Measures

### 4.5.1 Performance per Assessment Area under Education Performance Measures

Figure 70 shows the average scores of LGs across the six assessment areas of Education performance measures:

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

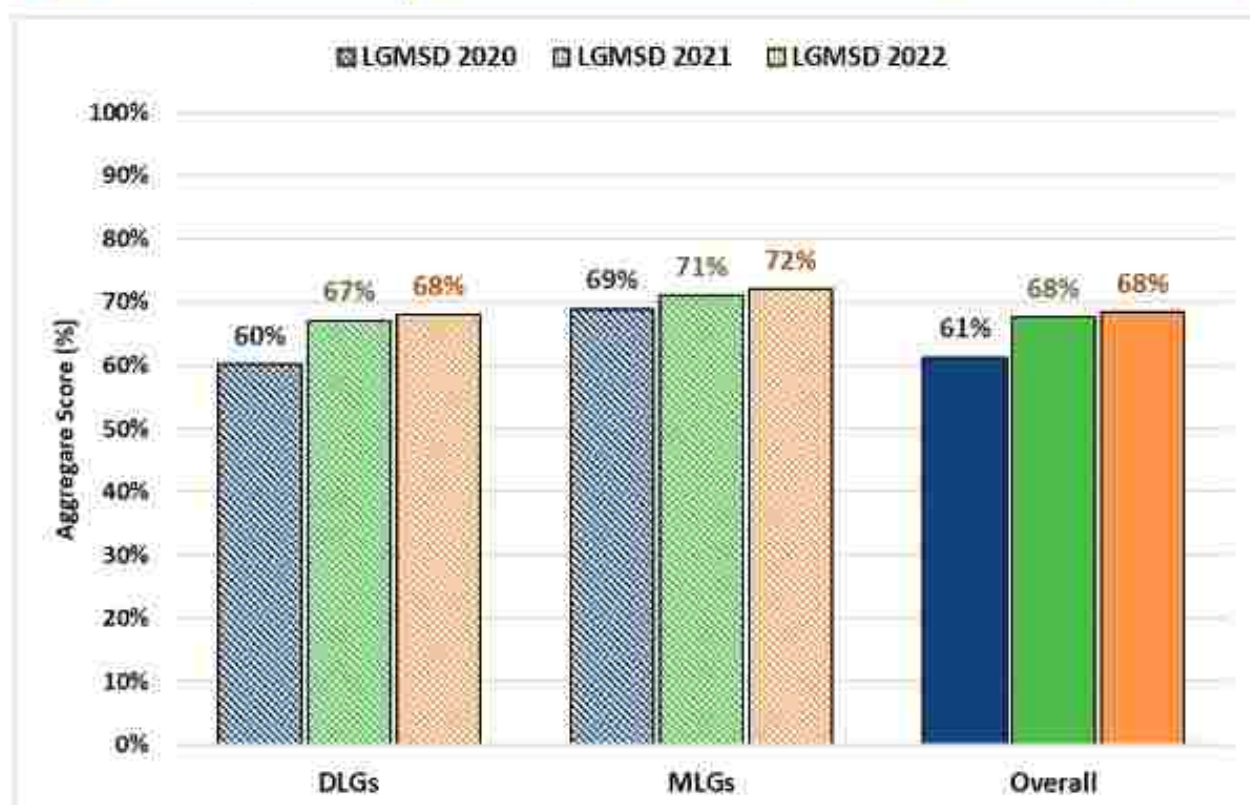


**No. of LGs assessed = 154**

The overall average score for Education Performance Measures was 68% for all LGs, with MLGs scoring 72% better than DLGs which scored an average of 68%. Human Resource Management and Development and Investment Management were the best performed thematic areas with a score of 76%. Performance Reporting and Performance Improvement at 72% and Management, Monitoring and Supervision of Services with an overall aggregate score of 70% were also among the best performed areas.

Low performance was registered in the area of Environment and Social safeguards with an overall score of 56% and Local Government Service delivery indicators like PLE and UCE pass rates scoring 62%.



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

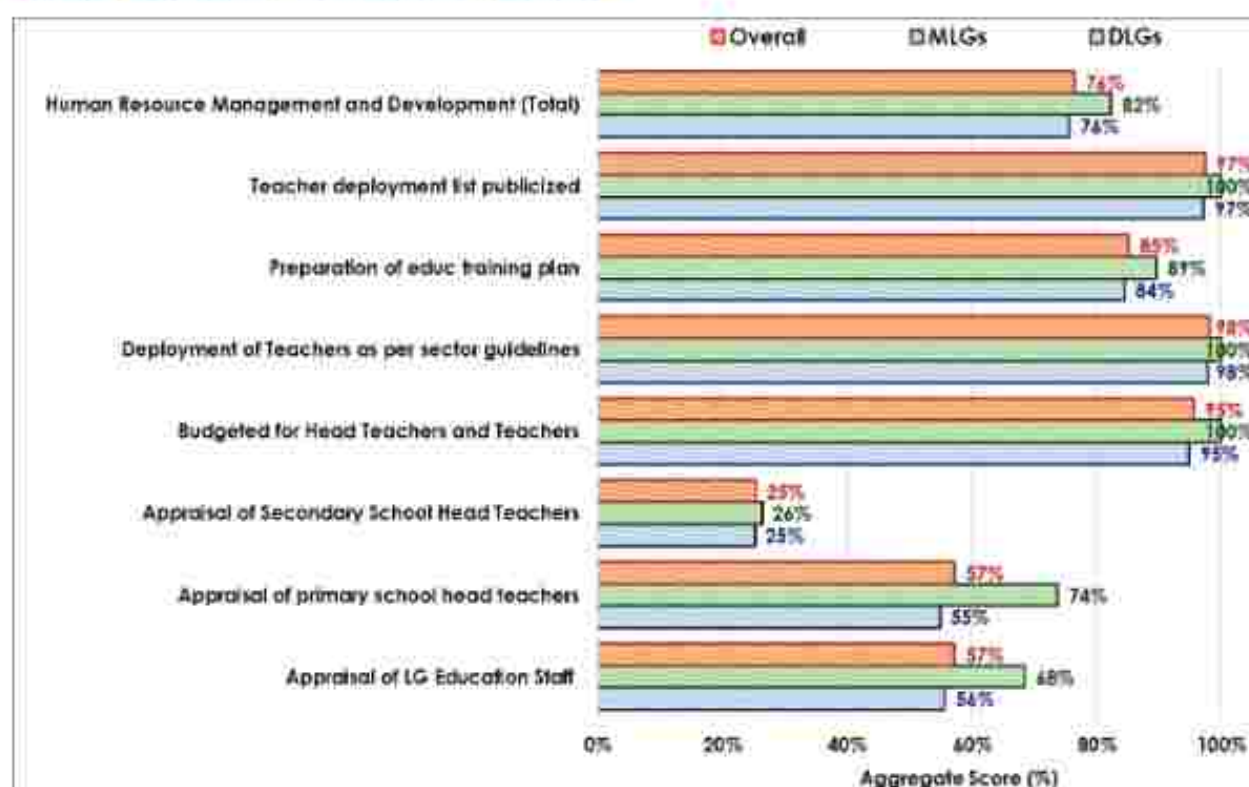
No. of LGs assessed = 154

There was no improvement in the overall performance of Education Performance Measures scoring 68%. MLGs performed better than DLGs with MLGs scoring 72% in 2022 a slight improvement from 71% in 2021 while DLGs scored 68% in 2021 a slight improvement from 67% in 2021.

#### 4.5.2 Human Resource Planning and Development

Figure 72 Shows Education Performance Measures in Human Resource Planning and Development

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

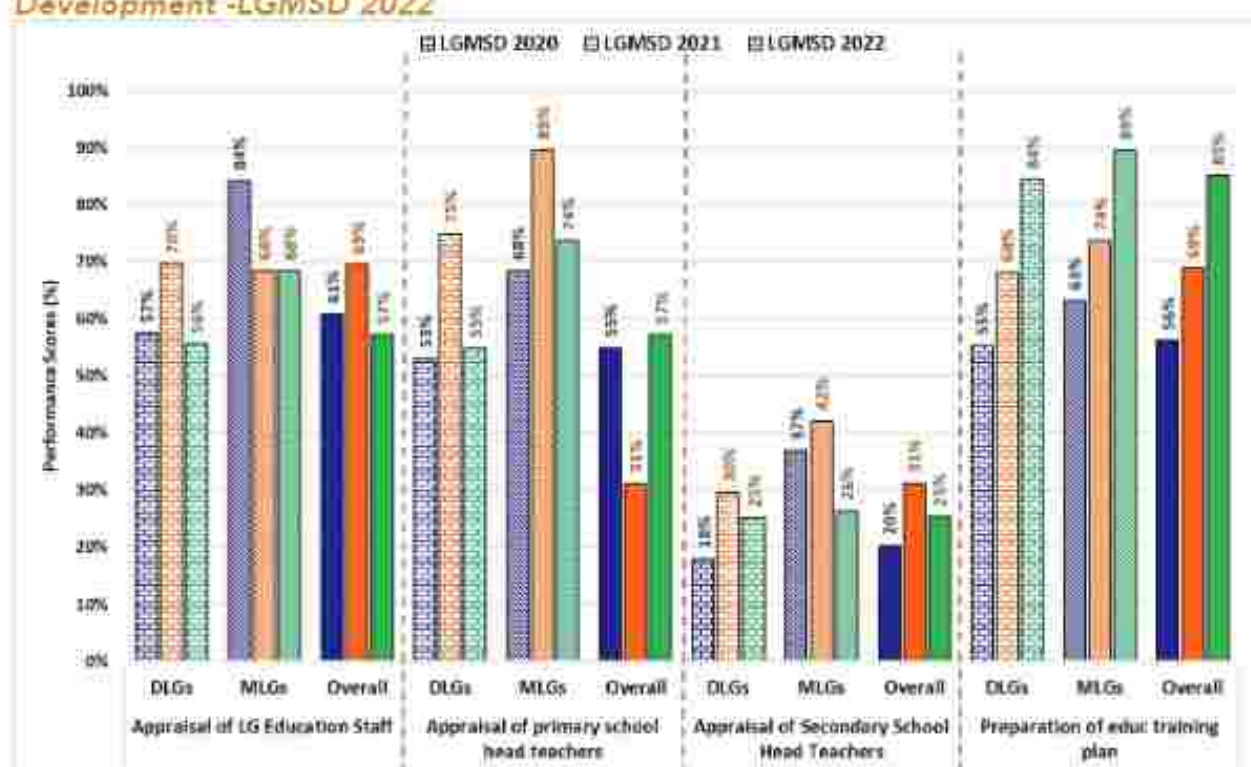


**No. of LGs assessed = 154**

The best performing thematic area was deployment of teachers as per sector guidelines with an average of 98%; followed by publicizing the teacher deployment list at 97%. MLGs performed better than DLGs under Human Resource Management and Development with MLG having an average score of 82% and DLGs averagely scoring 76% respectively.

LGs have persistently performed poorly in the area of appraisal of secondary school head teachers with an average score of 25% while appraisal of other LG education staff like inspectors and that of primary school headteachers equally performed low at 57% overall.

Figure 73 shows the trend of scores for selected indicators under Human Resource Planning and Development - LGMSD 2022

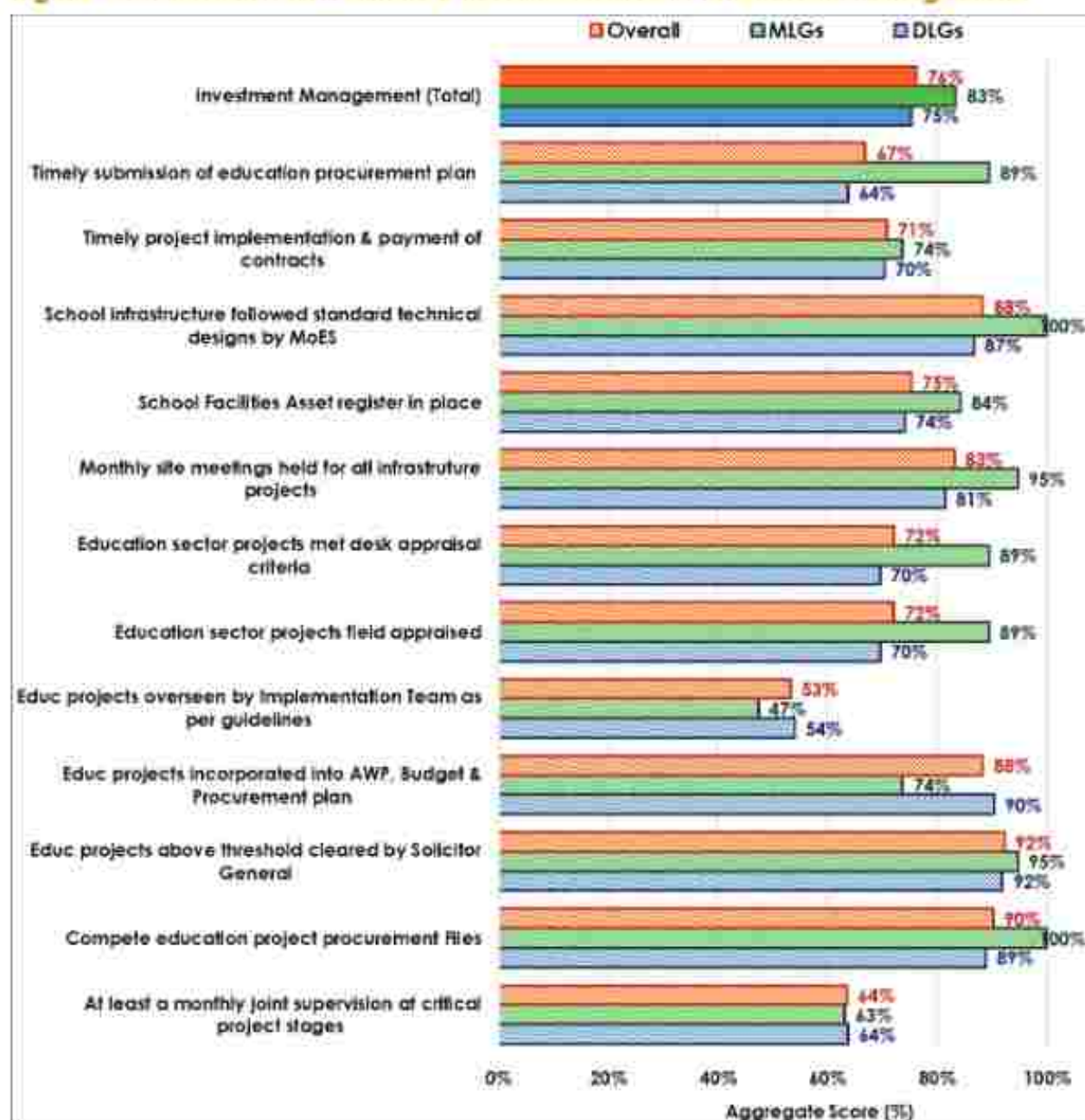
**Figure 73: Trend for selected Indicators under Human Resource Planning and Development -LGMSD 2022**

No. of LGs assessed = 154

LGs have registered a decline in appraisal of LG Education staff from 69% to 57% and appraisal of secondary school headteachers from 31% to 25% between 2021 and 2022 respectively. The appraisal of primary school headteachers on the other hand improved to 57% in the 2022 assessment.

### 4.5.3 Investment Management

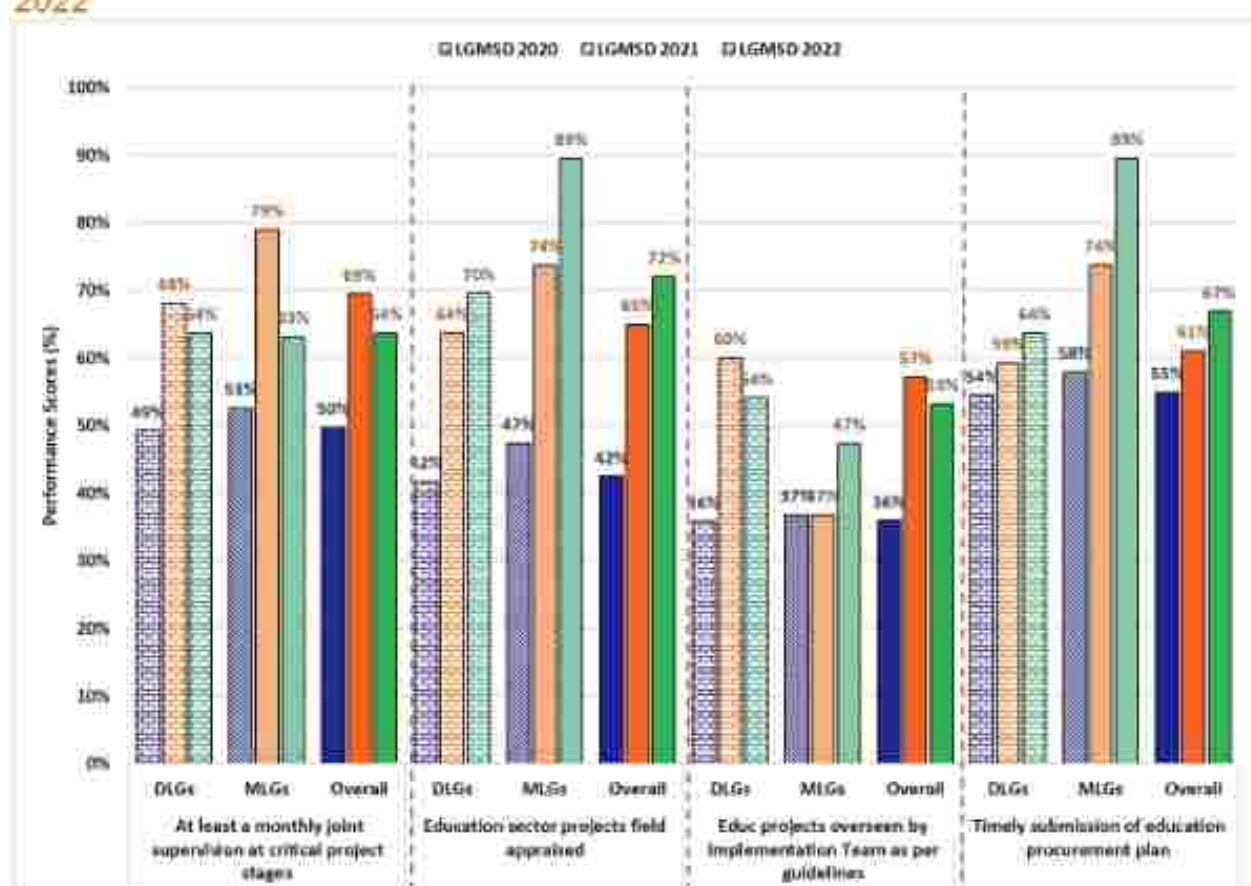
Figure 74 presents the aggregate scores for the various assessment areas under Investment Management.

**Figure 74: Education Performance Measure scores in Investment Management**

**No. of LGs assessed = 154**

The best performing thematic areas under Investment Management were; education projects being cleared by the contract's committee and by Solicitor General if above threshold at 92%, having complete project procurement files at 90%, education projects being incorporated in the annual workplan and procurement plan and school infrastructure following standard technical designs each scoring 88%.

Low performance was in the thematic areas of education projects overseen by implementation team as per guidelines with an average score of 53% and monthly joint supervision at 64%.

**Figure 75: Trend for selected indicators under Investment Management -LGMSD 2022**

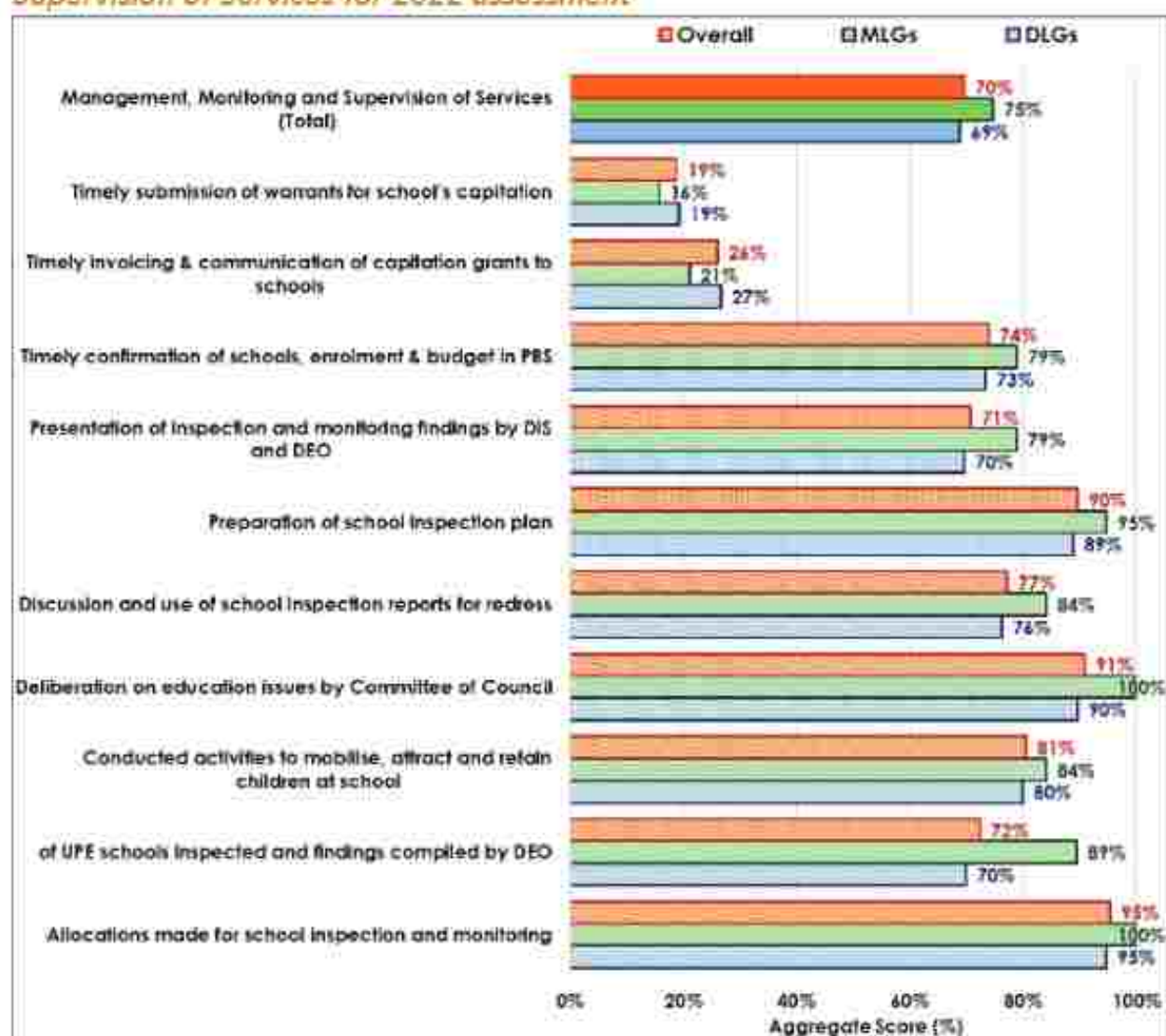
No. of LGs assessed = 154

Under investment Management, there was a decrease in performance in indicators related to conducting monthly joint supervision of projects from 69% to 64% and then education projects being overseen by Project Implementation Teams from 57% to 53% between 2021 and 2022 assessment. Positive trend was under timely submission of education procurement plan to PDU for consolidation and field appraisal of projects.

#### 4.5.4 Management, Monitoring and Supervision Services

Figure 76 below presents the performance of LG concerning Management, monitoring and supervision of services.

**Figure 76: Education Performance Measures in Management, Monitoring and Supervision of Services for 2022 assessment**

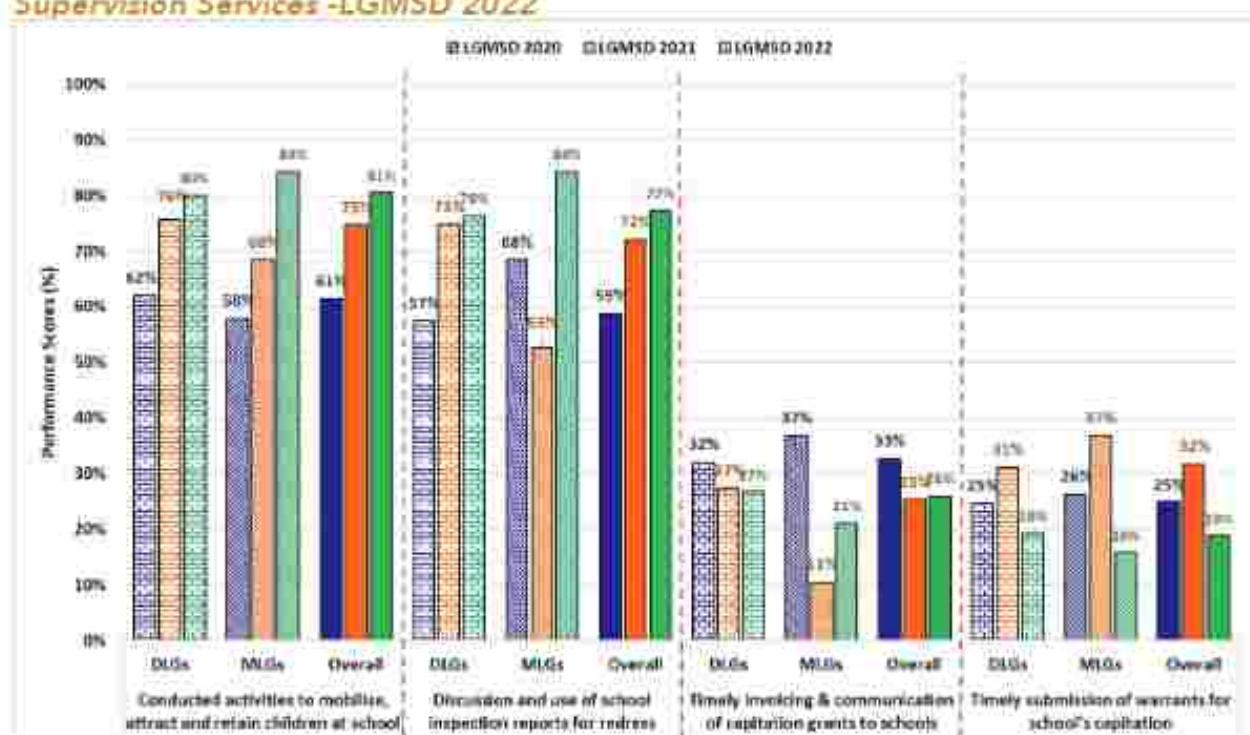


**No. of LGs assessed = 154**

The best performing thematic areas under Management, monitoring and supervision of services were; allocations made for school inspection and monitoring with an average score of 95%; followed by deliberation on education issues by committee of council with an average score of 91%; followed by preparation of school inspection plan with an average score of 90% and conducting activities aimed at mobilizing, attracting and retaining children at school.

Like for the previous two years, low performance was recorded in timely submission of warrants for school's capitation with an average score of 19%, and timely invoicing and communication of capitation grants to schools with an average score of 26%.

**Figure 77: Trend for selected Indicators under Management, Monitoring and Supervision Services -LGMSD 2022**



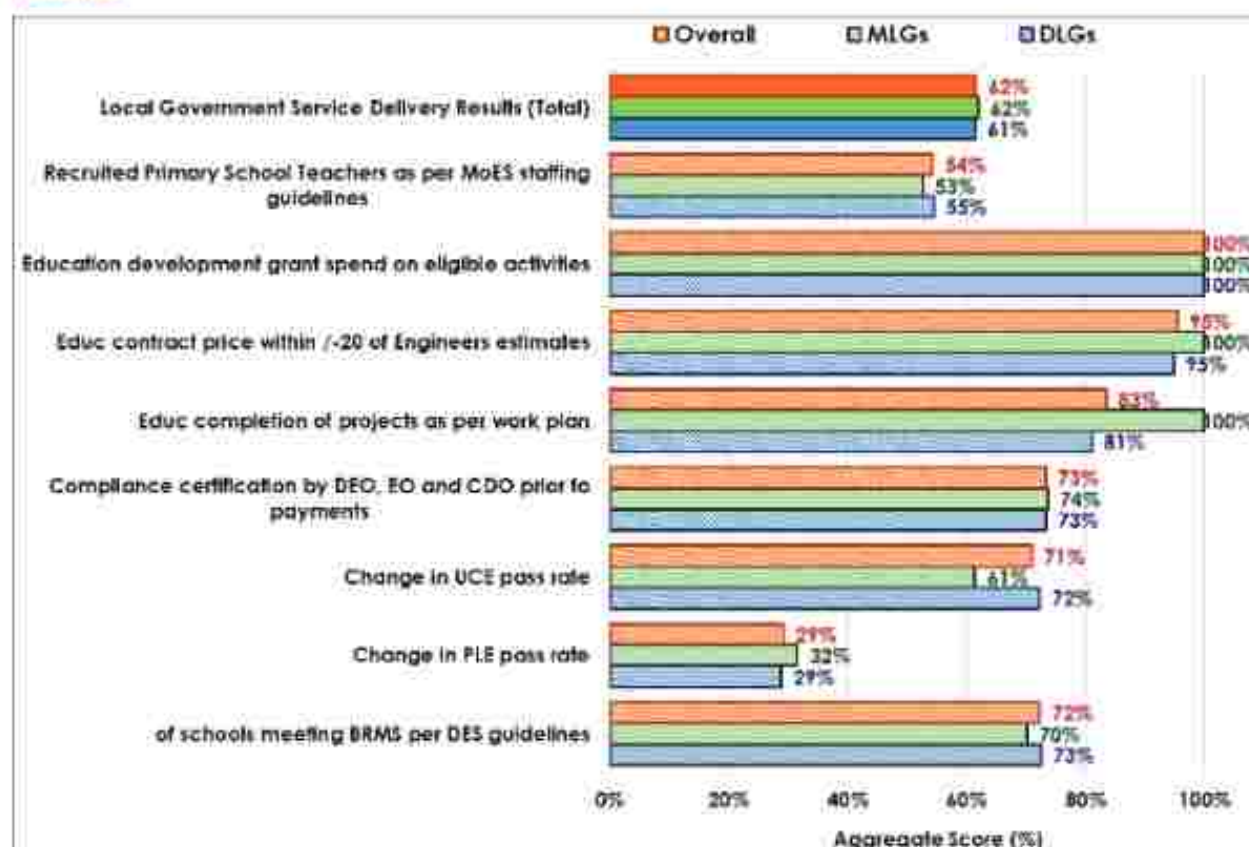
**No. of LGs assessed = 154**

In the area of Management, monitoring and supervision of services, LGs have persistently performed poorly in timely submission of warrants for schools' capitation grants declining from 32% to 19% and timely invoicing and communication of capitation grants to schools also declining from 33% in 2020 to 25% in 2021 and slightly up to 26% in 2022. LGs registered tremendous improvement in undertaking activities to mobilize, attract and retain children in schools from 61% to 81% and use of school inspection reports for redress from 59% to 77% between 2020 and 2022 assessment.

#### 4.5.5 Local Government Service Delivery Results

Figure 78 below presents the performance of LGs concerning Local Government Service Delivery Results.

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



**No. of LGs assessed = 154**

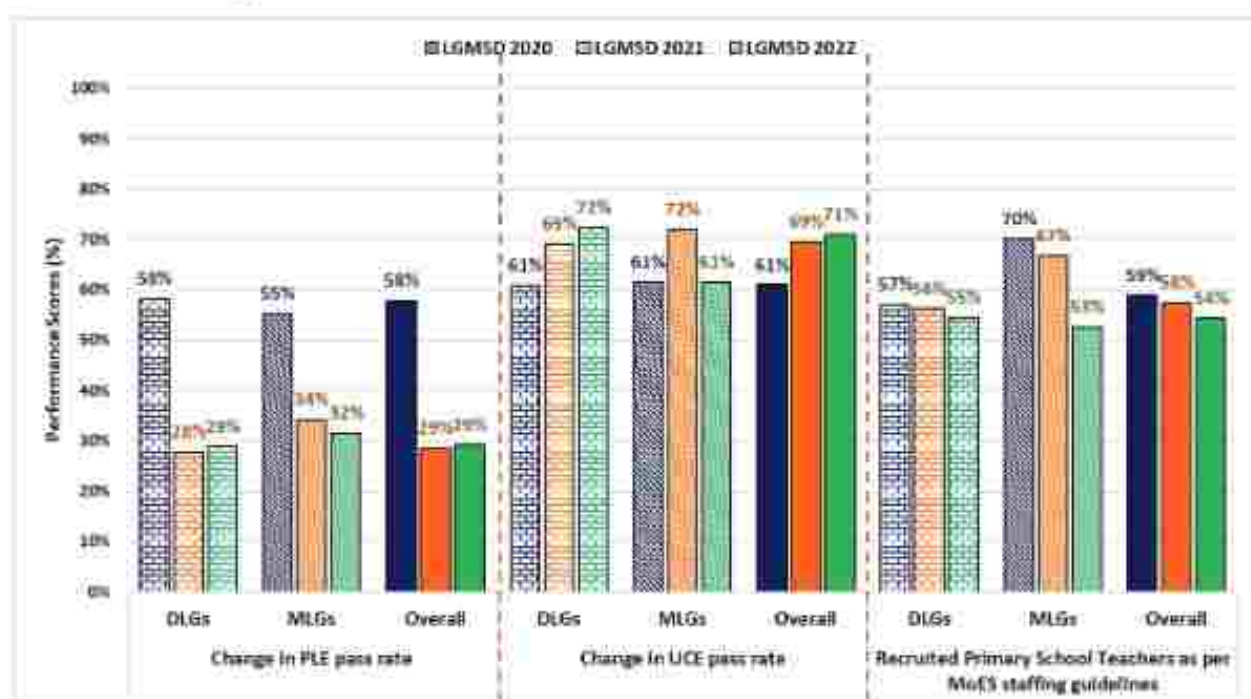
The best performing areas under Local Government Service Delivery Results were; Education development grant spent on eligible activities with an average score of 100%, followed by education contract price being within +/- 20 of Engineers estimates with an average score of 95% and completion of projects as per the workplan at 83%. The above indicators measure the ability of LGs to effectively and efficiently utilize resources.

Low performance was registered in improvement in PLE pass rate with an overall score of 29% of LGs registering an improvement in pass rates which MLGs scored 32% and DLGs scored 29%. This level can be attributed to the prolonged lock down of the education sector as a result of the COVID-19 pandemic that affected learning in 2020-2021.



### Trend for selected Indicators under Local Government Service Delivery Results for the LGMSD 2020, 2021 and 2022 assessment.

Figure 79: Trend (2020 – 2022) for selected Indicators under Local Government Service Delivery Results.

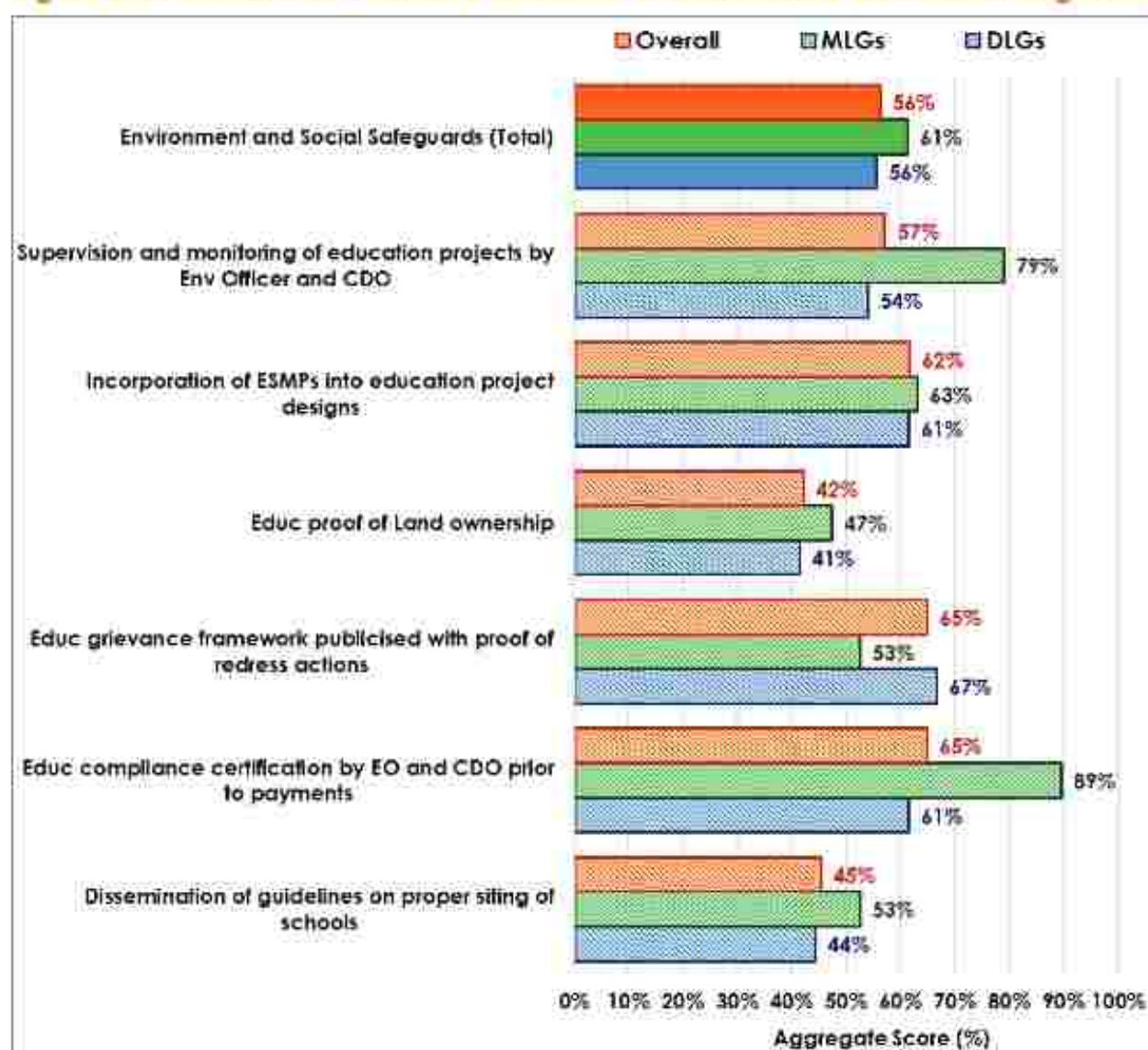


No. of LGs assessed = 154

Overall, there was a slight improvement in performance in the thematic area of Local Government Service Delivery Results from 60% in 2021 to 62% in 2022. The change in PLE pass rate was the worst performed as it still remained at 29%. This performance can be attributed to the two-year lock down which was as a result of the COVID-19 pandemic that affected learning outcomes. The performance measure on recruitment of primary school teachers as per MoES staffing guidelines has also continuously declined from 59% to 58% and further to 54% over the last 3 years of assessment.

#### 4.5.6 Environment and Social Safeguards

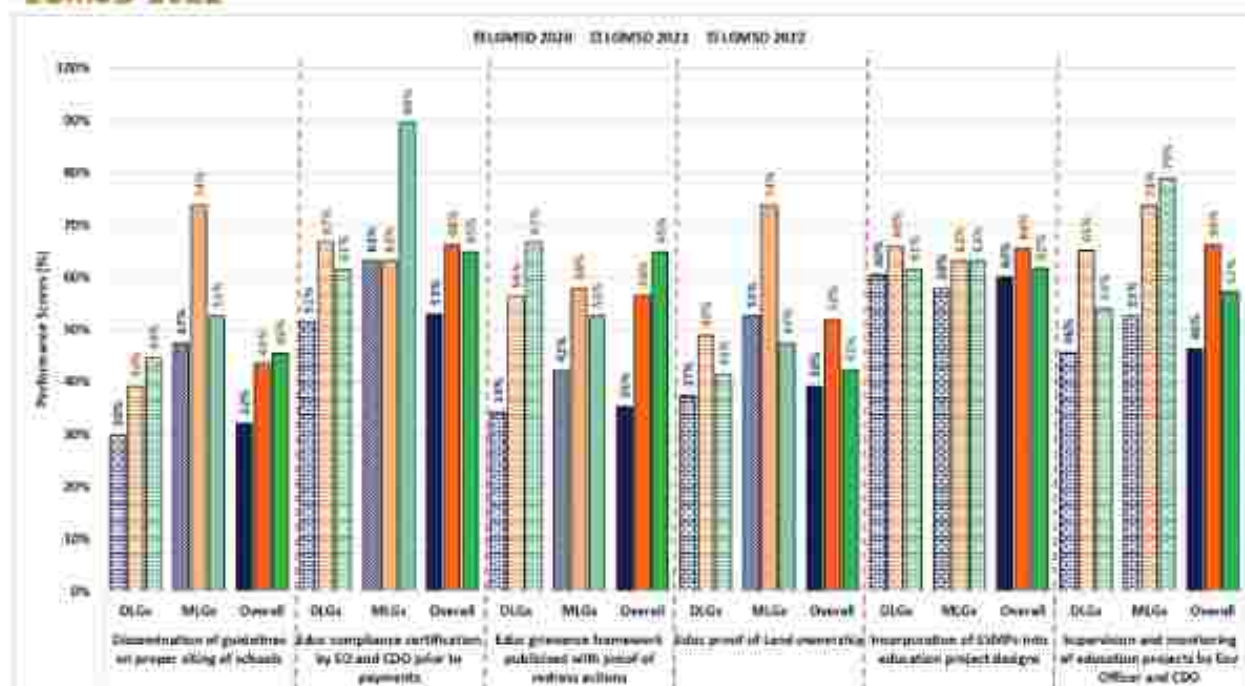
Figure 80 below presents the performance of LGs concerning Environment and Social Safeguards.

**Figure 80: Education Performance Measures in Environment and Social Safeguards**

**No. of LGs assessed = 154**

The best performing thematic areas under Environment and Social Safeguards is the Education compliance certification by Environment Officer and CDO prior to payments and education grievance framework publicized with proof of redress actions that both have an average score of 65% followed by incorporation of ESMPs into project designs (62%).

Low performance was in the thematic areas of dissemination of guidelines on proper siting of schools at 45%, and Education projects' being implemented on land with proof of ownership at 42%.

**Figure 81: Trend for selected indicators under Environment and Social Safeguards -LGMSD 2022**

**No. of LGs assessed = 154**

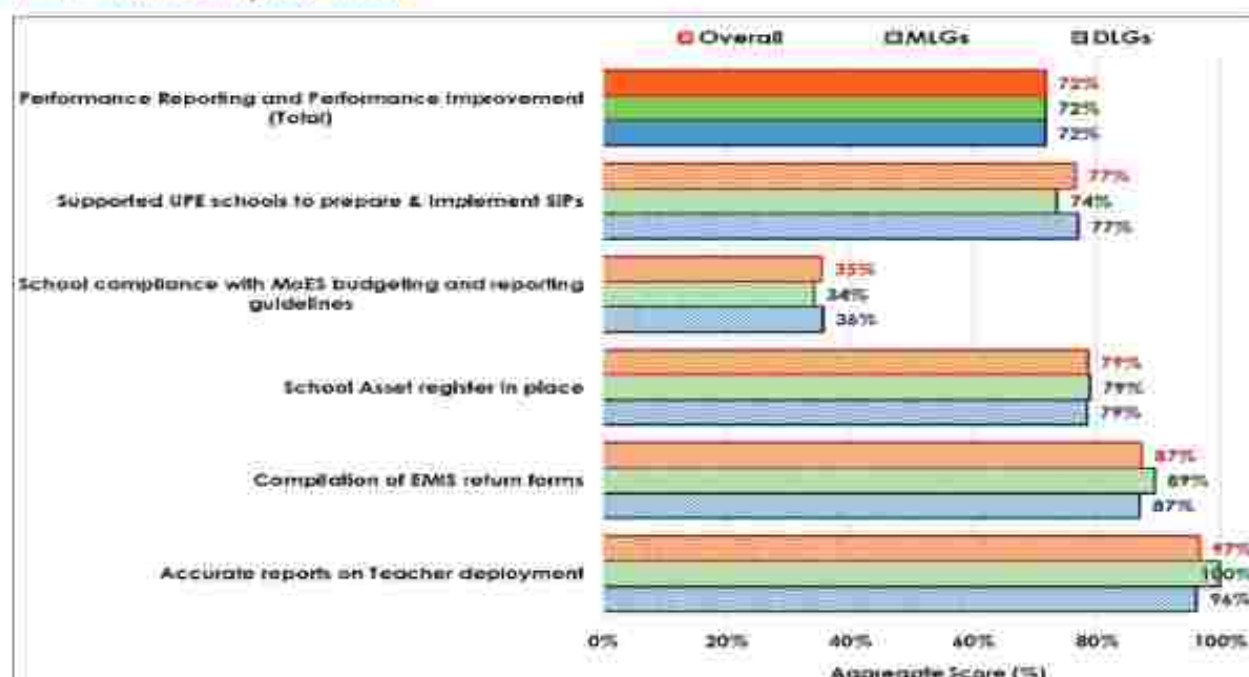
LGs registered a slight decline overall in the Environmental and Social Safeguards indicators from 57% in 2021 to 56% in 2022. All the indicators registered a decline in 2022 as shown above except dissemination of guidelines on proper siting of schools and publicizing education grievance framework that improved from 32% to 44% and to 45% and from 35% to 56% and further to 65% respectively between 2020, 2021 and 2022 assessment.

Land ownership remained a challenge in 2022 performing at only 42% of LGs having proof of land ownership like agreements, MoUs and land titles for their education projects. Dissemination of guidelines on proper siting of schools equally performed below average at 45% in 2022 although this was a slight improvement from 44% in 2021.

#### 4.5.7 Performance reporting and performance improvement

Figure 82 below presents the performance of LGs concerning Performance reporting and performance improvement.

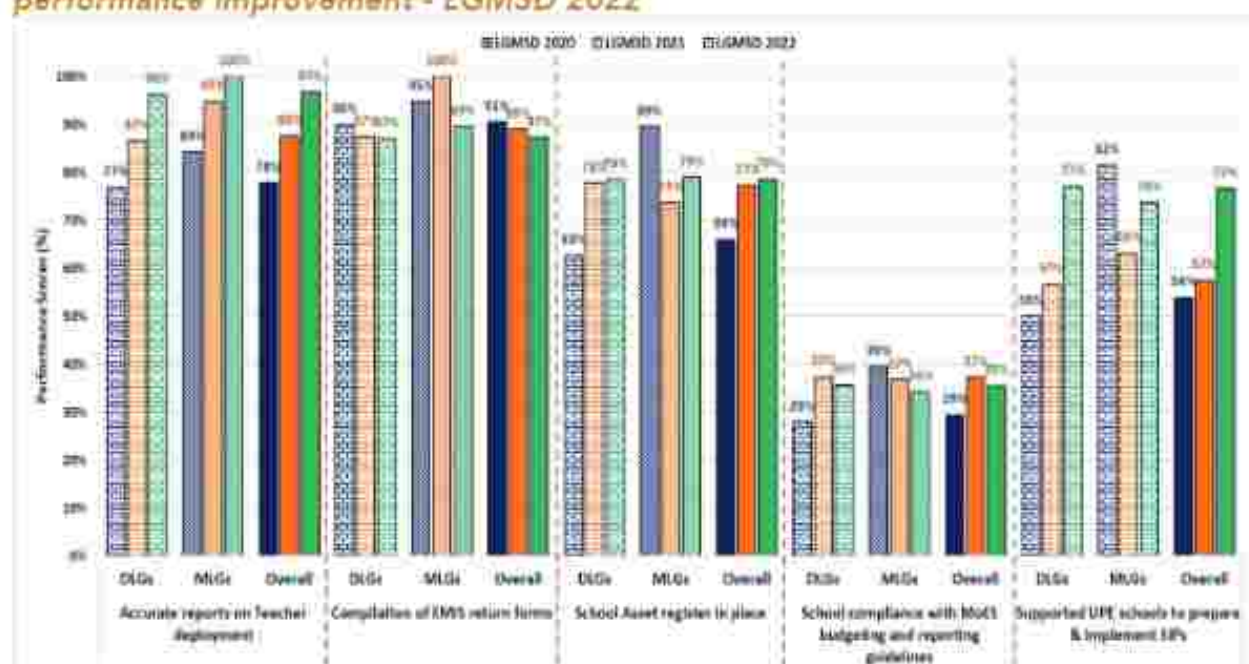
**Figure 82: Education Performance Measures in Performance Reporting and Performance Improvement**



No. of LGs assessed = 154

The average score for LGs under Performance Reporting and Improvement was 72% with both MCs and DLGs scoring 72%. Accuracy of reports on teacher deployment in primary schools was the best performed thematic area with a score of 97% followed by compilation of EMIS return forms with an average score of 87% and presence of school asset register at 79%. The worst performed indicator related to schools’ compliance with the Ministry of Education and Sports budgeting and reporting guidelines performing at only 35%.

**Figure 83: Trend for selected indicators under Performance reporting and performance improvement - LGMSD 2022**



No. of LGs assessed = 154

Under this area, LGs have consistently performed poorly in the indicator related to schools' compliance with MoES budgeting and reporting guidelines<sup>3</sup> mainly due to inadequate capacity of the headteachers. This performance measure has declined from 37% to 35% between 2021 and 2022 assessment. Many schools were non-compliant on this requirement. Compilation of EMIS return forms also slightly declined from 89% to 87%. On a positive note, LGs have greatly improved on accuracy of data on their teachers' deployment and preparation and implementation of School Improvement Plans.

#### 4.6 Conclusion, Emerging Issues and recommended actions from LGMSD 2022

The performance of LG under Minimum Conditions largely impacts on the overall score for that LG. This largely explains the low performance by most LGs especially for those that did not have the critical staff like District Education Officer, Principal Education Officer, District/ Municipal school inspectors among others. There is therefore a need for LGs to come up with strategies to address the identified weak areas:

Table 17 below presents key emerging issues and recommendations from the Education performance assessment.

**Table 17: Key emerging issues and recommendations from the Education performance assessment**

No.	Emerging Issue/Outstanding Challenges	Recommended Action (s)	Responsibility Centre
1.	Appraisal of education staff remained a challenge in 2022 assessment <ul style="list-style-type: none"> <li>■ Only 25% of LGs conducted appraisal of all their secondary school headteachers;</li> <li>■ 57% of the LGs had all their primary school headteachers appraised; and</li> <li>■ 57% appraised other education staff like school inspectors.</li> </ul>	<ul style="list-style-type: none"> <li>■ Review the Education policy to empower LGs in control and management of secondary education.</li> <li>■ Strengthen compliance and significance of the appraisal process.</li> </ul>	MoES MoPS
2.	Late submission of warrants for schools' capitation grant. Only 19% of the LGs undertook timely submission.	<ul style="list-style-type: none"> <li>■ Build capacity of the LG CFOs to undertake timely submission of warrants.</li> </ul>	MoFPED MoES

<sup>3</sup> Submitting a report to the DEO signed by the headteacher or Chair/SMD by January 30<sup>th</sup> providing i) Highlights of school performance, ii) a reconciled cash flow statement, iii) an annual budget and expenditure report and iv) an asset register.

No.	Emerging Issue/Outstanding Challenges	Recommended Action (s)	Responsibility Centre
3.	Late invoicing and communication of capitation grants to schools. Only 26% of the LGs met this requirement in 2022 assessment.	<ul style="list-style-type: none"> <li>Build capacity of the LG CFOs to undertake timely invoicing and communication to schools.</li> </ul>	MoFPED MoES
4.	Slow increase in PLE pass rates as only 29% of the LGs registered an improvement in pass rates as compared to 71% for UCE pass rates.	<ul style="list-style-type: none"> <li>Intensify inspection and supervision of schools.</li> <li>Improve the teacher-Pupil ratio</li> </ul>	MoES LGs
5.	Inadequate dissemination and compliance to MoES guidelines. <ul style="list-style-type: none"> <li>Only 35% of LGs had all their schools comply to MoES budgeting and reporting guidelines</li> <li>45% of LGs disseminated guidelines on proper siting of schools</li> <li>54% of LGs recruited teachers as per MoES staffing guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>Intensify dissemination and compliance efforts.</li> </ul>	MoES
6.	Land ownership for education projects still a challenge. Only 42% of LGs had proof of land ownership for school projects.	<ul style="list-style-type: none"> <li>Intensify efforts to title and gazette all Government land.</li> </ul>	MoLHUD MoES

### 5.0 Health Performance Assessment

#### 5.1 Introduction to Health Performance Assessment

The assessment for Health covered two elements namely; Minimum Conditions (MCs) and Performance Measures (PMs). Minimum Conditions are seen as core performance indicators that focus on addressing key bottlenecks for service delivery and safeguard management while Performance Measures focus on evaluating service delivery in the Local Governments as a whole. PMs also aggregate performance information from facilities like health centers and Lower Local Governments as well as assessing compliance with performance reporting and improvement support for better service delivery. It is important to note that the 2022 health assessment also covered the 22 USMID cities and municipal LGs. However, for comparison purposes, their report is presented separately.

The MCs under LG Health Departments covered 2 thematic areas of Human Resource Management and Development (HRMD) especially recruitment and filling of critical positions and Environmental and Social Safeguards with maximum of 100 percentage points. The performance areas, their respective performance indicators and scores are presented in Table 18 below.

**Table 18: Scoring guide for Health Performance Minimum Conditions for the LGMSD 2022**

Number	LG Type	Performance Area	Assessment Area	Percentage score of overall Score for MCs
A	Districts	Human Resource Management and Development	District Health Officer	10 Percentage points
			Assistant District Health Officer Maternal, Child Health and Nursing	10 Percentage points
			Assistant District Health Officer Environmental Health	10 Percentage points
			Principal Health Inspector (Senior Environment Officer)	10 Percentage points
			Senior Health Educator	10 Percentage points
			Biostatistician	10 Percentage points
			District Cold Chain Technician	10 Percentage points
B		Environment and Social Requirements	Environment, Social and Climate Change Screening/Environment	15 Percentage points
			Environment Social Impact Assessments (ESIAs)	15 Percentage points
				<b>100 Percentage points</b>
A	MLGs	Human Resource Management and Development	Medical Officer of health Services/Principal Medical Officer	30 Percentage points
			Principal Health Inspector	20 Percentage points
			Health Educator	20 Percentage points
B		Environment and Social Requirements	Environment, Social and Climate Change Screening/Environment	15 Percentage points
			Social Impact Assessments (ESIAs)	15 Percentage points
<b>Total</b>				<b>100 Percentage points</b>

The performance of the LG Health Departments Performance Measures was assessed against 6 thematic areas with weighted performance scores totaling to a maximum of 100 percentage points. The thematic areas and the corresponding scores are presented in Table 19.



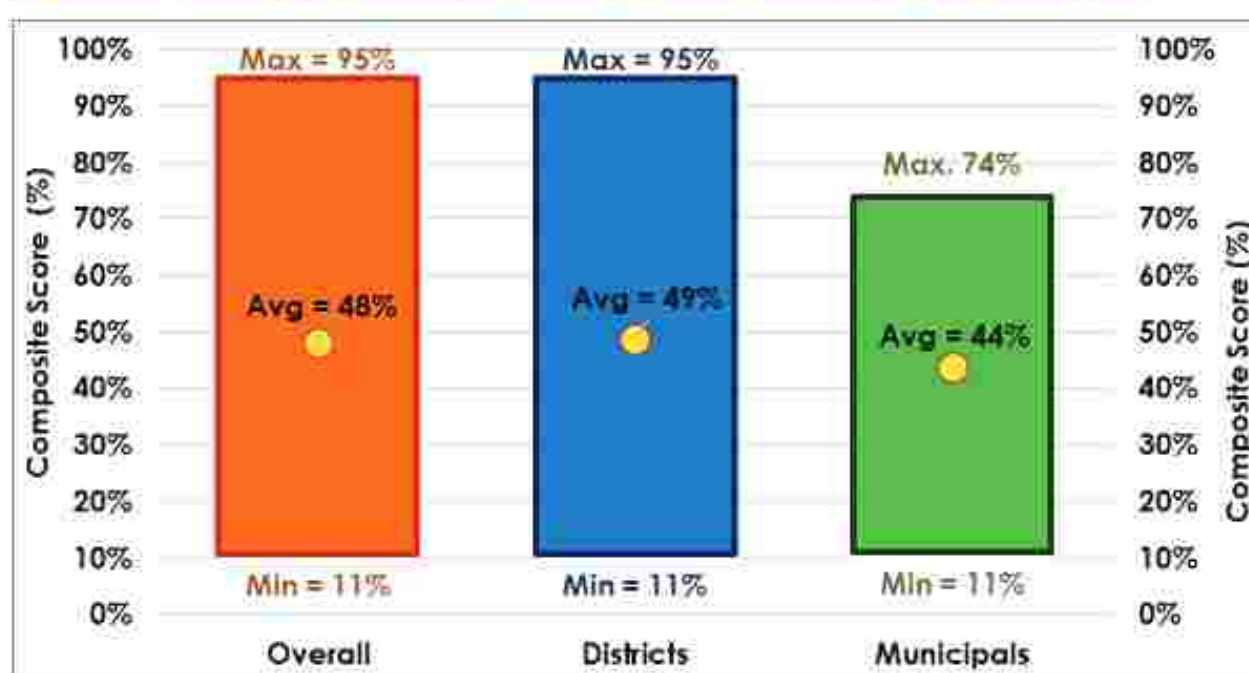
**Table 19: Scoring guide for Health Performance Measures for LGMSD 2022**

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

## 5.2 Overview of Health Performance Results – LGMSD 2022

### 5.2.1 Polarity of Scores for Health Performance

Figure 84 shows the relative orientation of the maximum, average and minimum composite scores in Health for all LGs.

**Figure 84: Polarity of Composite Scores in Health (combined MCs and PMs)**

No. of LGs assessed = 154

The overall average score for all the 154 LGs combined for the Health Performance Measures and Minimum Conditions was 48% in 2022 having improved from 44% in 2021 with DLGs scoring 49% and MLGs 44% respectively. The highest score for DLGs was 95% scored by Isingiro district; compared to 74% for MLGs by Ibanda Municipal Council while the lowest score was 11% for both DLGs and MLGs scored by both Bugwari district and Nebbi MLG.

### 5.2.2 Overall Performance in Health Minimum Conditions and Performance Measures - LGMSD 2022

For MCs, LGs were assessed in areas of Human Resource Management and Development, covering recruitment of critical positions including; District Health Officer, Assistant District Health Officer Maternal, Child Health and Nursing, Assistant District Health Officer, Environmental Health, Principal Health Inspector, Senior Health Educator, Biostatistician and District Cold Chain Technician for DLGs. For MLGs, the critical positions considered included; Principal Medical Officer, Principal Health Inspector and the Health Educator.

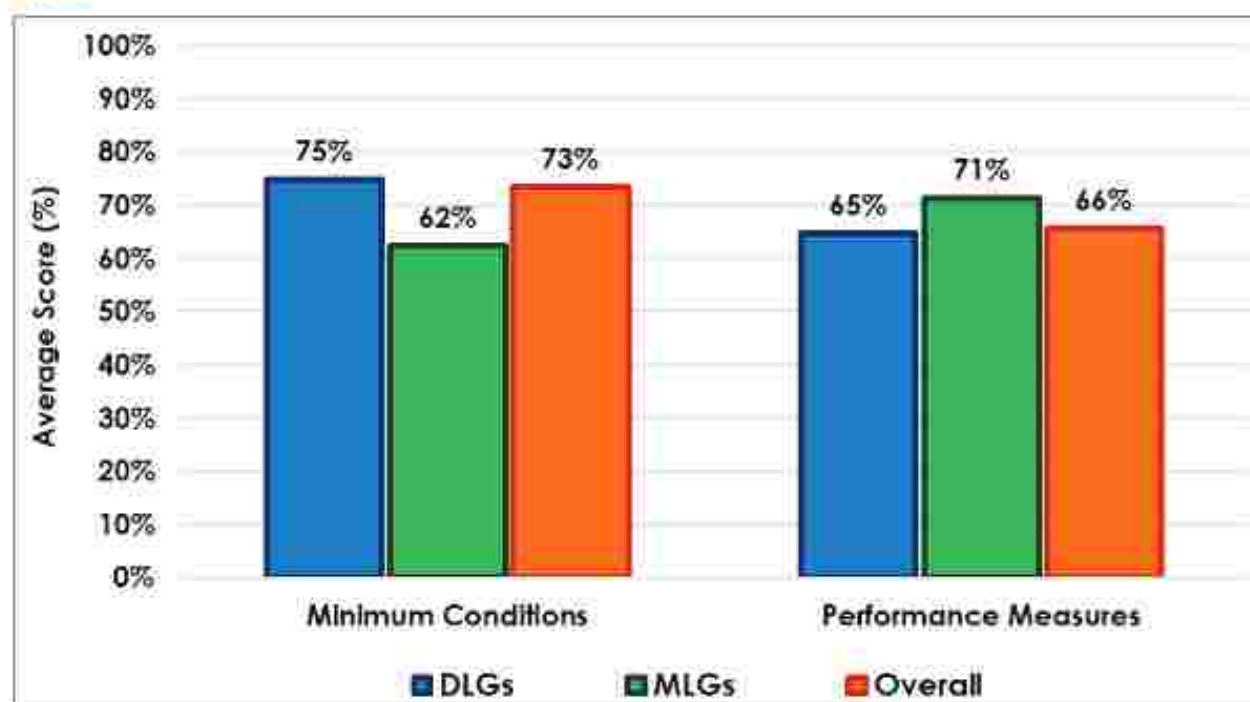
In addition, both DLGs and MLGs were assessed on Environment and Social requirements focusing on whether the LGs conducted Environmental, Social and Climate Change Screening and Environment Social Impact Assessments prior to commencement of all civil works for health projects.

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

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

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

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

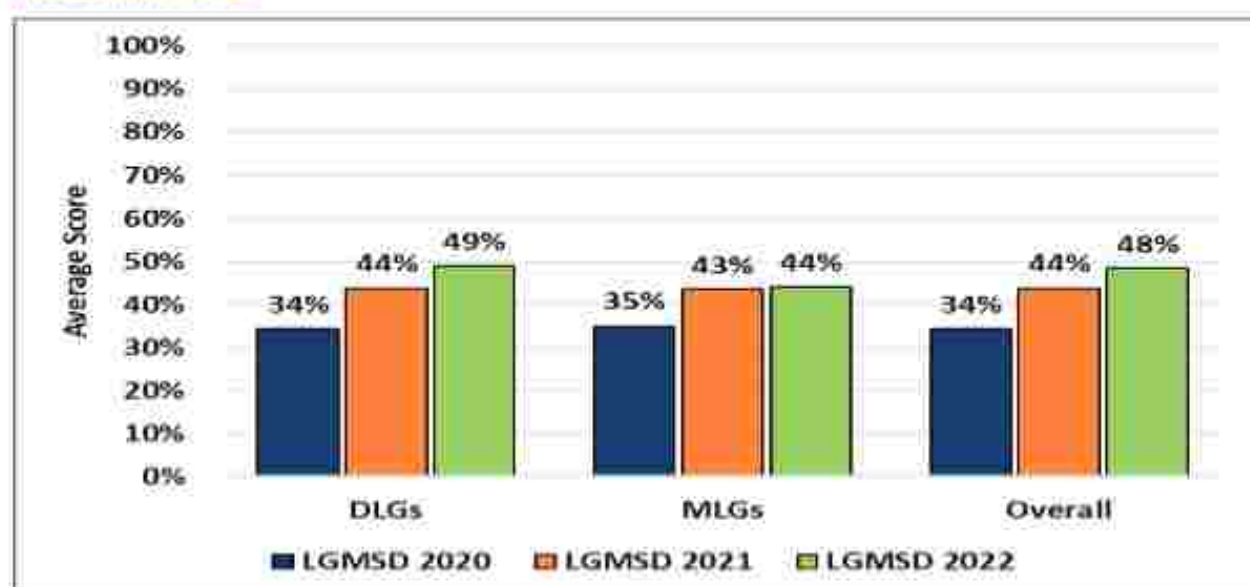


No. of LGs assessed = 154

The overall average score for LGs' compliance to MCs was 73% with DLGs scoring 75% and MLGs 62% an improvement from 69% in 2021. On the other hand, MLGs performed better than DLGs under PMs with a score of 71% against 65% with the overall score combined of 66%; an increase from 63% for PMs.

Figure 86 shows the combined average scores for Health MCs and PMs; disaggregated for MLGs and DLGs.

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

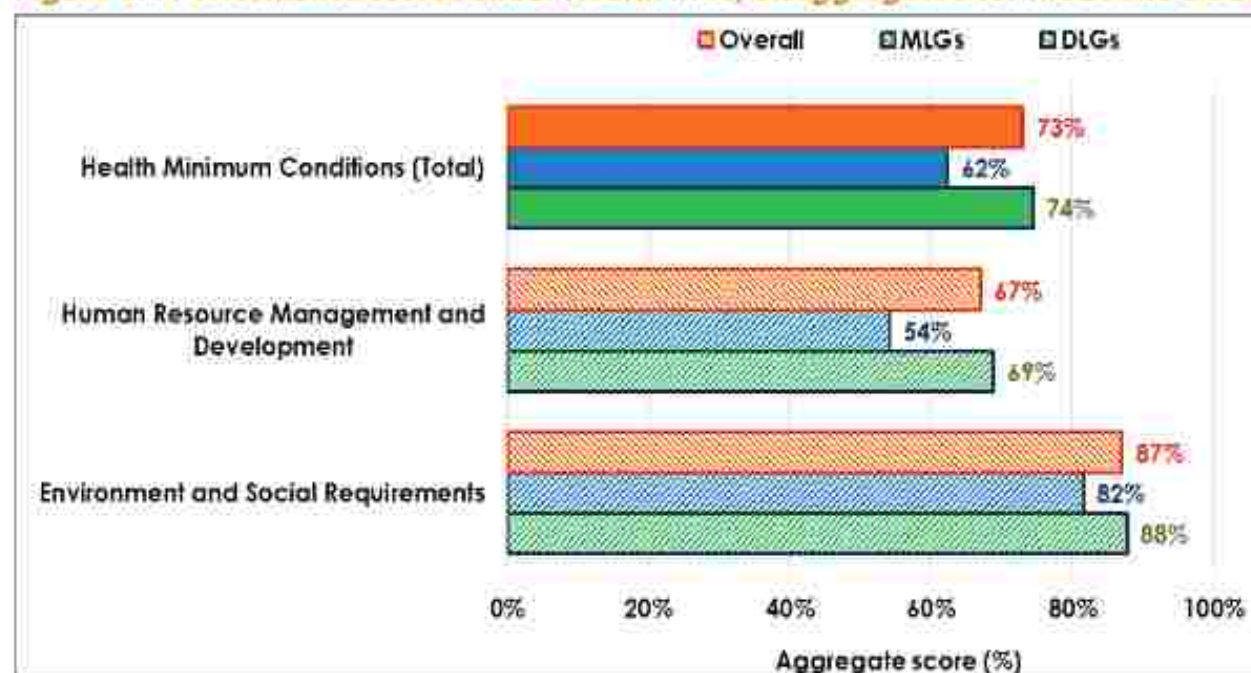


No. of LGs assessed = 154

Overall, there has been an improvement in performance for Health (combined scores) from 34% in 2020 to 44% in 2021 and then 48% in 2022. DLGs improved by 5 percentage points from 44% to 49% while MLGs improved slightly from 43% to 44% which was still below average.

Figure 87 shows the performance scores of LGs across two thematic areas of Health Minimum Conditions; disaggregated for MLGs and DLGs.

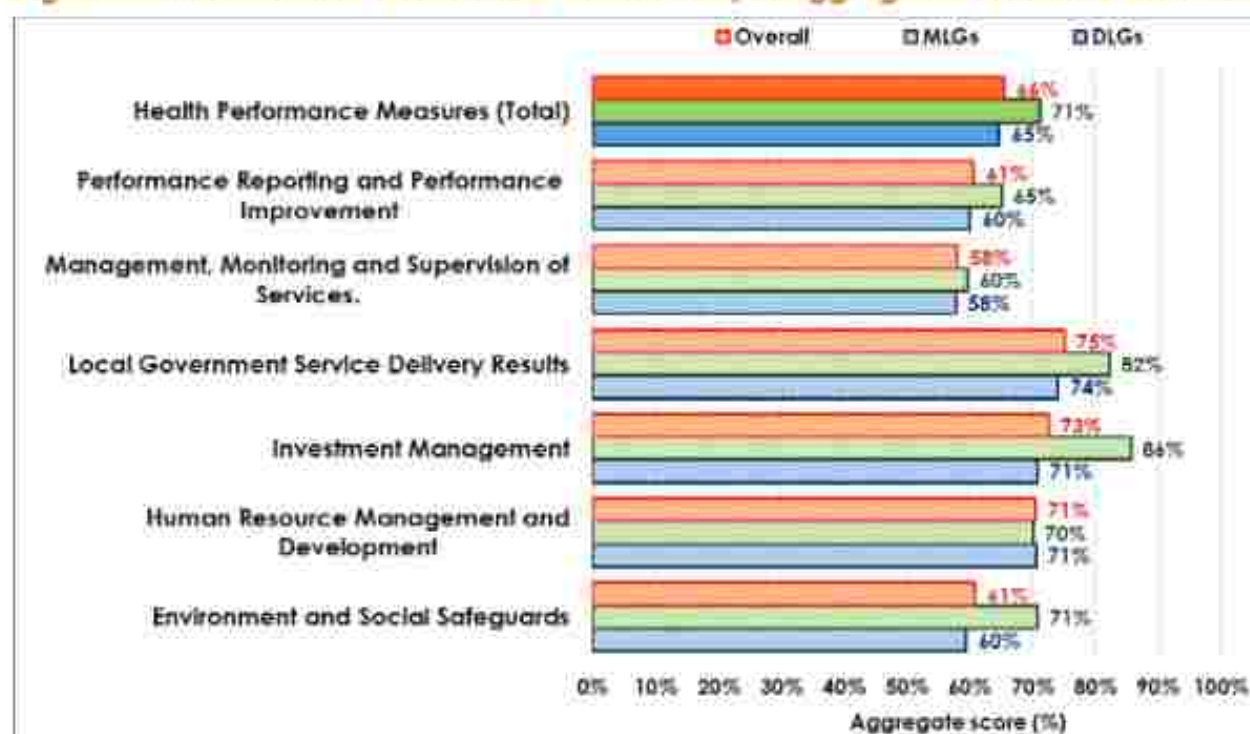
**Figure 87: Performance scores under Health MCs; disaggregated for MLGs and DLGs**



**No. of LGs assessed = 154**

The overall average score for LGs' compliance to MCs was 73% having improved from 69% in 2021 with DLGs scoring 74% and MLGs 62% respectively. LGs performed better in Environment and Social Requirements MCs at an average of 87% as compared to 67% for Human Resource Management and Development. Details of indicator performance will be presented later.

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

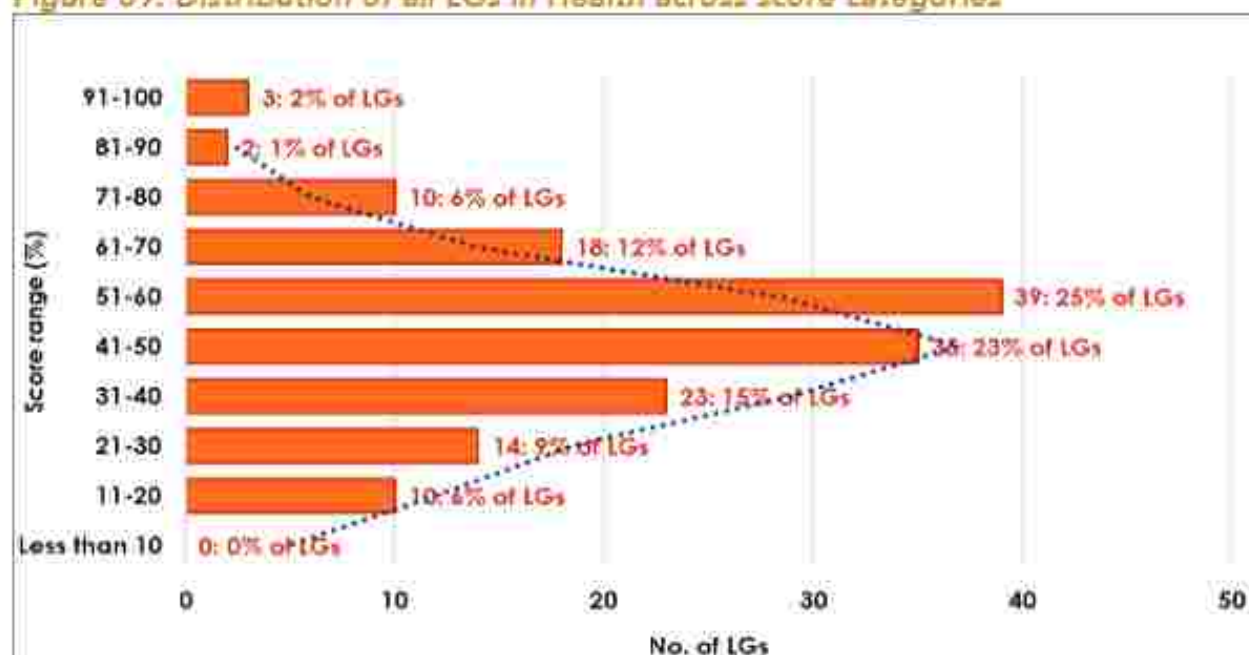
**Figure 88: Performance scores under Health PMs; disaggregated for MLGs and DLGs**

No. of LGs assessed = 154

The overall performance score for LGs' compliance to PMs was 66% an improvement from 63% in 2021 assessment. MLGs performed better than DLGs scoring 71% against 65%. LGs performed better in areas of; Local Government Service Delivery Results scoring 75% followed by Investment Management scoring 73% and Human Resource Management and Development 71%, while Management, Monitoring and Supervision of Services 58% and Performance Reporting and Improvement 61% were the least performed areas in 2022 assessment.

### 5.2.3 Distribution of LGs across average score categories – LGMSD 2022

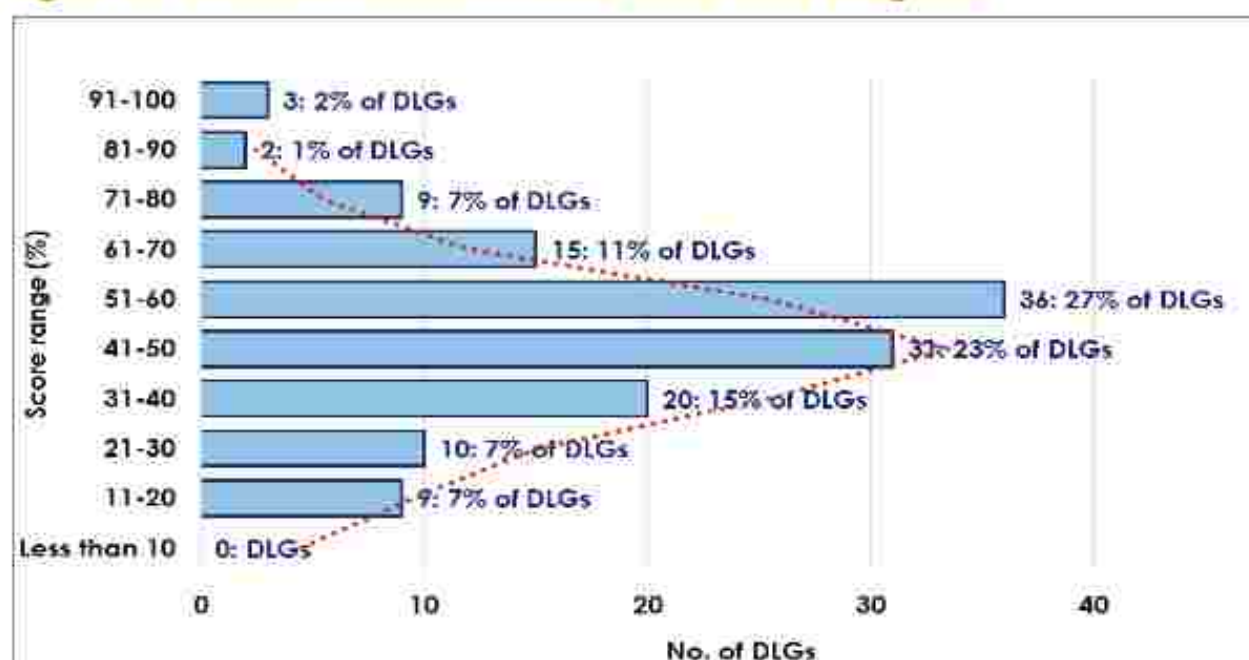
Figure 89 presents the distribution (by number and proportion) of LGs across the different composite score ranges for Health Performance Areas

**Figure 89: Distribution of all LGs in Health across score categories**

**No. of LGs assessed = 154**

The highest number of LGs (39) scored in the range of 51% - 60%, while 35 LGs (23%) scored between 41% - 50% and then 18 LGs (12%) scored between 61% and 70%. 24 LGs scored 30% and below.

Figure 90 presents the distribution (by number and proportion) of District LGs across the different score ranges in the Health Performance Areas.

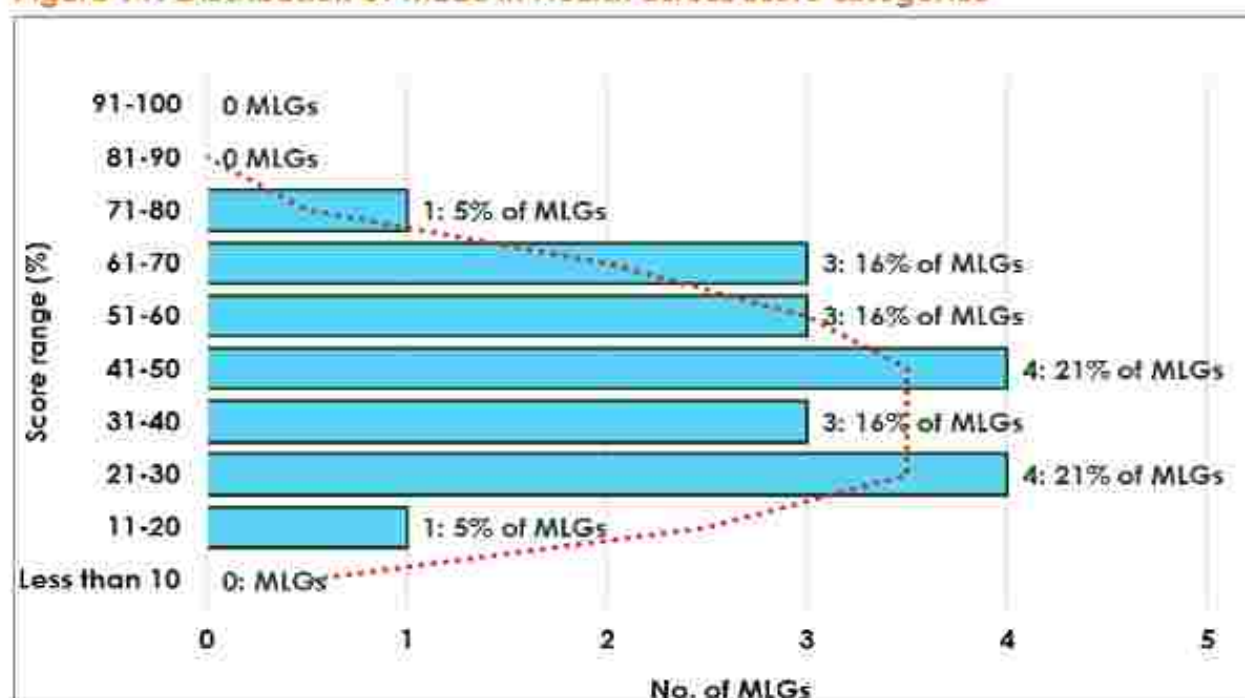
**Figure 90: Distribution of DLGs in Health across score categories**

**No. of LGs assessed = 135**

Overall, 27% (36) of the 135 DLGs assessed scored between 51% - 60%, while 31 DLGs (23%) scored in the range of 41% - 50%. A total of 19 DLGs scored below 50% of the maximum score.

Figure 91 presents the distribution (by number and proportion) of MLGs across the different score ranges in the health performance measures.

**Figure 91: Distribution of MLGs in Health across score categories**



No. of LGs assessed = 19

Overall, 21% (4) of the 19 MLGs assessed scored between the ranges of 21% - 30% and 41% - 50% respectively. None of the MLGs scored above 80%. Majority of the MLGs (12) scored below 50%.

#### 5.2.4 Ranking of LGs Performance in Health Performance Areas

Tables 20 and 21 present average scores for the ten (10) highest and lowest scoring LGs on Health performance respectively during the 2022 LGMSD.

**Table 20: Ten (10) Overall Highest Scoring LGs on Health Performance Areas (Minimum conditions and Performance Measures combined)**

Rank 2022	Score 2022	Vote	Rank 2021	Score 2021	Rank 2020	Score 2020
1	95%	Isingiro District	3	79%	1	91%
2	92%	Kiruhura District	78	44%	18	57%
3	91%	Ibanda District	2	80%	3	82%
4	90%	Kamwenge District	1	86%	5	72%
5	83%	Kibuku District	14	66%	15	59%
6	79%	Maracha District	23	59%	84	30%
7	78%	Mbarara District	21	60%	12	65%
7	78%	Rubanda District	7	72%	3	82%
9	76%	Namayingo District	32	55%	103	24%
10	75%	Rukiga District	128	26%	114	21%

No. of LGs Assessed = 154

Isingiro DLG got the highest score of 95% followed by Kiruhura DLG (92%), Ibanda DLG (91%), Kamwenge district (90%), Kibuku district (83%), Maracha district (79%), Mbarara and Rubanda districts each scoring 78%. The comparison for the last 3 years' assessments shows significant mobility with Kiruhura DLG improving from 44% (ranked 78) in 2021 to 92% (ranked 2) in 2022 and Rukiga district improving from 26% to 75% over the same period.

**Table 21: Ten (10) Overall Lowest Scoring LGs on Health Assessment Areas (Minimum conditions and Performance Measures)**

Rank 2022	Score 2022	Vote	Rank 2021	Score 2021	Rank 2020	Score 2020
145	20%	Kyotera District	128	26%	40	44%
146	19%	Bukwo District	152	16%	88	29%
147	18%	Ntoroko District	153	9%	150	5%
148	17%	Pader District	93	39%	149	7%
149	16%	Kalaki District	99	38%	121	19%
150	15%	Kapelebyong District	126	28%	70	33%
151	13%	Lamwo District	93	39%	134	13%
151	13%	Bulambuli District	105	37%	55	40%
153	11%	Nebbi Municipal Council	68	46%	49	42%
153	11%	Bugweri District	61	48%	134	13%

**No. of LGs Assessed = 154**

On the other hand, both Bugweri district and Nebbi Municipal Council scored the lowest at 11%, closely followed by Bulambuli and Lamwo districts (13%), Kapelebyong 15%, Kalaki 16% and Pader 17%. The lowest LGs performed poorly mainly due to poor performance in meeting the minimum conditions related to staffing and environment and social requirements.

### 5.2.5 Best and Worst scoring indicators for Health Assessment Areas

Tables 22 and 23 present a summary of the top 10 and bottom 10 performing indicators for both health minimum conditions and health performance measures in the 2022 LGMSD assessment.



**Table 22: Overview of the top 10 scoring indicators for Health MCs and PMs - 2022**

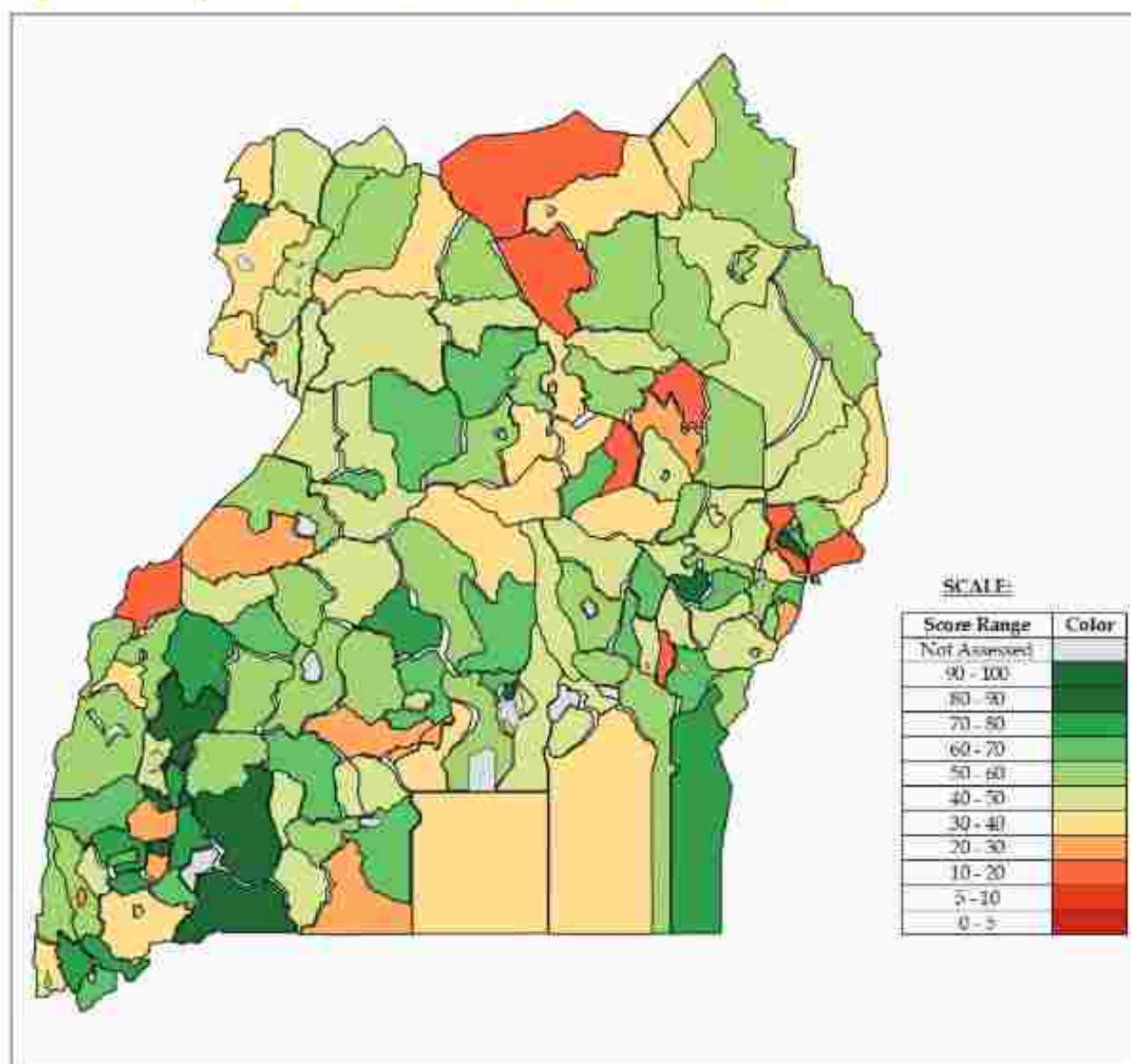
Rank 2022	Performance Indicator	Score 2022
1	Health infrastructure projects followed standard technical designs by Ministry of Health	95%
2	Health staff working in facilities of their deployment	94%
3	Health infrastructure projects meeting approved MoH designs	94%
4	Health contract price being within +/-20 of Engineers' estimates	94%
5	Complete Health project procurement Files	94%
6	Health projects above threshold cleared by Solicitor General	94%
7	Recruiting and filling the position of Biostatistician	93%
8	Health development grant spend on eligible activities	92%
9	Accuracy of information on upgraded & constructed health facilities	92%
10	District Health Teams held health promotion activities	92%

**Table 23: Overview of the bottom 10 scoring indicators for Health MCs and PMs - 2022**

Rank 2022	Performance Indicator	Score 2022
66	Recruitment of staff for all Health Centre IIIs and Health Centre IVs as per staffing structure	48%
67	Timely submission of health sector Budget Performance reports	48%
68	Timely submission of Result Based Financing Invoices to the District Health Officer	43%
69	Corrective actions taken based on health facility worker appraisal reports	42%
70	Health facility compliance with MoH budgeting and reporting guidelines	38%
71	Recruitment of a Health Educator by the Municipal Local Governments	37%
72	Timely submission of Result Based Financing Invoices to Ministry of Health	36%
73	Health facility transfers being publicized timely	25%
74	Timely submission of warrants for health facility transfers	18%
75	Timely invoicing & communication of health facility transfers	15%

### 5.2.6 Analysis of Health Performance scores across the country

Figure 92 depicts the distribution of performance scores for all the LGs across the country for Health measures.

**Figure 92: Map of Health Performance Scores across LGs**

**No. of LGs assessed = 154**

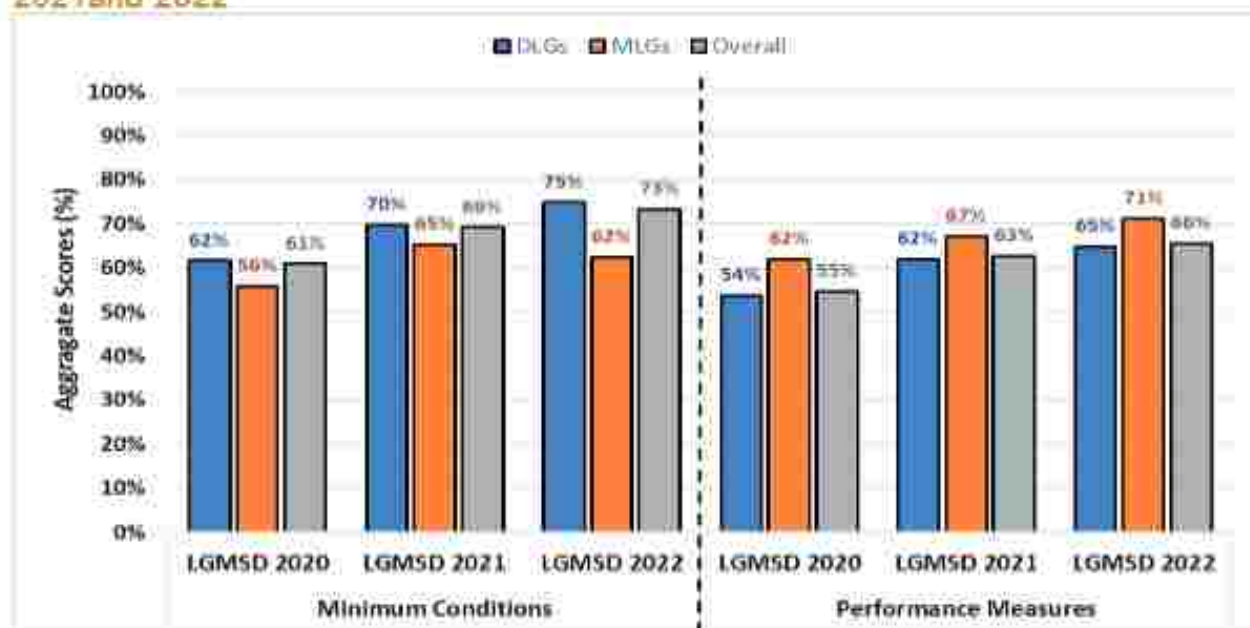
The 2022 performance was generally modest across the country for health measures, though lowest scores dominated the Northern and Eastern regions with few exemptions. On the other hand, the higher scores (above 60%) were evenly spread across the Western and Central LGs.

### 5.3 Performance Trends in Health Performance Area

#### 5.3.1 Comparing performance between LGMSD 2020, 2021 and 2022 Assessments

Figure 93 shows the trends in performance overall for health minimum conditions and performance measures for the last 3 LGMSD assessments.

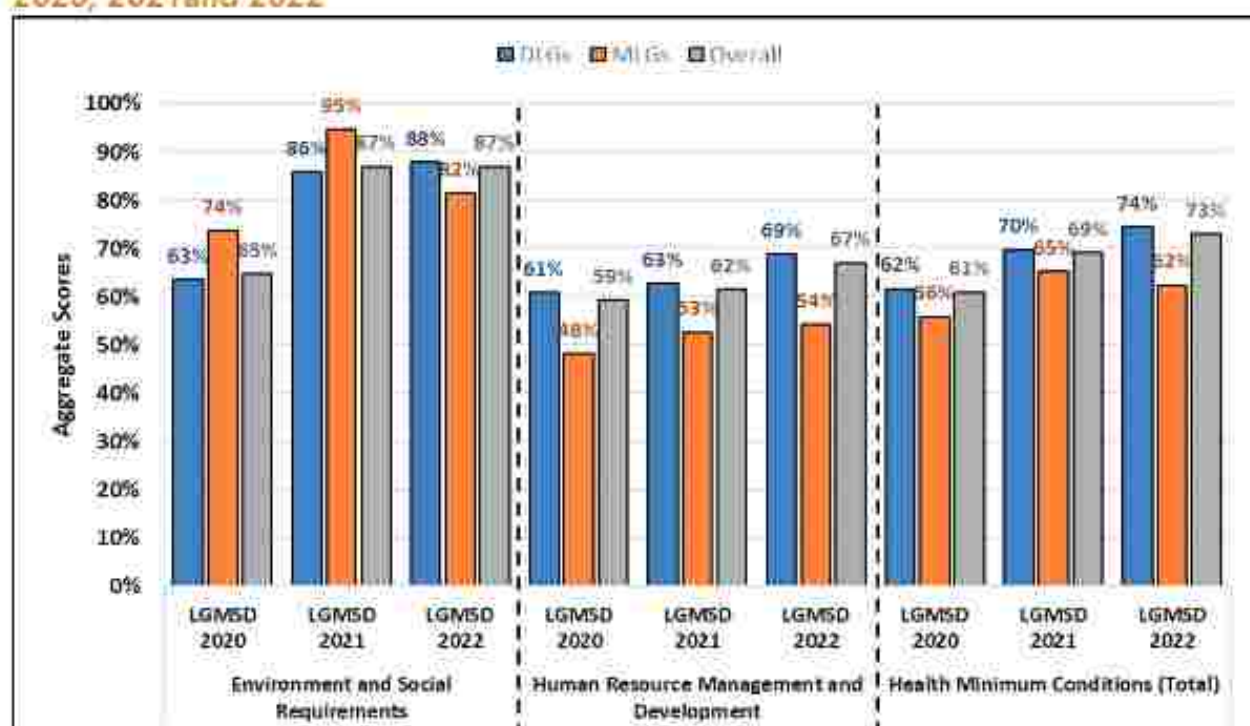
**Figure 93: Comparing the Health Performance Scores between LGMSD 2020, 2021 and 2022**



No. of LGs Assessed = 154

There was an improvement in performance in LGMSD 2022 compared to the previous two assessments for both Minimum Conditions and Performance Measures. Performance in MCs improved from 61% in 2020 to 69% in 2021 and to 73% for 2022 while PMs improved from 55% to 63% and further to 66% over the same period. DLGs performed slightly better than MLGs under MCs while the reverse was true for PMs across the 3 assessments. Figure 94 shows the trends in performance overall for health minimum conditions for two thematic areas for 2020, 2021 and 2022 LGMSD assessments.

**Figure 94: Performance in thematic areas under Health minimum conditions - LGMSD 2020, 2021 and 2022**

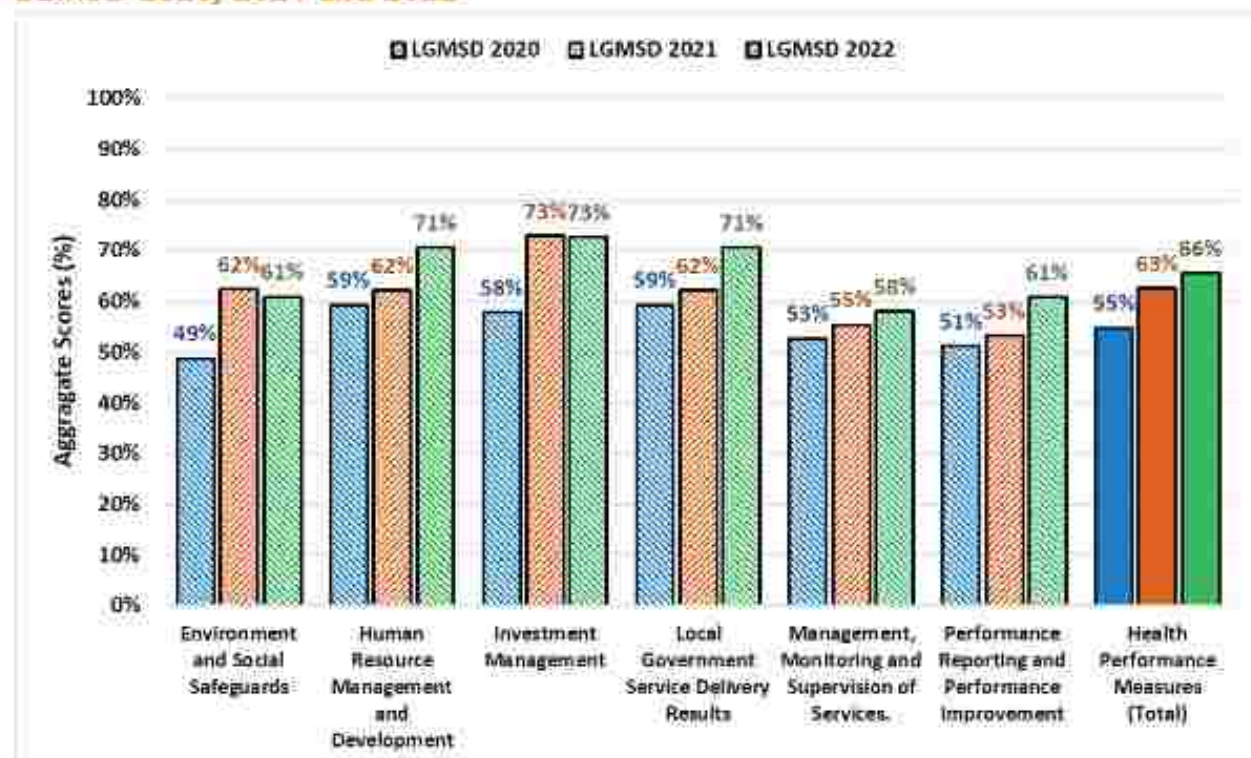


No. of LGs Assessed = 154

Just like 2021 assessment, LGs scored 87% under Environment and Social Requirements MC while there was improved performance under Human Resource Management and Development from 62% in 2021 to 67% in 2022. The above performance led to overall improvement in performance of MCs under Health from 61% in 2020 to 69% in 2021 and then 73% in 2022.

Figure 95 shows the trends in performance overall for health performance measures for six thematic areas for 2020, 2021 and 2022 LGMSD assessments.

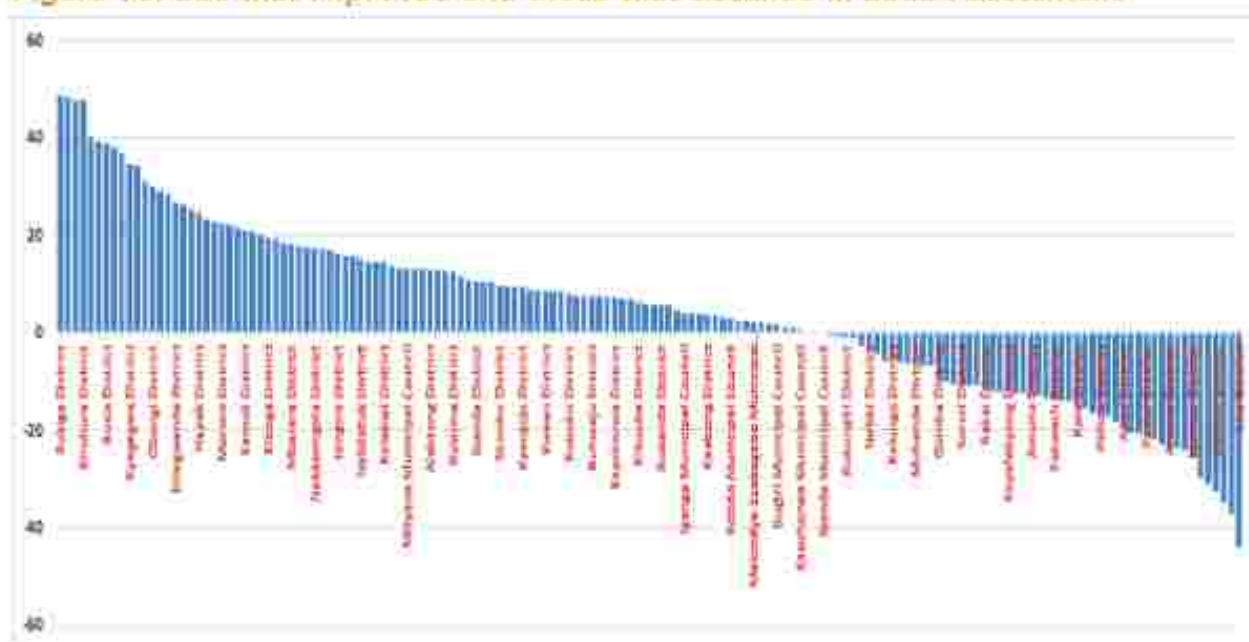
**Figure 95: Overall performance for health performance measures thematic areas - LGMSD 2020, 2021 and 2022**



**No. of LGs assessed = 154**

There was a slight improvement in performance of LGs under PMs for health from 55% in 2020 to 63% in 2021 and 66% in 2022. Investment Management 73%, Local Government Service Delivery 71% and HRM&D (71%) were the best performed measures as compared to Management Monitoring and Supervision of Services 58%, Environment and Social Safeguards 61% as well as Performance Reporting and Performance Improvement 61%.

Figure 96 shows LGs that improved and those that declined between 2021 and 2022 LGMSD assessments.

**Figure 96: LGs that improved and those that declined in 2022 Assessment**

**No. of LGs Assessed = 154**

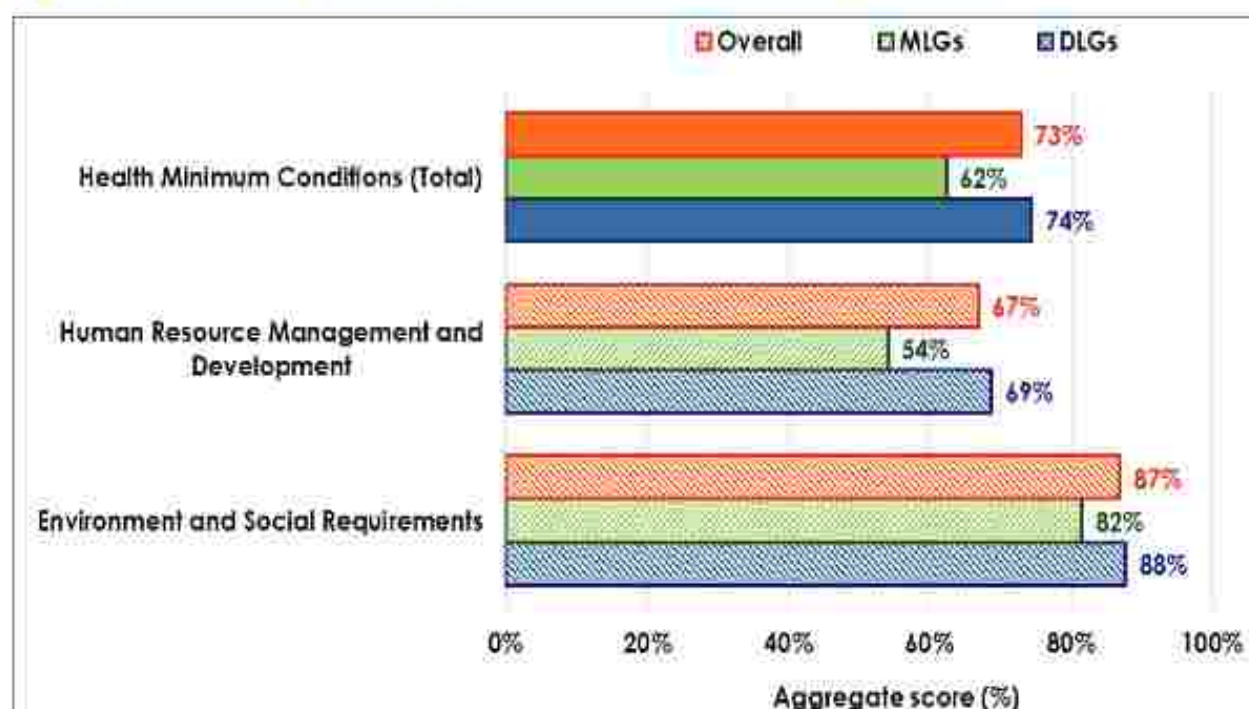
From the figure above, there were more LGs that improved than those that declined over the two assessments (2021 and 2022). Rukiga and Kiruhura districts are among those that improved most by more than 40%; while Lira and Dokolo districts are among those that declined most.

## 5.4 Results on Health Minimum Conditions

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

### 5.4.1 Performance of Health Minimum Conditions 2022

Figure 97 shows the performance of LGs in Minimum Conditions for the LGMSD 2022 assessment.

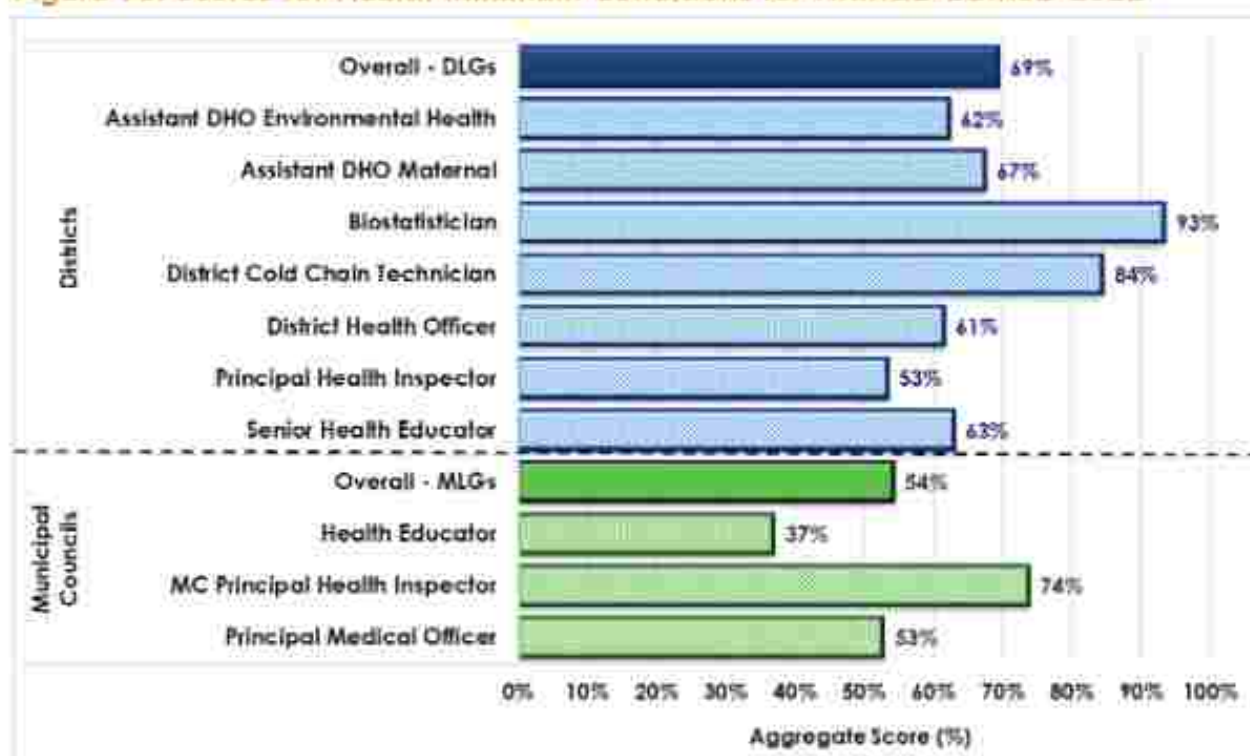
**Figure 97: Scores for Health Minimum Conditions for LGMSD 2022**

No. of LGs assessed = 154

LGs performed better in Environment and Social Requirements scoring 87% as compared to Human Resource Management and Development scoring 67%. DLGs performed better than MLGs in both instances. Details of each of the areas above are presented below.

#### 5.4.2 Human Resource Management and Development – Health

Figure 98 shows the performance of LGs in Minimum Conditions for the area of Human Resource Management and Development. The assessment focused on whether LGs substantively recruited for all critical staff under Health.

**Figure 98: Scores for Health Minimum Conditions for HRM&D LGMSD 2022**

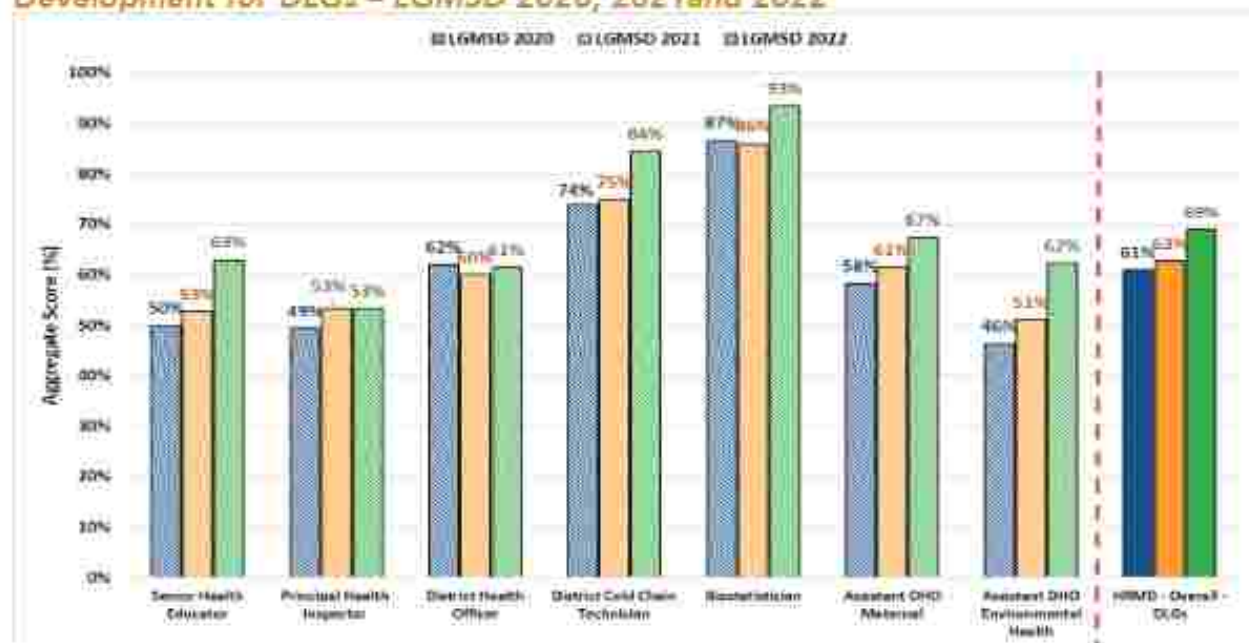
**No. of DLGs assessed = 154**

The district LGs performed better in HRM&D aspects scoring 69% overall against 54% for MLGs. The best performed indicators for DLGs are recruitment of a Biostatistician performing at 93%, District Cold Chain Technician at 84% and Assistant DHO Maternal scoring 67%. Recruitment of the Principal Health Inspector 53%, District Health Officer 61%, Assistant DHO Environment Health 62% and Senior Health Educator 63% were the least performed indicators for DLGs.

For MLGs, they performed better in recruitment of Principal Health Inspector scoring 74% followed by Principal Medical Officer 53% and the worst performed was recruitment of a Health Educator at 37% score.

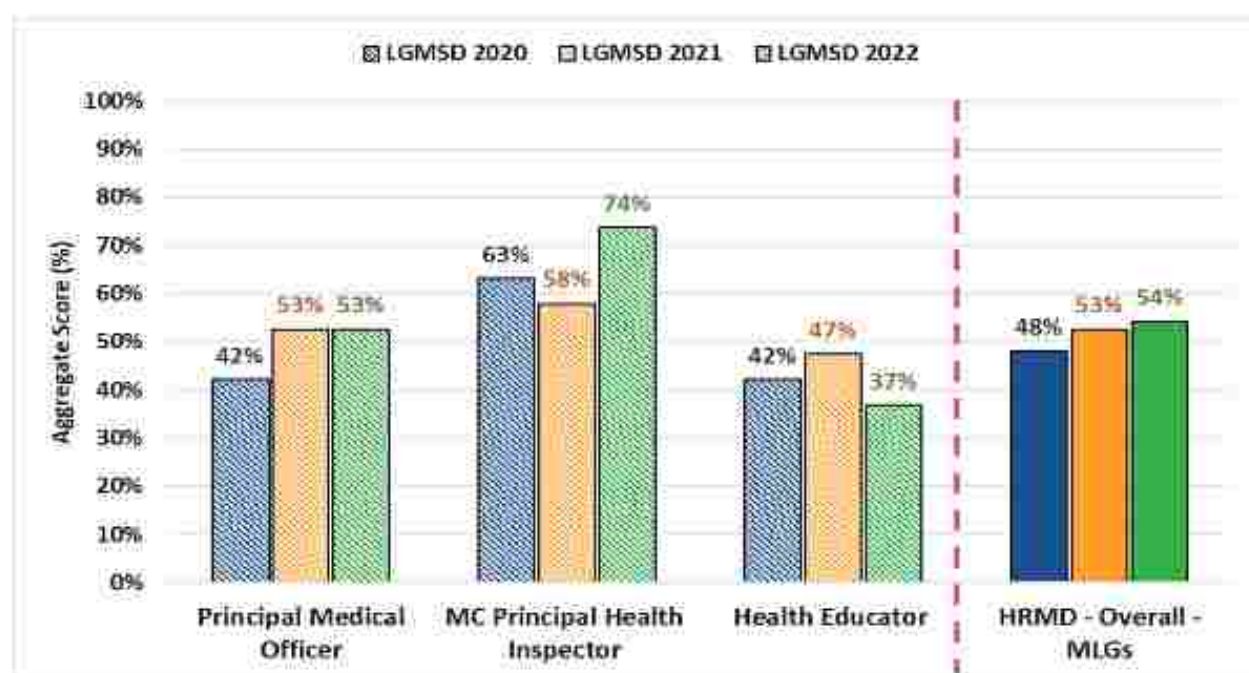
Figures 99 and 100 show the comparison performance of DLGs and MLGs in Minimum Conditions for the area of Human Resource Management and Development.

**Figure 99: Comparison performance for Human Resource Management and Development for DLGs – LGMSD 2020, 2021 and 2022**



No. of LGs Assessed = 154

**Figure 100: Comparison performance for Human Resource Management and Development for MLGs – LGMSD 2020, 2021 and 2022**



No. of LGs Assessed = 154

There was a slight improvement in recruitment of staff for Health across the critical positions in districts except Principal Health Inspector that remained at 53%. MLGs on the hand registered increased recruitment only in the area of MC Principal Health Inspector from 58% to 74% while it remained static for Principal Medical Officer at 53% and reduced for Health Educator to 37%.



**DLGs without Substantive District Health Officers:**

Alebtong, Amolatar, Amudat, Amuria, Apac, Arua, Buhweju, Bukedea, Bukomansimbi, Bulambuli, Bunyangabu, Butebo, Buvuma, Gulu, Hoima, Kabale, Kabarole, Kaberamaido, Kagadi, Kakumiro, Kalaki, Kamuli, Kahungu, Kapelebyong, Karenga, Katakwi, Kazo, Kiboga, Kikuube, Kitagwenda, Kitgum, Koboko, Kumi, Kwania, Kyegegwa, Lamwo, Luwero, Madi-Okollo, Manafwa, Masindi, Mayuge, Moroto, Nabilatuk, Nakaseke, Namisindwa, Napak, Nebbi, Ntungamo, Obongi, Pader, Rukiga, Sironko, Terego and Zombo Districts

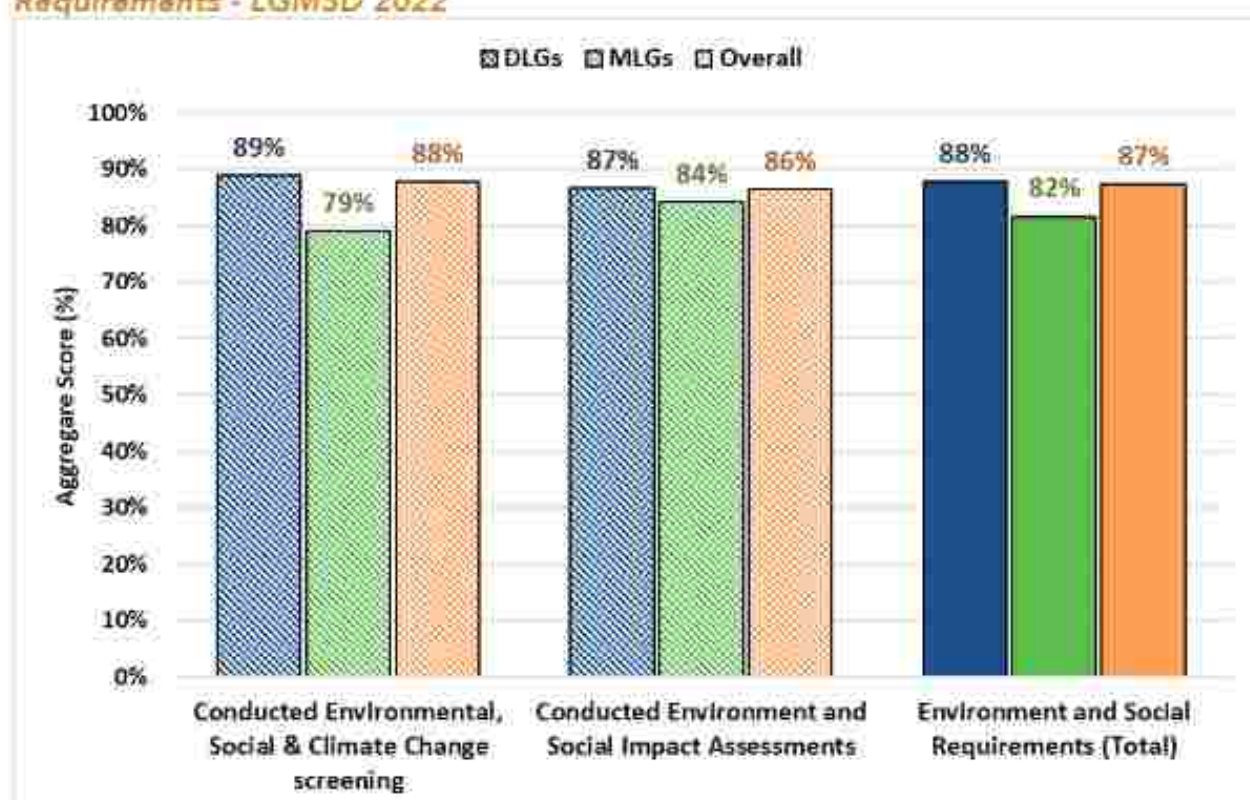
**MLGs without Substantive Principal Medical Officers:**

Iganga, Koboko, Kotido, Kumi, Makindye-Ssabagabo, Masindi, Nebbi, Njeru and Sheema Municipal LGs

**5.4.2 Environment and Social Requirements – Health**

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

**Figure 101: Scores for Health Minimum Conditions for Environment and Social Requirements - LGMSD 2022**



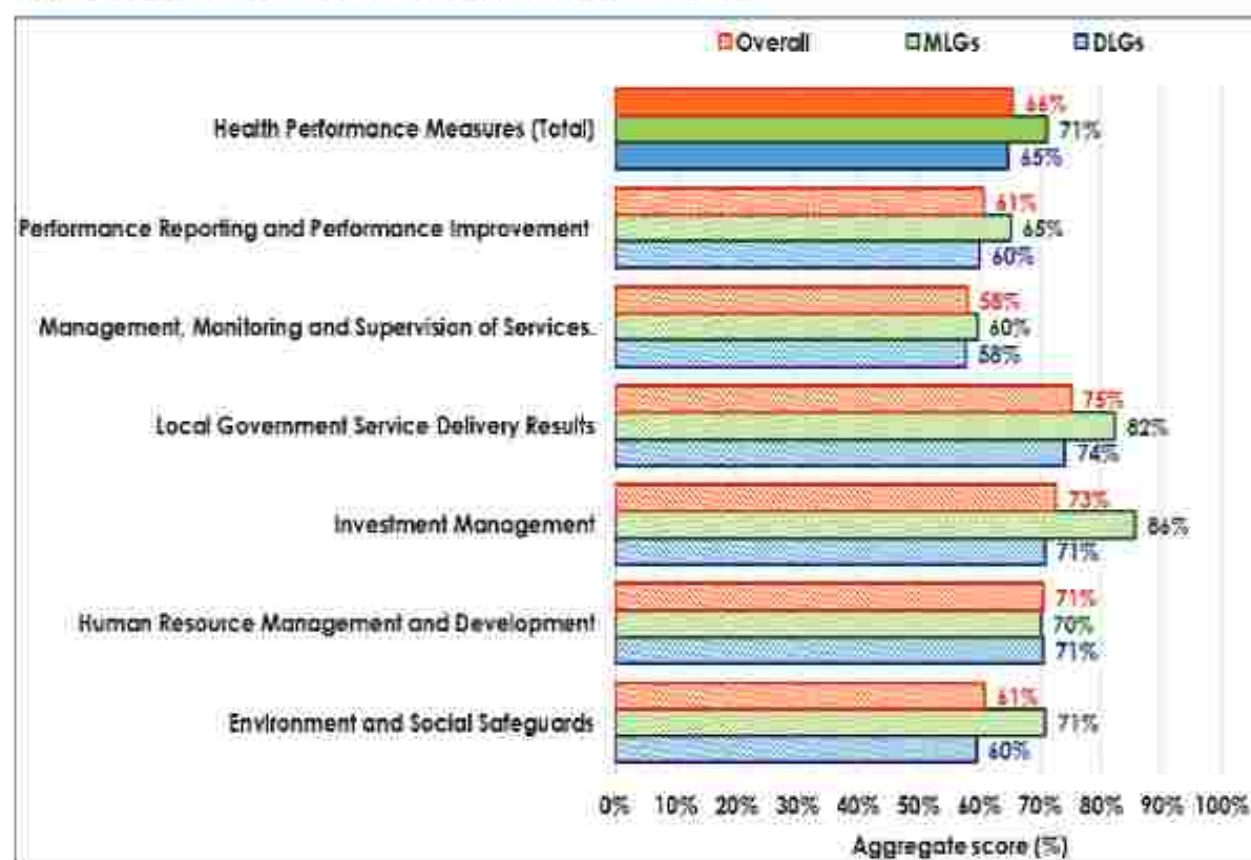
No. of LGs assessed = 154

LGs performed well in both conducting ESCC and ESIA for Health projects scoring 87% overall and 88% for ESCC and 86% for ESIA respectively. DLGs performed slightly better than MLGs across.

## 5.5 Results on Health Performance Measures

This section presents the details on the assessment results for each of the areas for Performance Measures under Health which include; Local Government Service Delivery Results, Performance Reporting and Performance Improvement, Human Resource Management and Development, Management, Monitoring and Supervision of Services, Investment Management and Environment and Social Safeguards. Figure 102 shows the performance of LGs in PMs above.

Figure 102: Scores for Health PMs - LGMSD 2022



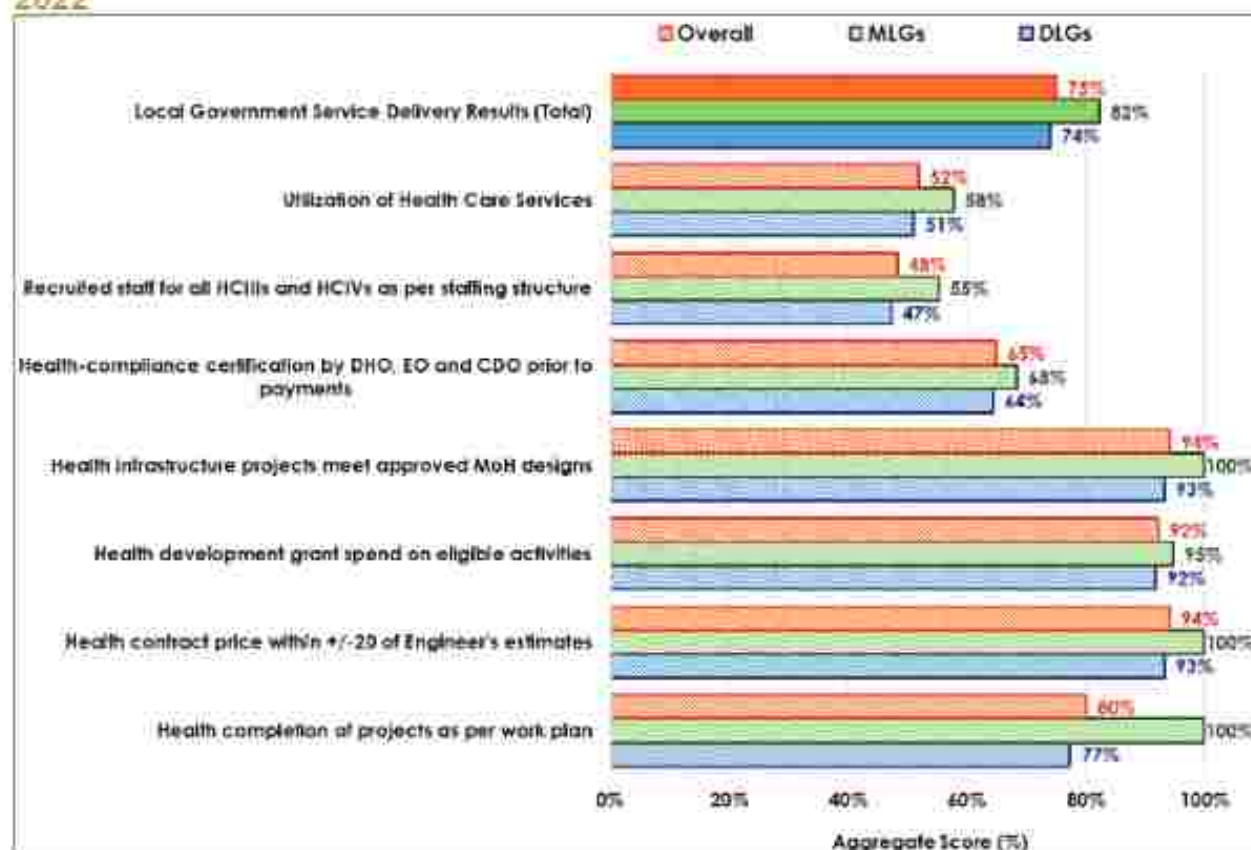
No. of LGs assessed = 154

Overall, LGs scored 66% in Health PMs with Local Government Service Delivery being the best performed at 75%; followed by Investment Management at 73% and HRM&D at 71%, Environment and Social Safeguards and Performance Reporting and Performance Improvement each scoring 61% respectively, Management Monitoring and Supervision of Services was the least performed at 58%. Details of the individual PM performance are highlighted below.

### 5.5.1 Local Government Service Delivery Results

Figure 103 shows the performance of LGs in PMs for the area of Local Government Service Delivery. This area covered indicators related to service delivery like access to health care services (deliveries), staffing of health facilities, timely completion and functionality of projects among others.

**Figure 103: Scores for Health PMs for Local Government Service Delivery - LGMSD 2022**



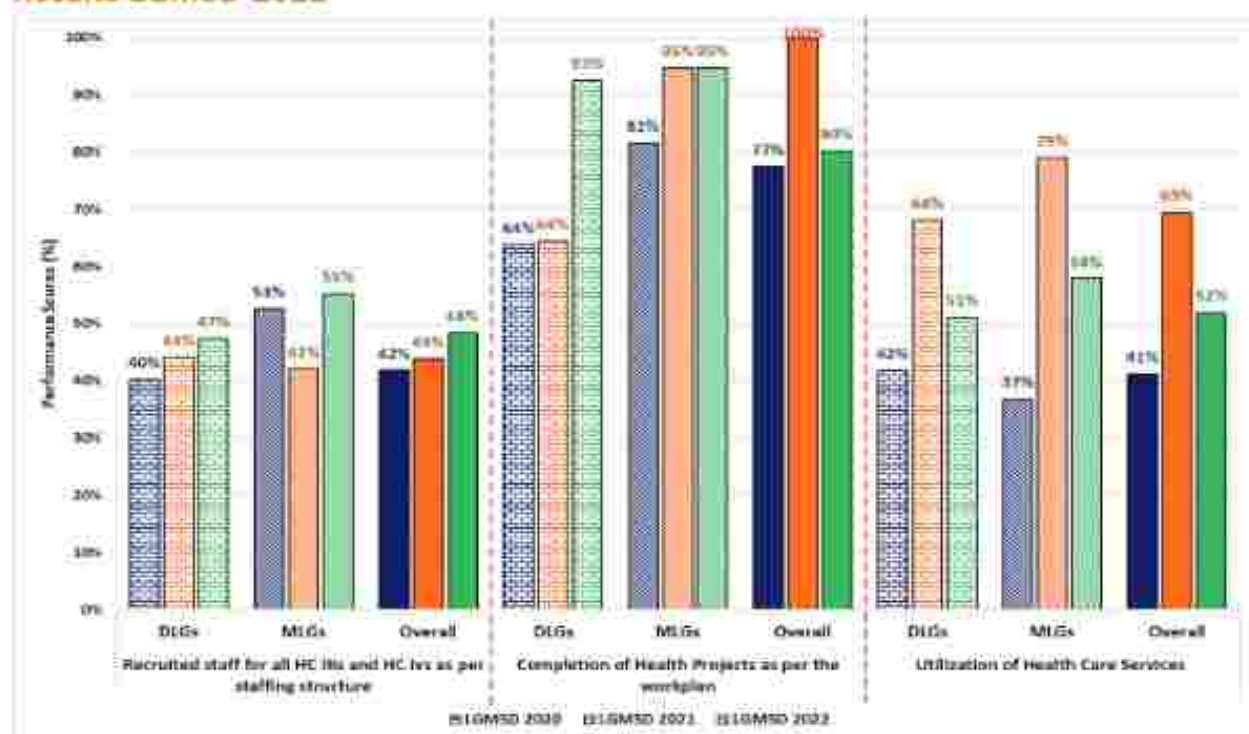
**No. of LGs assessed = 154**

MLGs performed better than DLGs in all the indicators under LG Service Delivery Results performance measure. Overall, the best performed indicators were health infrastructure projects meeting approved Ministry of Health designs and contract prices being within the Engineer's estimates each scoring 94%, health development grant being spent on eligible activities (92%) and completion of health projects as per the annual work plan scoring 80%.

On the other hand, LGs performed poorly on recruitment of staff for HC IIIs and HC IVs as per the staff structure scoring only 48% with MLGs scoring 55% and 47% for DLGs. In terms of access to and utilization of Health Care Services, LGs' overall score was 52% with MLGs achieving 58% against 51% for DLGs while compliance certification of projects by DHO, Environment Officer and Community Development Officer prior to payments scored 65%.

Figure 104 below shows the trend of some selected indicators under Local Government Service delivery:

**Figure 104: Trend for selected Indicators under Local Government Service Delivery Results-LGMSD 2022**



**No. of LGs Assessed = 154**

LGs have registered a slight improvement in recruitment of staff for all HC III and IVs from 44% to 48% and completion of health projects as per the annual workplan from 66% to 68% (Check the bars in the graph esp 2021 overall) Increase in utilization of health care services (by 20% or more) dropped from 69% to 52% between 2021 and 2022. Details are presented below.

**LGs without Staff for all HC IIIs and HC IVs as per Staffing Structure for FY 2021/22:**

Kanungu, Kibaale, Rukungiri, Buliisa, Kyegegwa, Kiryandongo, Buhweju, Bushenyi-Ishaka Municipal Council, Rukungiri Municipal Council, Kagadi, Kakumiro, Kikuube, Kitagwienda, Kiboga, Masaka, Mukono, Sembabule, Buikwe, Buvuma, Gomba, Lwengo, Butambala, Kira Municipal Council, Mityana Municipal Council, Kasanda, Moroto, Kaabong, Koboko, Abim, Dokolo, Amudat, Lamwo, Alebtong, Napak, Kole, Agago, Nabilatuk, Karenga, Terego, Bugiri, Busia, Kaberamaido, Kapchorwa, Butaleja, Bukwo, Budaka, Kapchorwa Municipal Council, Butebo and Kapelebyong.

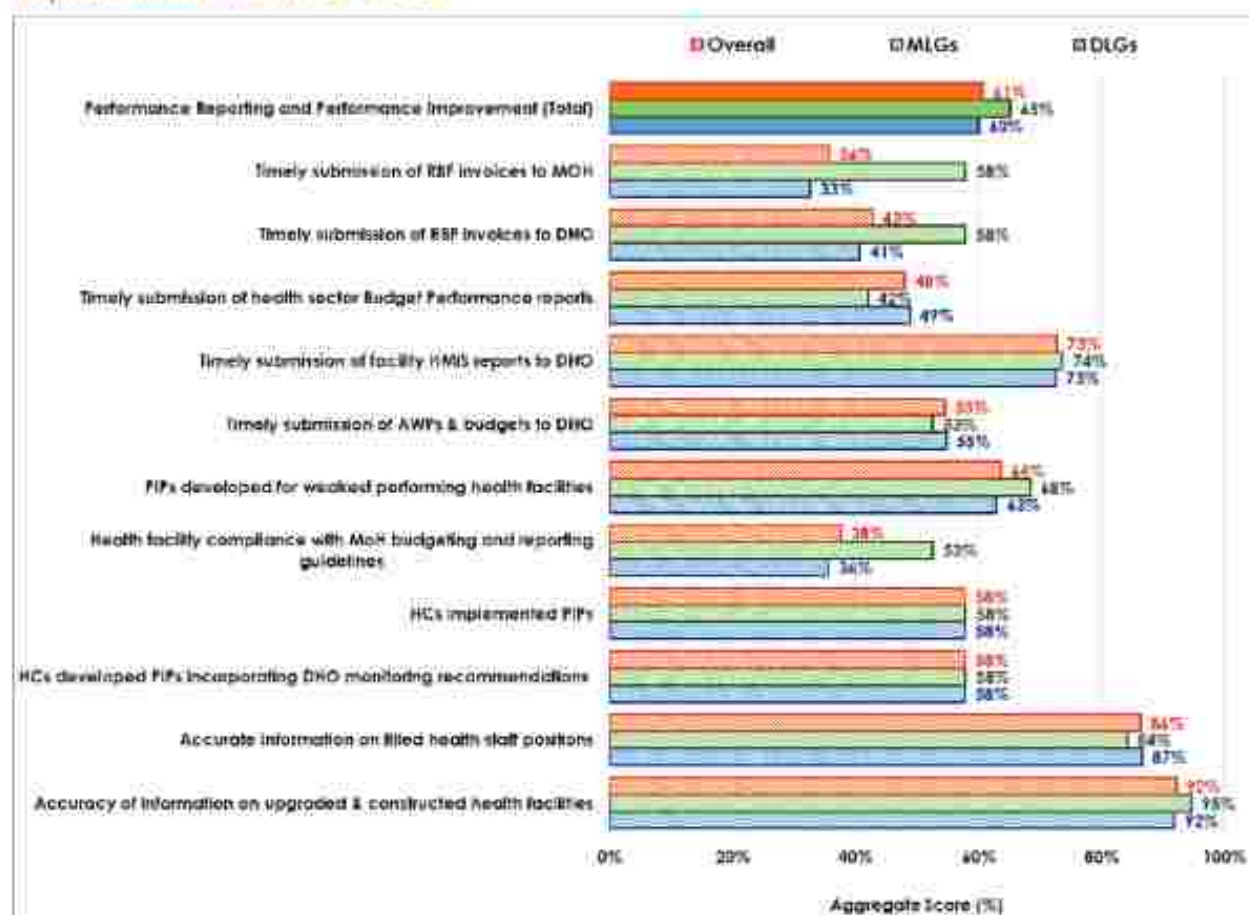
**LGs that Registered Low Utilization of Health Care Services (Deliveries) for FY 2021/22:**

Holma, Kanungu, Kisoro, Masindi, Ntungamo, Rukungiri, Ibanda, Kiryandongo, Masindi Municipal Council, Kakumiro, Rubanda, Sheema Municipal Council, Rukiga, Kikuube, Kazo, Kafangala, Kayunga, Masaka, Mpigi, Mukono, Nakasongola, Sembabule, Wakiso, Lyantonde, Buvuma, Gomba, Lwengo, Makindye-Ssabagabo Municipal Council, Kira Municipal Council, Mityana Municipal Council, Njeru Municipal Council, Adjumani, Arua, Kitgum, Moroto, Moyo, Nakapiripirit, Nebbi, Pader, Yumbe, Koboko, Amolatar, Oyam, Dokolo, Lamwo, Otuke, Zombo, Alebtong, Napak, Agago, Kotido Municipal Council, Pakwach, Obongi, Madi-Okollo, Karenga, Terego, Busia, Iganga, Jinja, Kamuli, Mayuge, Mbale, Pallisa, Sironko, Butaleja, Bukwo, Budaka, Bukedea, Buyende, Kibuku, Iganga Municipal Council, Butebo, Bugweri and Kapelebyong.

**5.5.2 Performance Reporting and Performance Improvement**

Figure 105 shows the performance of LGs in PMs for the area of Performance Reporting and Performance Improvement. This area covered indicators related to timely submission of documents to DHO and MoH, development and implementation of Performance Improvement Plans for health centres, compliance to MoH budgeting and reporting guidelines and accuracy of information on filled health staff positions and constructed health facilities.

**Figure 105: Scores for Health PMs for Performance Reporting and Performance Improvement - LGMSD 2022**

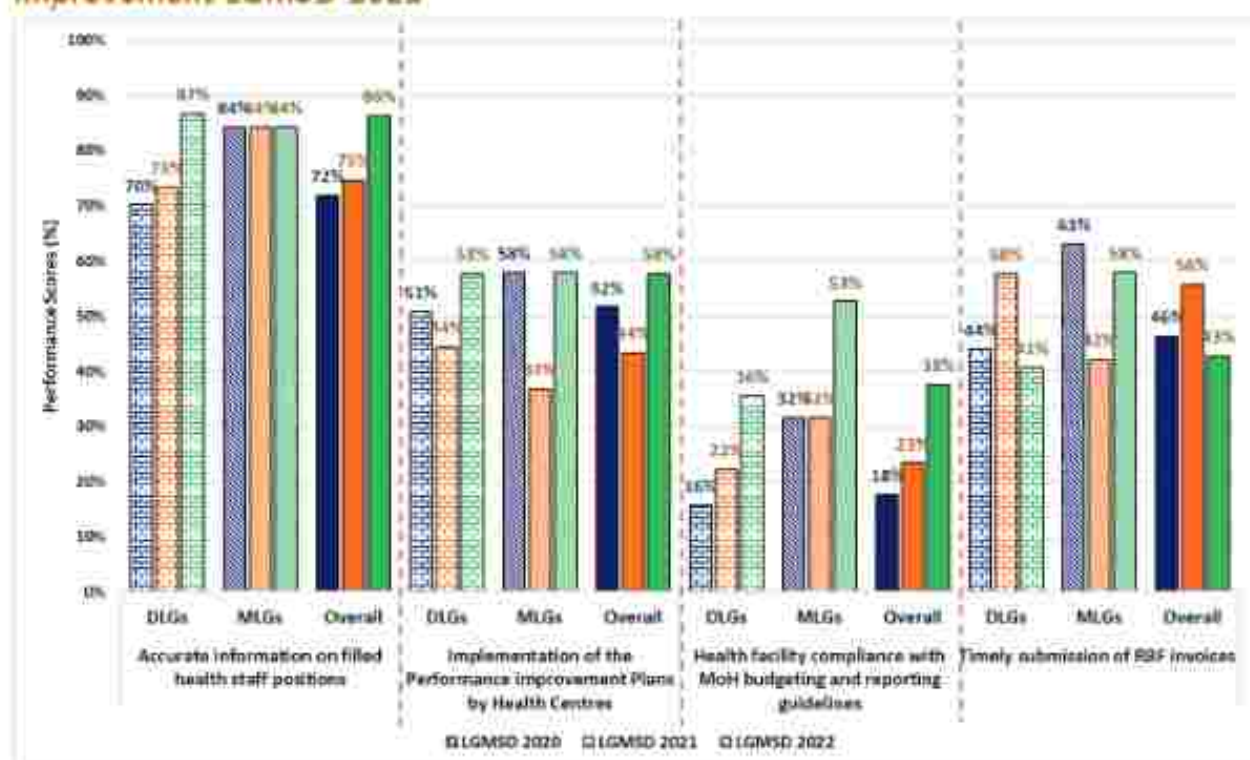


No. of LGs assessed = 154

The overall performance for indicators under Performance Reporting and Improvement was 61% in 2022 assessment with DLGs scoring 60% and MLGs 65%. The best performed areas were accuracy of information for upgraded and constructed health facilities (92%), information on filled health staff positions (86%) and timely submission of facility HMIS reports to District Health Officers that improved from 54% in 2021 to 73% in 2022 for all LGs.

The LGs have consistently performed poorly in timely submission of RBF invoices to Ministry of Health scoring 36%, health facility compliance to MoH budgeting and reporting guidelines scoring 38%, timely submission of RBF invoices to MoH 43% and sector budget performance reports scoring 48%. All the above relate to compliance to guidelines issued by the Ministry.

**Figure 106: Trend for selected indicators under Performance Reporting and Improvement-LGMSD 2022**



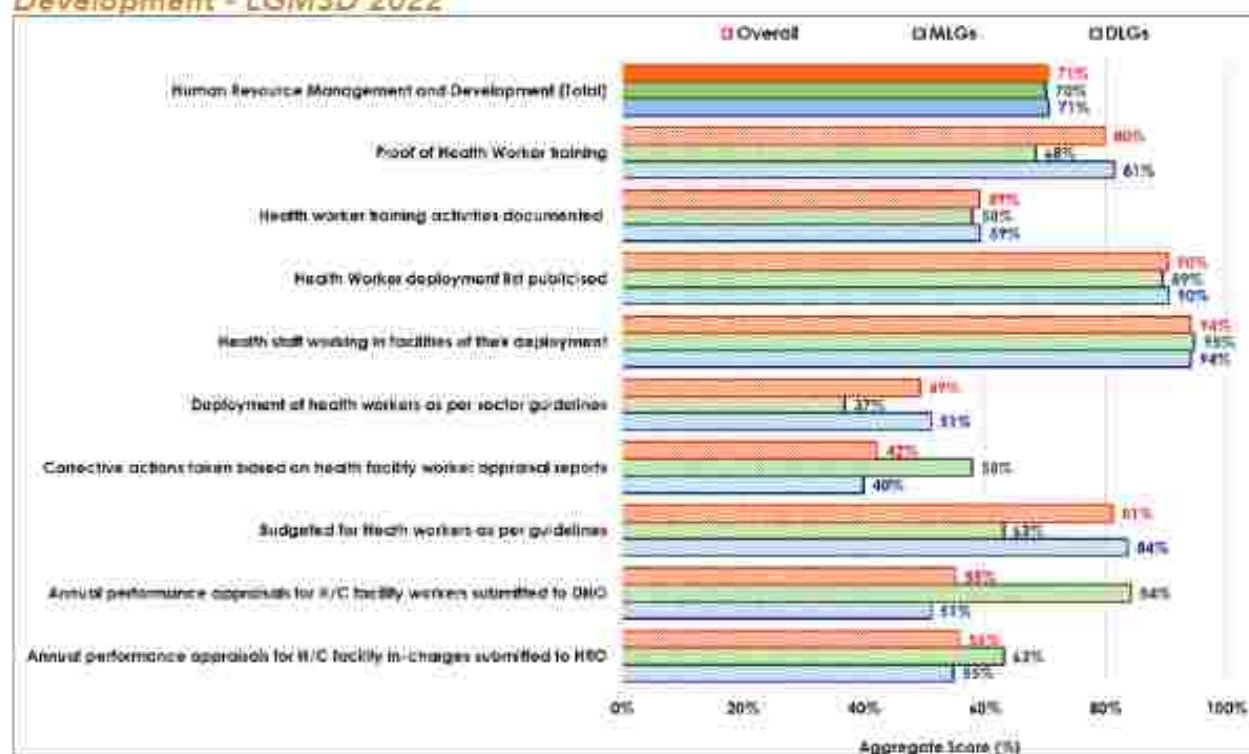
**No. of LGs Assessed = 154**

In the area of Performance Reporting and Improvement, LGs registered an improvement in implementation of performance improvement plans by health centers from 44% to 58% while accuracy of information on filled health staff positions also improved from 75% to 86%. A slight improvement was also registered in compliance to MoH budgeting and reporting guidelines (e.g. Timely preparation and submission of annual work plans, budgets and performance reports to DHO by Health facilities) from 23% to 38% while timely submission of RBF invoices dropped from 56% to 43% for the period 2021 to 2022.

### 5.5.3 Human Resource Management and Development

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

**Figure 107: Scores for Health PMs for Human Resource Management and Development - LGMSD 2022**



**No. of LGs assessed = 154**

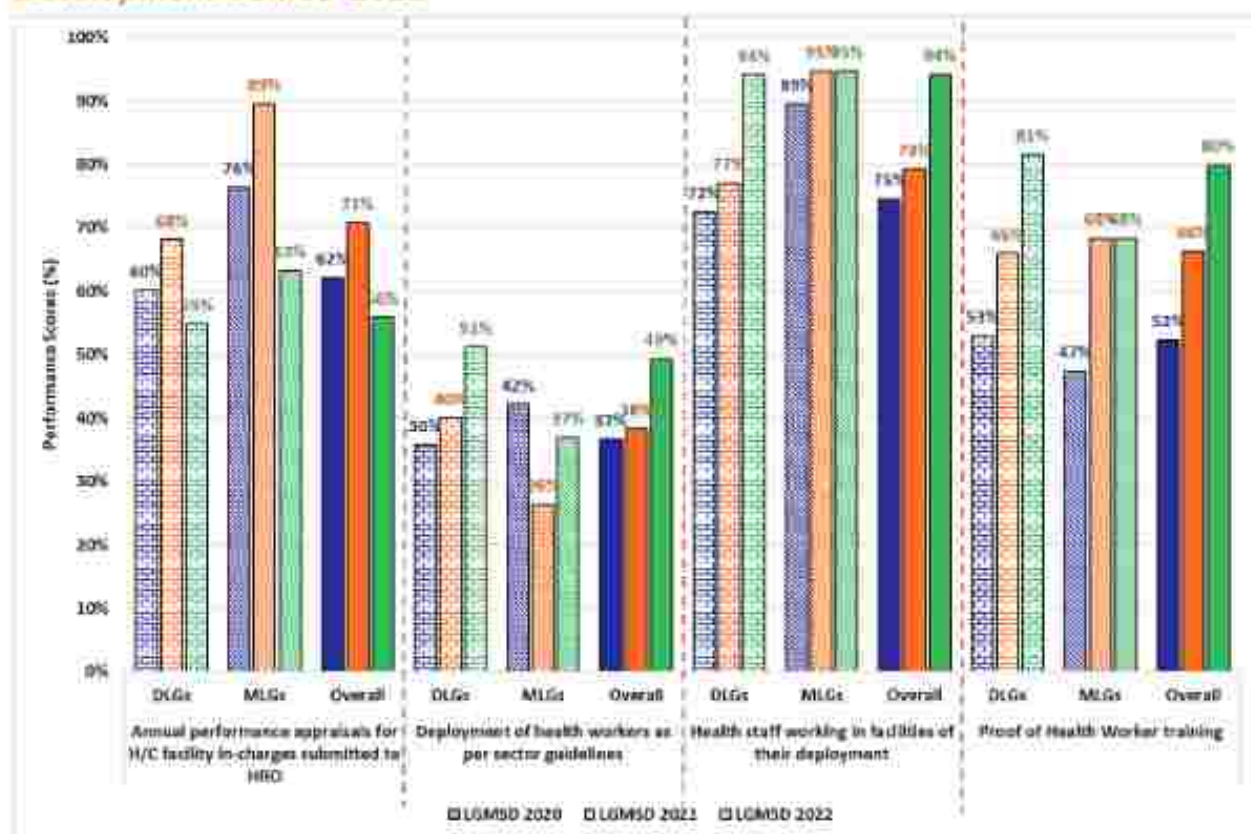
In this area, the overall performance was 71% with MLGs scoring 70% and DLGs 71% respectively. Both DLGs and MLGs performed well in ensuring the presence of health workers in facilities of their deployment scoring 94%, followed by publicizing the deployment lists for health workers (90%), and budgeting for health workers as per sector guidelines at 81%.

LGs performed poorly in areas to do with appraisal of health staff. For example; only 55% and 56% of the LGs undertook annual performance appraisal for all HC facility workers and in-charges respectively; while only 42% of LGs took corrective action based on appraisal reports. LGs also performed poorly in indicators related to deployment of health workers as per sector guidelines – all health facilities to have at least 75% of staff required in accordance with the staffing norms; scoring only 49% overall although this was an improvement from 38% in 2021 and documentation of health workers training activities at 59%.

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



**Figure 108: Trend for selected indicators under Human Resource Management and Development-LGMSD 2022**



**No. of LGs Assessed = 154**

In this performance area, LGs performed well in the areas of staff working in facilities of their deployment at 94% and providing proof of health workers' training at 80% while there was a reduction in annual performance appraisals for H/C facility in-charges from 71% to 56%. Deployment of health workers as per sector guidelines of at least 75% achieved on 49%. Details of LGs without health workers as per guidelines are highlighted below.

#### **LGs without Deployment of Health Workers as per Guidelines' for 2022 Assessment:**

Bundibugyo, Bushenyi, Kabale, Kabarole, Kanungu, Kasese, Ntungamo, Kiruhura, Kyegegwa, Kiryandongo, Ntoroko, Mitooma, Rubirizi, Sheema, Buhweju, Bushenyi-ishaka Municipal Council, Rukungiri Municipal Council, Kagadi, Kakumiro, Ibanda Municipal Council, Sheema Municipal Council, Bunyangabu, Kikuube, Kazo, Rwampara, Kayunga, Kiboga, Masaka, Mukono, Nakasongola, Rakai, Sembabule, Buikwe, Buvuma, Gomba, Kalungu, Lwengo, Butambala, Mukono Municipal Council, Nansana Municipal Council, Makiindye-Ssabagabo Municipal Council, Kira Municipal Council, Mityana Municipal Council, Njeru Municipal Council, Kasanda, Kitgum, Moroto, Nebbi, Pader, Yumbe, Kaabong, Dokolo, Amudat, Lamwo, Napak, Omoro, Koboko Municipal Council, Kotido Municipal Council, Nabilatuk, Kwana, Madi-Okollo, Karenga, Bugiri, Iganga, Jinja, Kamuli, Katakwi, Mayuge, Sironko, Tororo, Butaleja, Bukwo, Namutumba, Buyende, Luuka, Namayingo, Namisindwa and Bugwari.

**LGs lacking Timely Appraisal of all H/C Facility In-charges against the Agreed Performance Plans by the DHO/MMOH for FY 2021/22:**

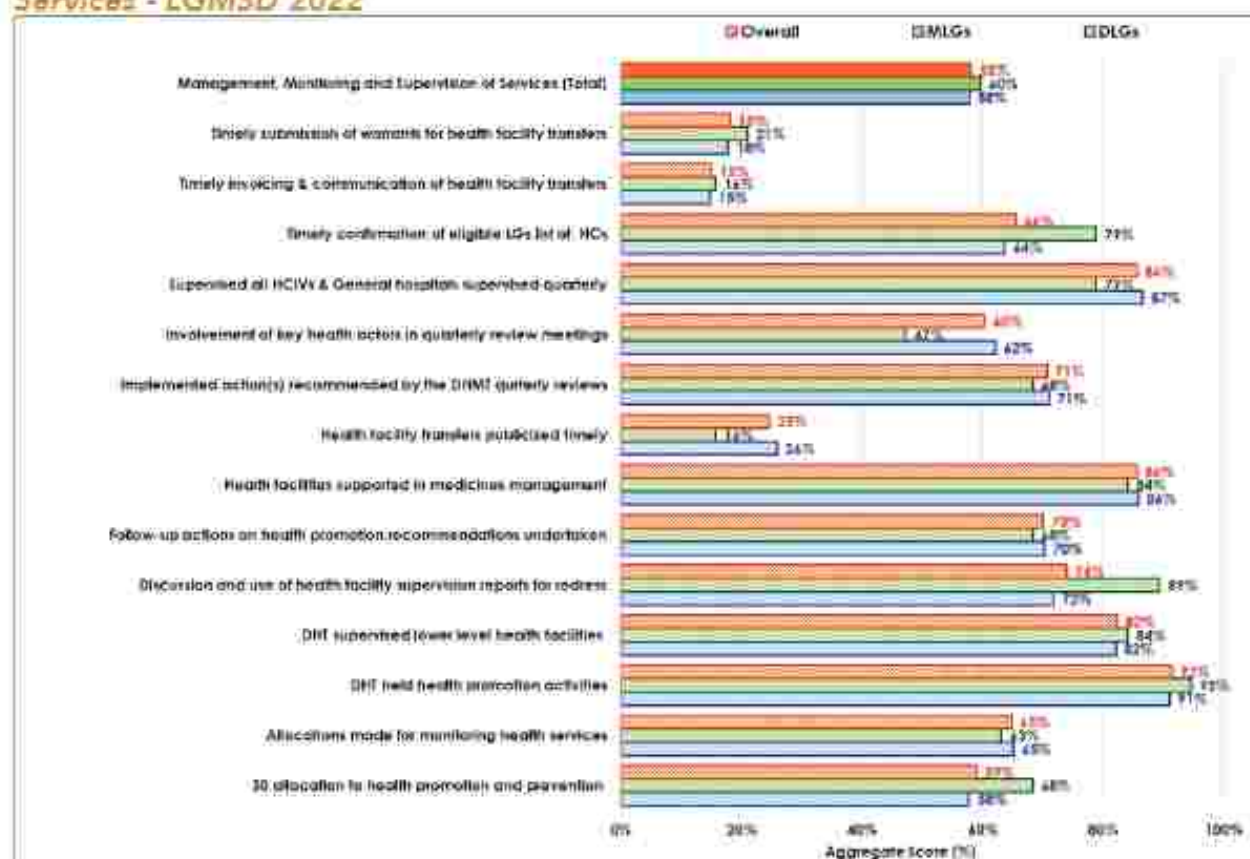
Bundibugyo, Kabale, Kabarole, Kasese, Kibaale, Kisoro, Mbarara, Ntungamo, Ibanda, Buliisa, Ntoroko, Rubirizi, Buhweju, Kakumiro, Sheema Municipal Council, Bunyangabu, Kikuube, Kazo, Masaka, Nakasongola, Rakai, Sembabule, Wakiso, Nakaseke, Buikwe, Gomba, Butambala, Mukono Municipal Council, Nansana Municipal Council, Kira Municipal Council, Kyotera, Adjumani, Apac, Kitgum, Lira, Pader, Amolatar, Amuru, Oyam, Dokolo, Lamwo, Nebbi Municipal Council, Kwanja, Obongi, Busia, Jinja, Kaberamaido, Kamuli, Katakwi, Mayuge, Mbale, Pallisa, Sironko, Soroti, Kaliro, Manafwa, Bukwo, Budaka, Namutumba, Luuka, Serere, Ngora, Iganga Municipal Council, Kumi Municipal Council, Namisindwa, Bugweri, Kapelebyong and Kalaki

**LGs lacking Timely Appraisal of all Health Facility Workers against the Agreed Performance Plans by Facility In-charges for FY 2021/22:**

Bundibugyo, Kabale, Kisoro, Kyenjojo, Mbarara, Ntungamo, Buliisa, Ntoroko, Rubirizi, Buhweju, Kagadi, Kakumiro, Sheema Municipal Council, Bunyangabu, Kikuube, Kazo, Kayunga, Masaka, Mukono, Nakasongola, Rakai, Sembabule, Wakiso, Nakaseke, Buikwe, Gomba, Kalungu, Bukomansimbi, Butambala, Kira Municipal Council, Kyotera, Adjumani, Apac, Kitgum, Lira, Pader, Yumbe, Amolatar, Amuru, Oyam, Dokolo, Lamwo, Zombo, Nwoya, Nebbi Municipal Council, Kwanja, Obongi, Busia, Jinja, Kaberamaido, Kamuli, Katakwi, Kumi, Mbale, Sironko, Soroti, Kaliro, Amuria, Bukwo, Budaka, Namutumba, Buyende, Namayingo, Serere, Ngora, Namisindwa, Butebo, Bugweri and Kalaki.

#### 5.5.4 Management, Monitoring and Supervision of Services

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

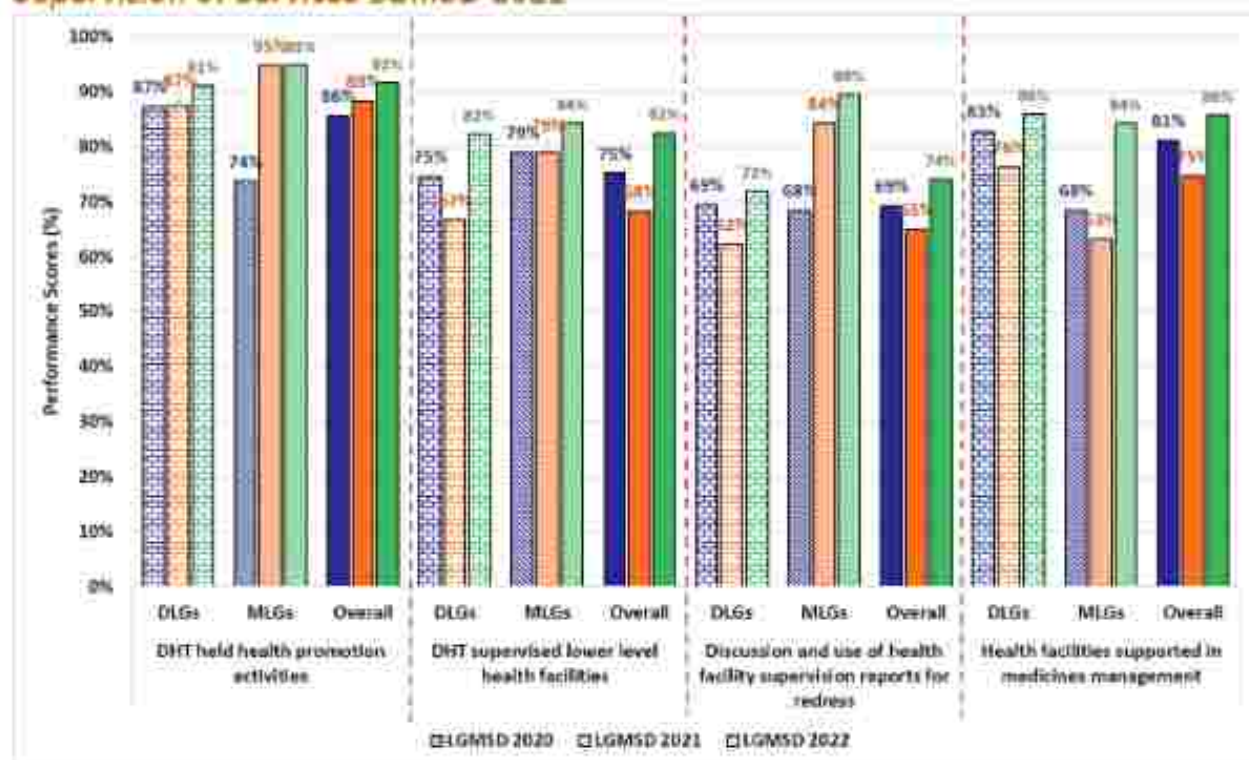
**Figure 109: Scores for Health PMs for Management, Monitoring and Supervision of Services - LGMSD 2022**

**No. of LGs assessed = 154**

Overall performance for this PM slightly improved to 58% from 55% in 2021 with MLGs scoring 60% against 58% for DLGs in 2022 assessment. The best performed area was holding of health promotion activities (92%), supervision of all HC IVs and general hospitals at 86% and support of health facilities in medicines management also scoring 86%.

Local Governments continued to perform poorly in specific indicators under this area including; timely invoicing and communication of health facility transfers, timely submission of warrants for health facility transfers and publicizing health facility transfers scoring 15%, 18% and 25% respectively. There is also low allocations to health promotion and prevention activities at 59% and involvement of key health actors in quarterly review meetings.

**Figure 110: Trend for selected indicators under Management, Monitoring and Supervision of Services-LGMSD 2022**

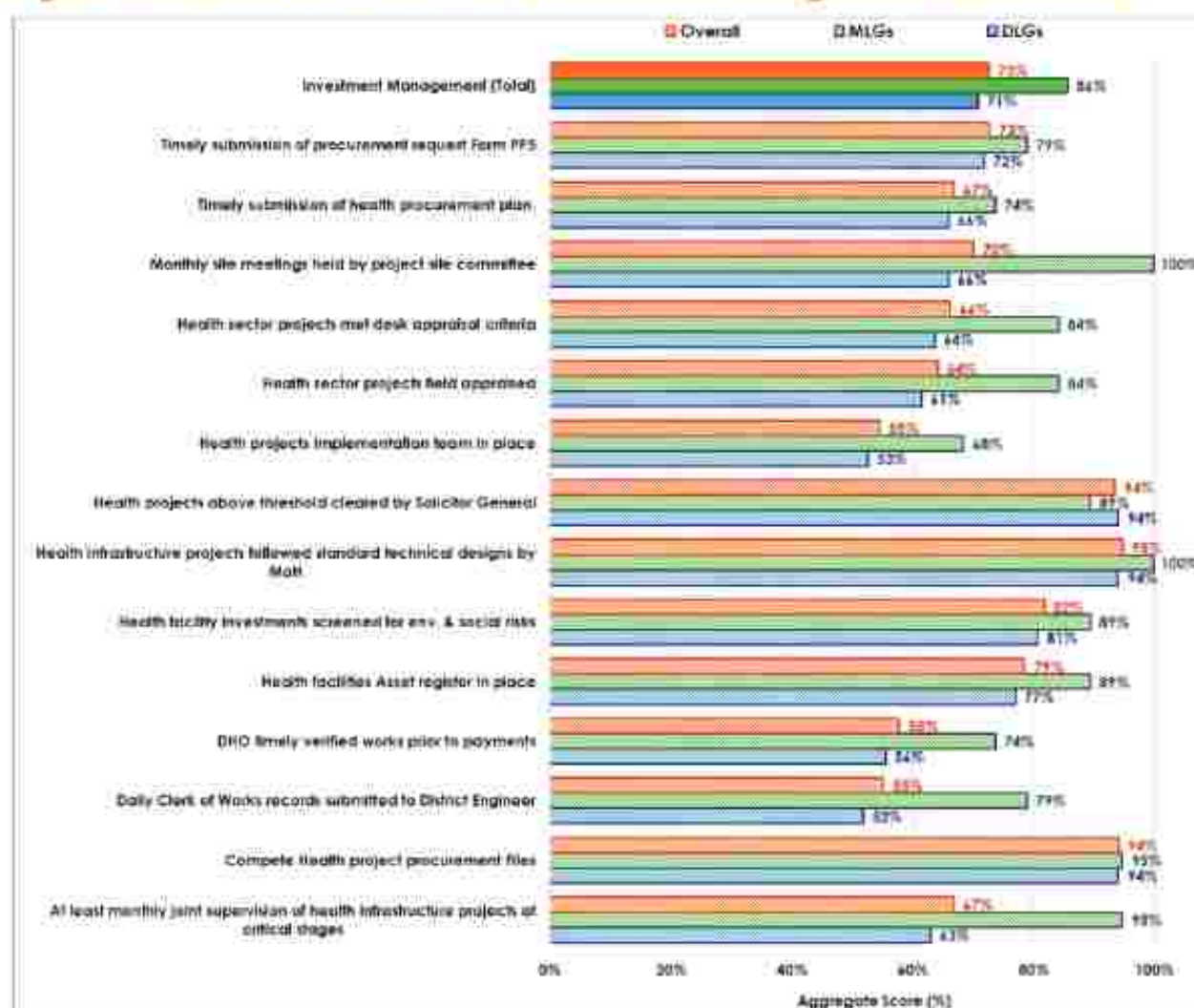


**No. of LGs Assessed = 154**

LGs registered an improvement in monitoring and supervision of health facilities from 68% to 82%. Support of facilities in medicines management and use of health facility supervision reports for redress equally improved between 2021 and 2022. Good performance was in undertaking health promotion activities improving from 88% to 92% over the same time period.

### 5.5.5 Investment Management

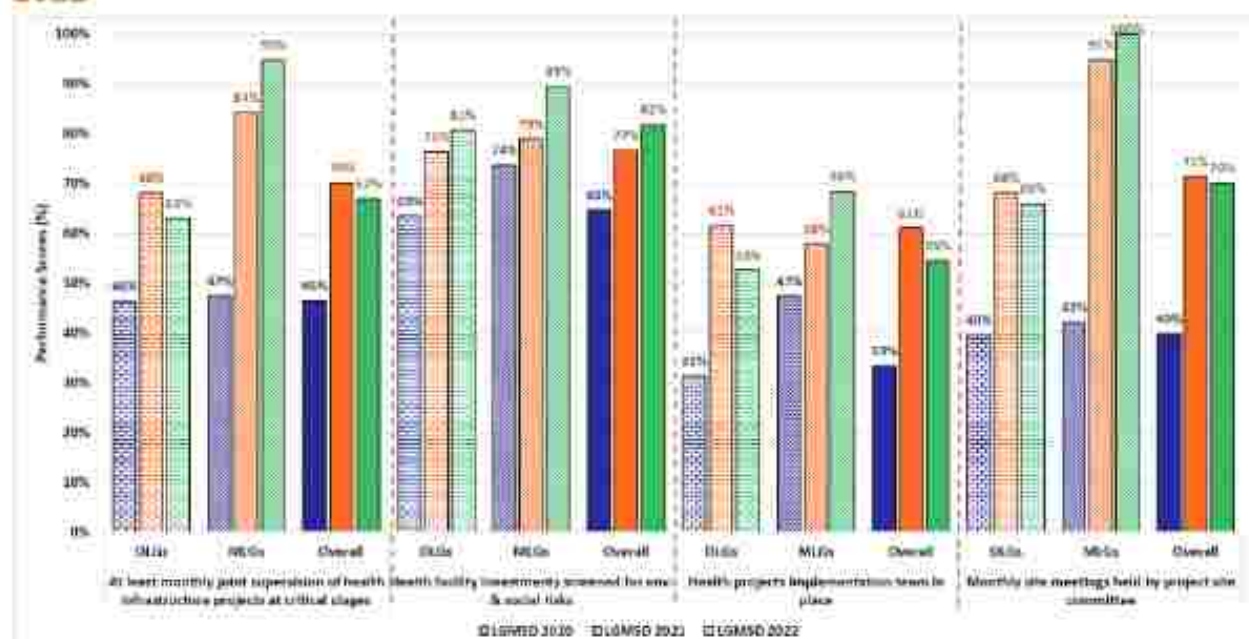
Figure 111 highlights the performance of LGs in PMs for the area of Investment Management; covering timely submission of procurement plans and requests, desk and field appraisal of health projects, establishment of project implementation teams for health, presence of health facilities' assets register,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

**Figure 111: Scores for Health PMs for Investment Management- LGMSD 2022**

**No. of LGs assessed = 154**

Local Governments scored 73% overall in Investment Management with DLGs scoring 71% and MLGs 86%. The best performed areas include; health infrastructure projects following MoH standard technical designs scoring 95%, health projects being approved by the Contracts Committee and cleared by the Solicitor General where applicable and LGs having complete project procurement files each scoring 94% respectively in the 2022 assessment.

Amidst the above good performance, LGs performed just above average in establishment of projects implementation teams 55%, submission of daily clerk of works records to the District Engineer also 55% and timely verification of works prior to payments at 58%.

**Figure 112: Trend for selected indicators under Investment Management-LGMSD 2022-**

**No. of LGs Assessed = 154**

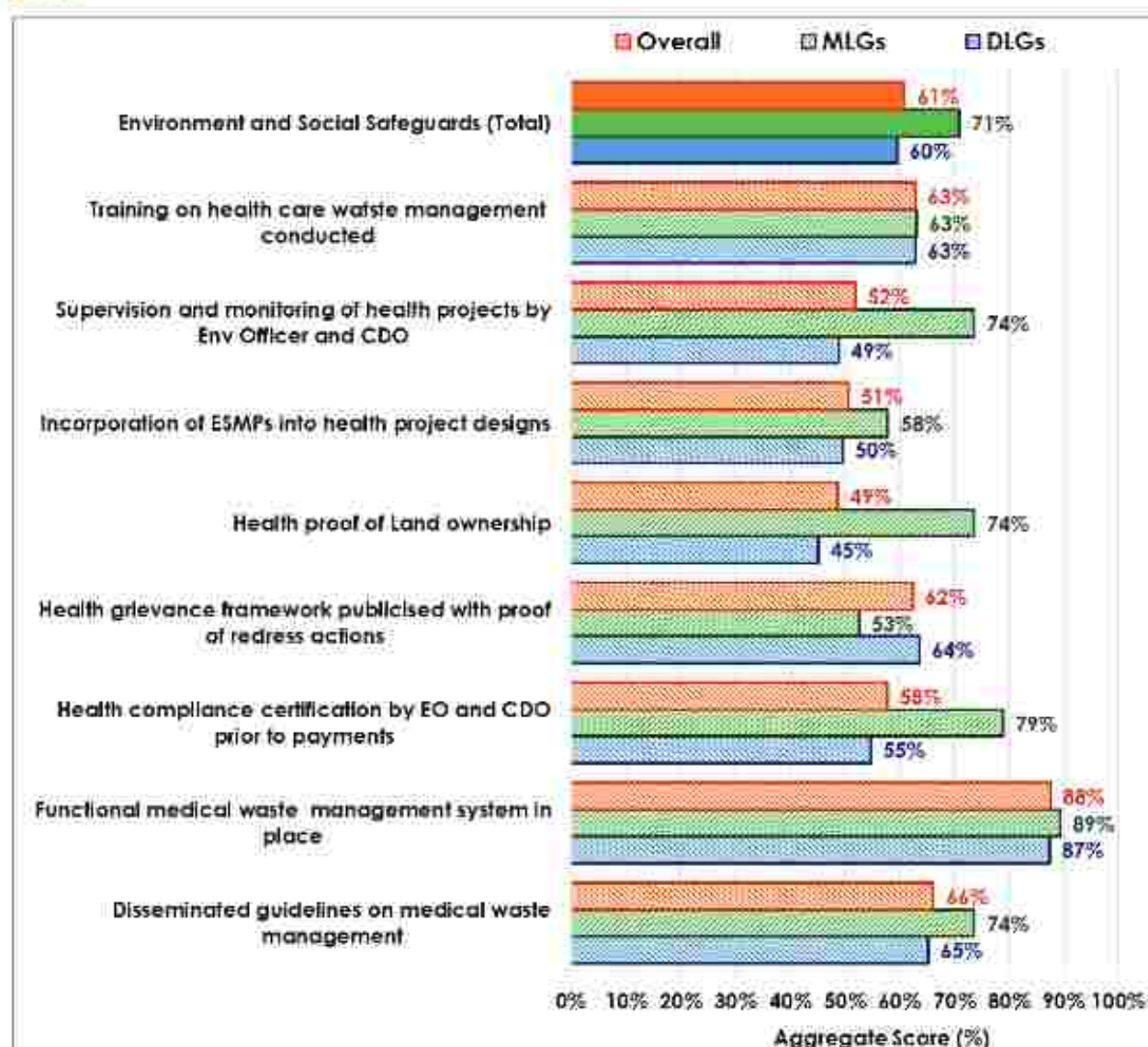
There was a slight decline in most of the indicators under this component. There was a decrease in joint supervision of health infrastructure projects from 70% in 2021 to 67% in 2022. Similarly, establishment of projects implementation teams dropped from 61% to 55% over the same time period and from 71% to 70% for monthly meetings by project site committees. Screening for environment and social risks improved from 77% to 82% over the same period.

#### LGs without Properly Established Project Implementation Teams<sup>2</sup> for all Health Projects for FY 2021/22:

Bundibugyo, Bushenyi, Hoima, Kabale, Kanungu, Kasese, Kibaale, Kisoro, Masindi, Ntungamo, Rukungiri, Kihura, Buliisa, Kyegegwa, Ntoroko, Mitooma, Rubizi, Sheema, Buhweju, Masindi Municipal Council, Bushenyi- Ishaka Municipal Council, Rukungiri Municipal Council, Ibanda Municipal Council, Sheema Municipal Council, Rukiga, Kazo, Rwampara, Kitagwenda, Masaka, Mpigi, Mubende, Nakasongola, Rakai, Sembabule, Mityana, Lyantonde, Kalungu, Lwengo, Nansana Municipal Council, Apac, Gulu, Kitgum, Lira, Moyo, Nebbi, Pader, Amolatar, Amuru, Dokolo, Lamwo, Zombo, Nwoya, Omoro, Pakwach, Kwanja, Obongi, Karenga, Kaberamaido, Kamuli, Katakwi, Pallisa, Sironko, Tororo, Butaleja, Manafwa, Bukwo, Bududa, Bulambuli, Butebo and Kalaki

### 5.5.6 Environment and Social Safeguards

Figure 113 highlights the performance of LGs in PMs for the area of Environment and Social Safeguards. This measure focused on the management of health waste, incorporation of ESMPs into project designs, having a grievance redress framework and proof of land ownership to ensure that health projects are implemented where there are no land issues/ encumbrances.

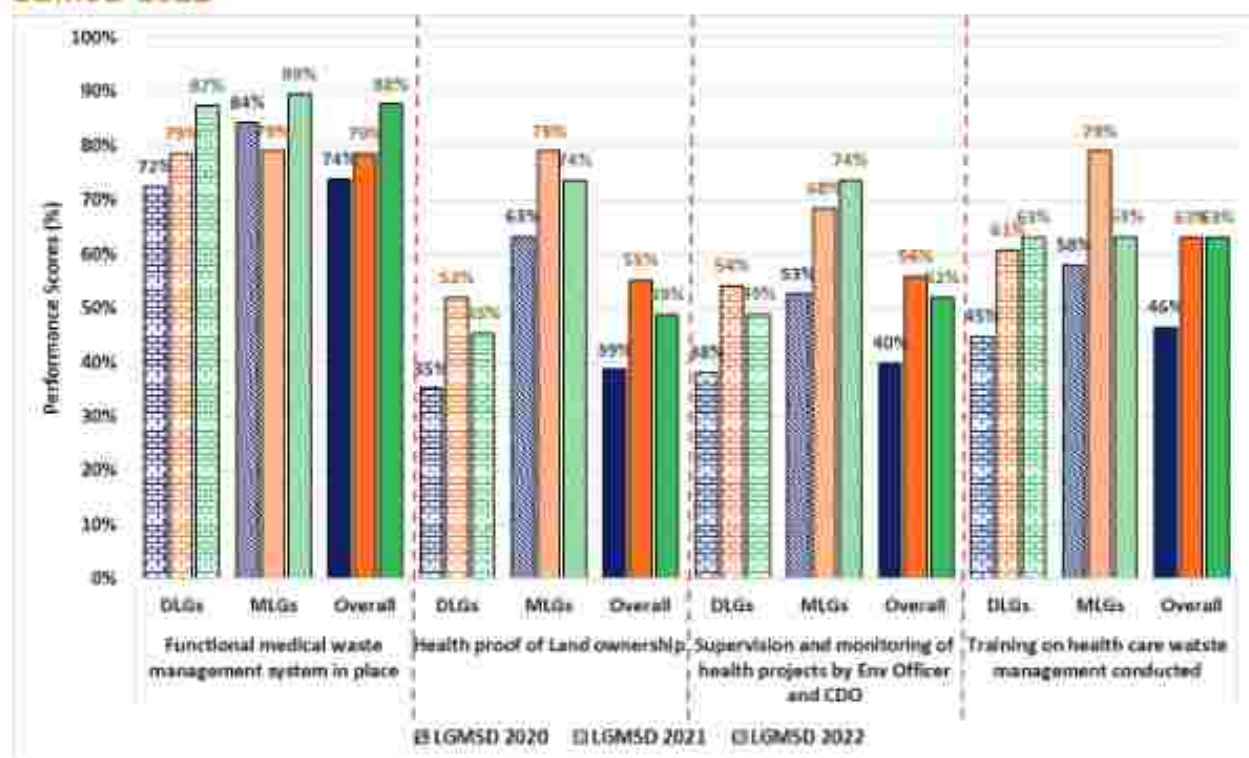
**Figure 113: Scores for Health PMs for Environment and Social Safeguards - LGMSD 2022**

No. of LGs assessed = 154

MLGs edged DLGs in most of the indicators under Environment and Social Safeguards except for having health grievance framework publicized with proof of redress actions.

The overall score for this performance measure was 61% with MLGs scoring 71% and DLGs 60%. Among the best performed areas include; having a functional medical waste management system scoring 88%, dissemination of guidelines on waste management to health facilities which scored 66% and training on health care waste management scoring 63%.

On the other hand, the lowest performed areas included; presence of proof of land ownership for health projects scoring 49%, joint supervision and monitoring of health projects by the Environment Officer (EO) and the Community Development Officer (CDO) scoring 52%, while incorporation of ESMPS into the health project designs scored 51%.

**Figure 114: Trend for selected Indicators under Environment and Social Safeguards- LGMSD 2022**

No. of LGs Assessed = 154

In comparison to 2021 where LGs registered an improvement in key indicators related to Environment and Social Safeguards, this was not the case in 2022. Improvement was only registered in functionality of medical waste management system from 79% to 88% while training on health care waste management remained at 63%. Indicators on proof of land ownership and supervision and monitoring of health projects by the Environment Officer and Community Development Officer dropped to 49% and 52% respectively as detailed below.

### LGs without Proof of Land Ownership<sup>3</sup> for Health Projects FY 2021/22

Bundibugyo, Bushenyi, Hoima, Kanungu, Kasese, Kisoro, Rukungiri, Buliisa, Ntoroko, Mitooma, Buhweju Rukungiri Municipal Council, Rubanda, Kikuube, Rwampara, Kitagwenda, Kalangala, Kayunga, Kiboga, Luwero, Mubende, Mukono, Nakasongola, Rakai, Nakaseke, Lyantonde, Buikwe, Buvuma, Gomba, Kalungu, Lwengo, Bukomansimbi, Butambala, Mukono Municipal Council, Mityana Municipal Council, Kyotera, Apac, Arua, Kotido, Lira, Nakapiripirit, Pader, Kaabong, Amuru, Abim, Otuka, Zombo, Alebtong, Napak, Nwoya, Agago, Kwanja, Obongi, Terego, Iganga, Jinja, Kapchorwa, Katakwi, Kumi, Mayuge, Mbale, Soroti, Kaliro, Amuria, Bukwo, Namutumba, Bukedea, Bududa, Buyende, Bulambuli, Serere, Ngora, Kween, Iganga Municipal Council, Kumi Municipal Council, Butebo, Bugweri, Kapelebyong and Kalaki.



## 5.6 Conclusion, Emerging Issues and Recommended Actions for Health Performance Assessment – LGMSD 2022

The 2022 LGMSD assessment being the third year of assessment under the new framework, it was envisaged that there would be improvement in performance across board. However, the improvement registered was minimal as compared to 2020 and 2021. Overall performance improved from 34% in 2020 to 44% in 2021 which was a ten-point percentage increase and then to 48% in 2022. DLGs still performed slightly better than MLGs scoring 49% against 44%.

The slow progress is largely explained by majority of LGs failing to meet the minimum condition related to recruitment and filling of positions for critical staff. Some of the consistently poorly performed areas and proposed recommendations are presented in table 24.

Table 24 highlights key emerging issues relating to Health Performance Assessment along the proposed recommendations for LGMSD 2022.

**Table 24: Emerging Issues and Recommended Actions for Health from the LGMSD 2022**

No.	Emerging Issue/Outstanding Challenges	Recommended Action (s)	Responsible Centre
1.	Recruitment of critical staff is still a challenge in most LGs. <ul style="list-style-type: none"> <li>47% of DLGs and MLGs do not have substantively appointed Principal Health Inspectors;</li> <li>39% (53 DLGs) do not have substantively appointed District Health Officers.</li> <li>63% (12 of 19 MLGs) do not have substantively appointed Principal Medical Officers*.</li> </ul>	<ul style="list-style-type: none"> <li>The affected LGs should prioritize recruitment for these critical positions.</li> </ul>	LGs MoPS MoFPED
2.	Recruitment of staff for all HC IIIs and IVs as per staffing structure performing at 48%. <ul style="list-style-type: none"> <li>Thus 52% (80 LGs) have not filled the structures for HC IIIs and HCIVs.</li> </ul>	<ul style="list-style-type: none"> <li>The affected LGs should prioritize recruitment for HC IIIs and HC IVs to enhance service delivery.</li> </ul>	LGs MoPS MoFPED
3.	Noncompliance to the Ministry of Health Guidelines. <ul style="list-style-type: none"> <li>Deployment of health workers as per MoH guidelines<sup>5</sup> scored only 49% among LGs.</li> </ul>		

No.	Emerging Issue/Outstanding Challenges	Recommended Action (s)	Responsible Centre
3.	<ul style="list-style-type: none"> <li>Health facility compliance to MoH budgeting and reporting guidelines<sup>6</sup> scored 38% among all LGs.</li> <li>55% of LGs had properly established Project Implementation Teams.</li> </ul>	<ul style="list-style-type: none"> <li>Strict follow up to ensure compliance of LGs to guidelines.</li> <li>Capacity building in budgeting and establishment of project implementation teams.</li> </ul>	MoH LGs
4.	<p>Late reporting and submission of the mandatory documents including;</p> <ul style="list-style-type: none"> <li>Warrants for health facility transfers performing at only 18%.</li> <li>RBF invoices to MoH scoring 36%.</li> <li>Health Sector Budget Performance Report at 48%.</li> </ul>	<ul style="list-style-type: none"> <li>Build capacity of the DHO's office to undertake timely reporting.</li> </ul>	MoFPED LGs
5.	<p>Inadequate appraisal of health workers and use of appraisal reports for corrective action.</p> <ul style="list-style-type: none"> <li>Appraisal of facility in-charges by DHO was 56%</li> <li>Appraisal of health workers by in-charges was 55%</li> <li>Corrective action taken based on appraisal reports was 42%.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the appraisal system.</li> <li>Rejuvenate the Rewards and Sanctions Committees in LGs.</li> </ul>	MoPS LGs
6.	<p>Late communication and publication of health facility transfers.</p> <ul style="list-style-type: none"> <li>Timely invoicing &amp; communication of health facility transfers scored 15%</li> <li>Timely publication of Health facility transfers scoring 25%</li> </ul>	<ul style="list-style-type: none"> <li>Build capacity of CFOs to undertake timely invoicing and communication of transfers to stakeholders.</li> </ul>	MoFPED LGs

No.	Emerging Issue/Outstanding Challenges	Recommended Action (s)	Responsible Centre
7.	<p>Inadequate joint monitoring and supervision of health projects involving the Environment Officer and Community Development Officer to check for environment and social safeguard issues.</p> <ul style="list-style-type: none"> <li>52% of the LGs scored on this indicator.</li> </ul>	<ul style="list-style-type: none"> <li>The affected LGs should enhance their joint monitoring efforts.</li> </ul>	LGs NEMA MoH
8.	<p>Implementation of health projects on land where the LG has proof of ownership such as; land title, agreement, formal consent, MoUs, etc.</p> <ul style="list-style-type: none"> <li>Only 49% of the LGs had proof of land ownership for the health projects.</li> </ul>	<ul style="list-style-type: none"> <li>Fast track efforts to title Government land.</li> </ul>	MoLHUD MoH

## Water and Environment Performance Assessment

### 6.0 Water and Environment Performance Assessment

#### 6.1 Introduction to Water and Environment Performance Assessment

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

The DLGs were assessed against two minimum conditions under Water and Environment performance i.e., Human Resource Management and Development and adherence to Environment and Social requirements. The thematic areas and respective indicators are presented in Table 25 below.

**Table 25: Scoring guide for Water and Environment Minimum Conditions for LGMSD Assessment 2022**

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

The DLGs were assessed in six performance areas under Water and Environment with weighted performance scores totaling to a maximum of 100 percentage points. The thematic areas are presented in Table 26 below.

**Table 26: Scoring guide for Water and Environment Performance Measures for LGMSD Assessment 2022**

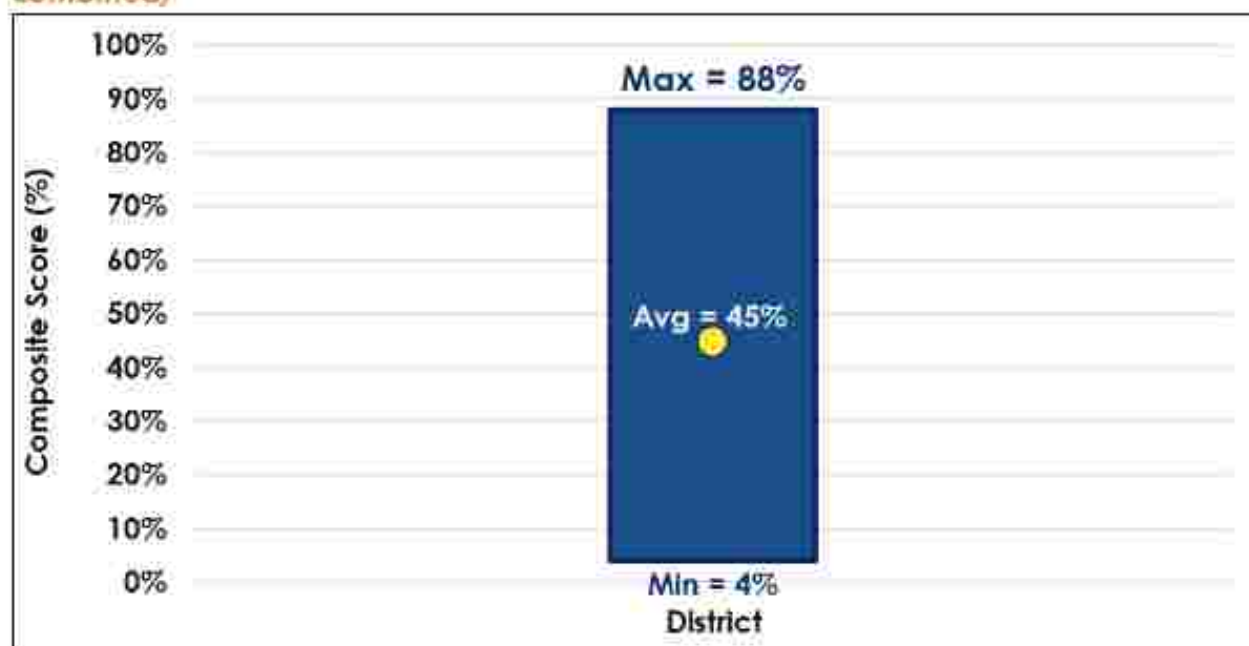
No.	Area addressed	Thematic area	Percentage of overall maximum score
1	Performance Area	Local Government Service Delivery Results	16%
		Performance reporting and performance improvement.	10%
		Human Resource Management and Development	10%
		Management, monitoring, supervision of services	20%
		Investment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

## 6.2 Overview of Water and Environment Performance Results – LGMSD 2022

### 6.2.1 Polarity of Composite Scores for Water and Environment performance

Figure 115 shows the relative orientation of the maximum, average and minimum composite scores in Water and Environment.

**Figure 115: Polarity of composite scores for Water and Environment (MCs and PMs combined)**

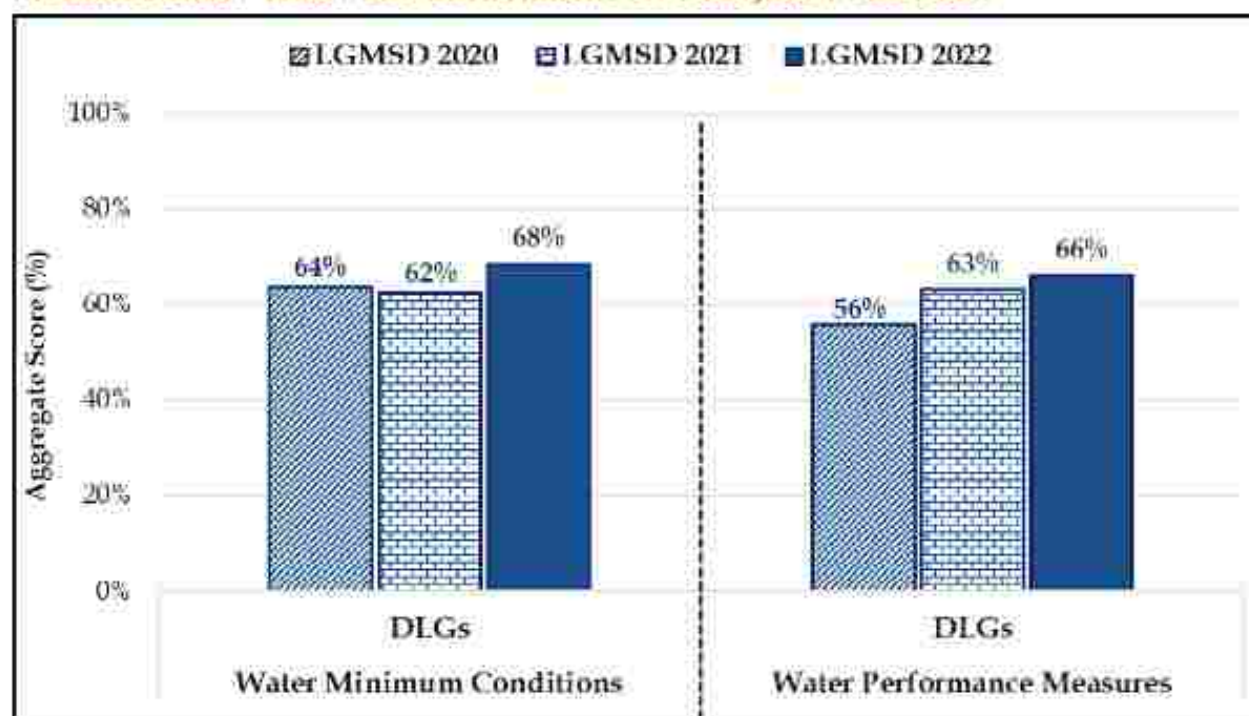


**No. of DLGs assessed = 135**

The maximum score for DLGs assessed under the Water and Environment measures was 88% scored by Mayuge district while the minimum score was 4% by Ntoroko district. 65 DLGs out of the assessed 135 DLGs scored below the average of 45%.

The Figure 116 below shows average scores for the minimum conditions and Performance Measures for the three years that this assessment has been conducted based on the revised framework.

**Figure 116: Comparison of average scores for minimum conditions and Performance Measures under Water and Environment for 2020, 2021 and 2022**



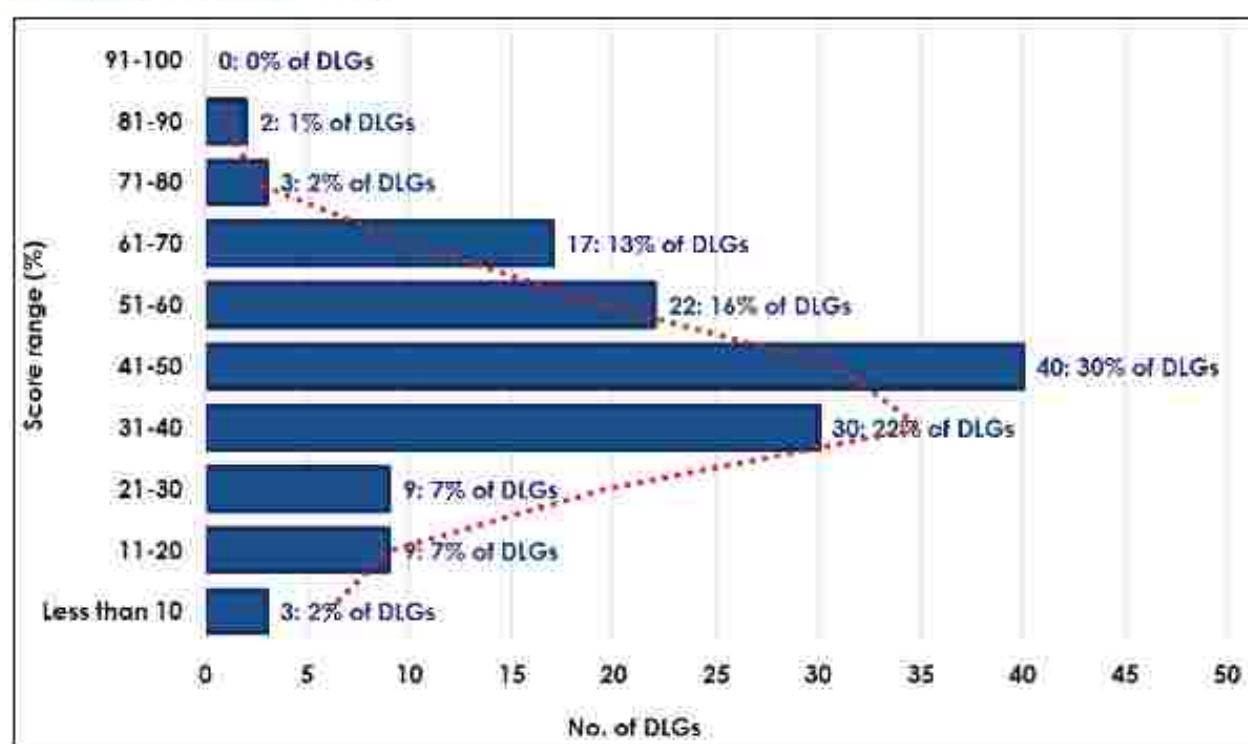
**No. of DLGs Assessed = 134 in 2020, 135 in 2021 and 2022**

There was a tremendous improvement in overall performance of DLGs' compliance in Performance Measures from 56% in 2020 to 63% in 2021; however, we note a marginal improvement between 2021 and 2022 as indicated in the graph above from 63% to 66%. There has been a positive trend in the performance of minimum conditions from 64% in 2020 to 68% in 2022 largely attributed to an improvement in staffing of critical positions under the Water and Environment office. Detailed analysis for each is discussed in the subsequent sections.

### 6.2.2 Distribution of LGs across score categories

Figure 117 presents the distribution of Districts (by number and proportion) across the different composite ranges for Water and Environment performance areas for all the 135 District Water Offices

**Figure 117: Distribution of LGs in Water and Environment across score categories (combined MCs and PMs)**

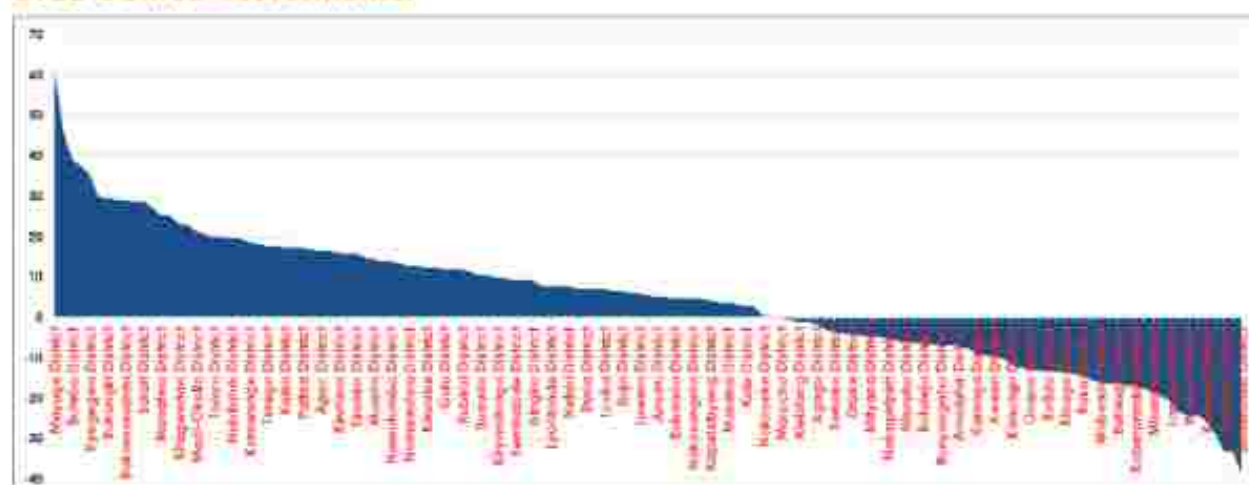


**No. of DLGs assessed = 135**

None of the DLGs scored over 90%. Generally, 1% (2) of the districts (i.e. Mayuge and Isingiro) scored between 81%-90%, while, 2% (3) of the districts scored between 71%-80%, 13% (17) of the districts scored between 61%-70%, 16% (22) of the districts scored 51%-60%, 30% (40) of the districts scored between 41%-50%, 22% (30) of the districts scored between 31%-40%, 7% (9) of the districts scored between 11%-20%. 3 districts namely; Obongi, Mukono and Ntoroko scored less than 10% largely due to their low performance in minimum conditions related to recruitment of critical staff under the Water Department as well as environment and social requirements.

Overall, 65 DLGs scored below the average score of 45%, which is an improvement in performance compared to 70 DLGs that scored below the average of 40% in the 2021 assessment. This performance is largely attributed to the improved performance in the minimum conditions largely seen as core performance indicators in the revised assessment framework which influence the overall score.

**Figure 118: shows LGs that improved and those that declined between 2021 and 2022 LGMSD assessments.**



**No. of DLGs Assessed = 135 in 2021 and 2022**

The figure above shows the districts that experienced an improvement and decline in their overall scores under Water and Environment performance area between 2021 and 2022 assessments. Mayuge district registered the most improvement (61 percentage points) while Butambala district was the most declined (lost 39 percentage points). Mukono, Kalungu, Wakiso, Lamwo, Mbarara, Kaberamaido, Buhweju and Mubende districts are among those that declined. However, there are more LGs that improved than those that declined.

### 6.2.3 Ranking of LGs in Water and Environment Performance Areas

Tables 27 and 28 below present average scores for the ten (10) highest and lowest scoring LGs with their respective ranks in Water and Environment performance area in the 2022 assessment and their respective performances and ranks in the assessments of 2021 and 2020.

**Table 27: Ten (10) Overall Highest Scoring LGs on Water and Environment (Minimum conditions and Performance Measures) in LGMSD Assessment of 2022**

Rank 2022	Score 2022	Vote	Rank 2021	Score 2021	Rank 2020	Score 2020
1	88%	Mayuge District	109	27%	50	40%
2	84%	Isingiro District	3	75%	4	72%
3	80%	Gulu District	6	68%	95	26%
4	76%	Sembabule District	7	67%	9	63%
5	71%	Namayingo District	58	42%	48	42%
6	70%	Mpigi District	2	77%	2	76%
6	70%	Dokolo District	10	65%	121	17%
8	69%	Kamwenge District	31	50%	70	32%
9	68%	Kiruhura District	27	52%	28	50%
10	67%	Zombo District	45	47%	82	29%

**No. of DLGs Assessed = 135 in 2022 and 2021 and 134 in 2020**



Table 27 above shows that District Water offices of Isingiro and Dokolo have remained in the top 10 best performing LGs in all the LGMSD assessments conducted in 2022, 2021 and 2020. Gulu, Mpigi, and Sembabule maintained their top 10 rating since 2021 LGMSD assessment.

The most improved among the top ten LGs in 2022 assessment include; i) Mayuge ranking 1<sup>st</sup> from 109<sup>th</sup> in 2021, ii) Namayingo ranked 5<sup>th</sup> from 58<sup>th</sup> in 2021, iii) Zombo ranking 10<sup>th</sup> from 45<sup>th</sup> in 2021, iv) Kamwenge ranking 8<sup>th</sup> from 31<sup>st</sup> and v) Kiruhura ranking 9<sup>th</sup> from 27<sup>th</sup> in the 2022 assessment.

**Table 28: Ten (10) Overall Lowest Scoring LGs on Water and Environment (Minimum conditions and Performance Measures) in LGMSD Assessment of 2022**

Rank 2022	Score 2022	Vote	Rank 2021	Score 2021	Rank 2020	Score 2020
124	20%	Buliisa District	135	2%	106	22%
127	19%	Kapelebyong District	129	15%	57	38%
128	18%	Kayunga District	62	41%	49	41%
129	17%	Oyam District	121	22%	115	20%
130	16%	Butambala District	19	56%	55	39%
130	16%	Buvuma District	62	41%	11	61%
132	13%	Amuria District	134	6%	119	18%
133	9%	Obongi District	128	16%	115	20%
134	7%	Mukono District	66	40%	95	26%
135	4%	Ntoroko District	132	10%	121	17%

**No. of DLGs Assessed = 135 in 2022 and 2021 and 134 in 2020**

Table 28 shows that Ntoroko District Water Office was ranked last in the LGMSD assessment of 2022 with a score of 4% followed by Mukono and Obongi with 7% and 9% respectively. Most of the above districts like Ntoroko, Obongi, Amuria, Oyam and Buliisa have consistently performed poorly under Water and Environment since the 2020 assessment.

#### 6.2.4 Best and Worst scoring indicators for Water and Environment

Tables 29 and 30 below presents a summary of the top 10 and bottom 10 performing indicators for both minimum conditions and performance measures for Water and Environment in the 2022 LGMSD assessment their ranks and scores in 2021 and 2020 assessment.

**Table 29: Overview of the top 10 scoring indicators for Water and Environment MCs and PMs in LGMSD Assessment of 2022**

Rank 2022	Indicator	Score 2022	Rank 2021	Score 2021	Rank 2020	Score 2020
1	Water infrastructure investments incorporated in AWP	99%	3	96%	1	99%
1	Water supply infrastructure approved by the Contracts Committee	99%	1	99%	3	96%
3	Complete Water project procurement Files	97%	2	98%	4	94%
3	Accuracy of information on WSS facilities constructed	97%	3	96%	2	97%
5	Conducted ESCC screening	96%	7	90%	12	74%
6	Water contract price within +/-20 of Engineers estimates	93%	7	90%	7	85%
7	Water infrastructure projects followed standard technical designs	89%	3	96%	5	93%
8	Trained WSCs on O&M	88%	6	95%	9	81%
8	% of WSS infrastructure projects completed as per AWP	88%	9	88%	6	87%
10	Conducted ESIA's	87%	9	88%	10	79%
10	Recruitment of the Civil Engineer Water	87%	12	82%	8	84%

Improvement was observed in indicators of: incorporating water infrastructure investments in Annual Work Plan, conducting ESCC screening, contract price estimates and projects completed as per annual work plan and Civil Engineer Water in place.

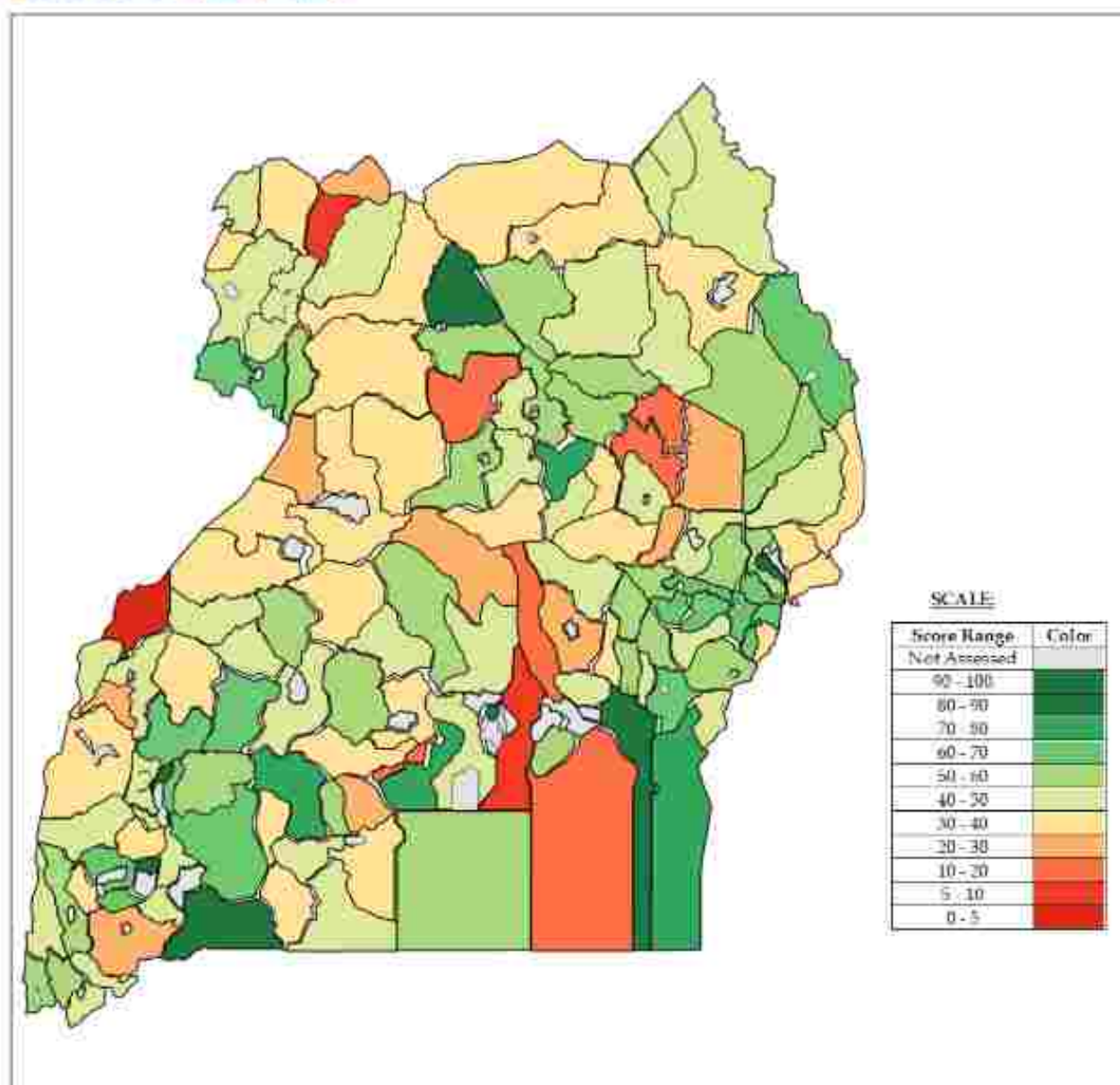
However, there was slight decline in indicators of: conducting ESIA, training Water and Sanitation committees, following standard technical designs and complete procurement files:

**Table 30: Overview of the bottom 10 scoring indicators for Water and Environment MCs and PMs in LGMSD Assessment of 2022**

Rank 2022	Indicator	Score 2022	Rank 2021	Score 2021	Rank 2020	Score 2020
39	Functional rural water sources:	52%	36	53%	29	53%
40	Appraisal of DWO staff	47%	38	52%	36	45%
41	Quarterly monitoring of each WSS facility	46%	42	40%	33	47%
41	Water project implementation team in place	46%	29	64%	40	42%
43	Prioritised allocations for S/Cs with water coverage below district	34%	43	34%	42	36%
44	Increase in functionality of water supply facilities	30%	44	27%	33	47%
45	Budgeted water projects below district average	28%	45	26%	29	53%
46	Preparation of training plan for water staff	27%	46	18%	48	23%
47	Recruitment of the Natural Resources Officer	16%	47	17%	41	37%
48	Increase in functionality of WSCs	11%	48	16%	43	35%

Table 30 above shows that the following indicators remained in the bottom 10 performing category for LGMSD assessments conducted in 2020, 2021 and 2022: Increase in functionality of Water and Sanitation Committees, Natural Resources Officer in place, Preparation of training plan for water staff, Budgeting for water projects below district average and Prioritization of allocations for S/Cs with water coverage below district. In addition, indicators such as; having in place water project implementation team, appraisal of District Water Office staff and functional rural water sources registered further decline in the bottom 10 performing indicators.

**Figure 119: Map showing analysis of Water and Environment Performance assessment scores across the country**

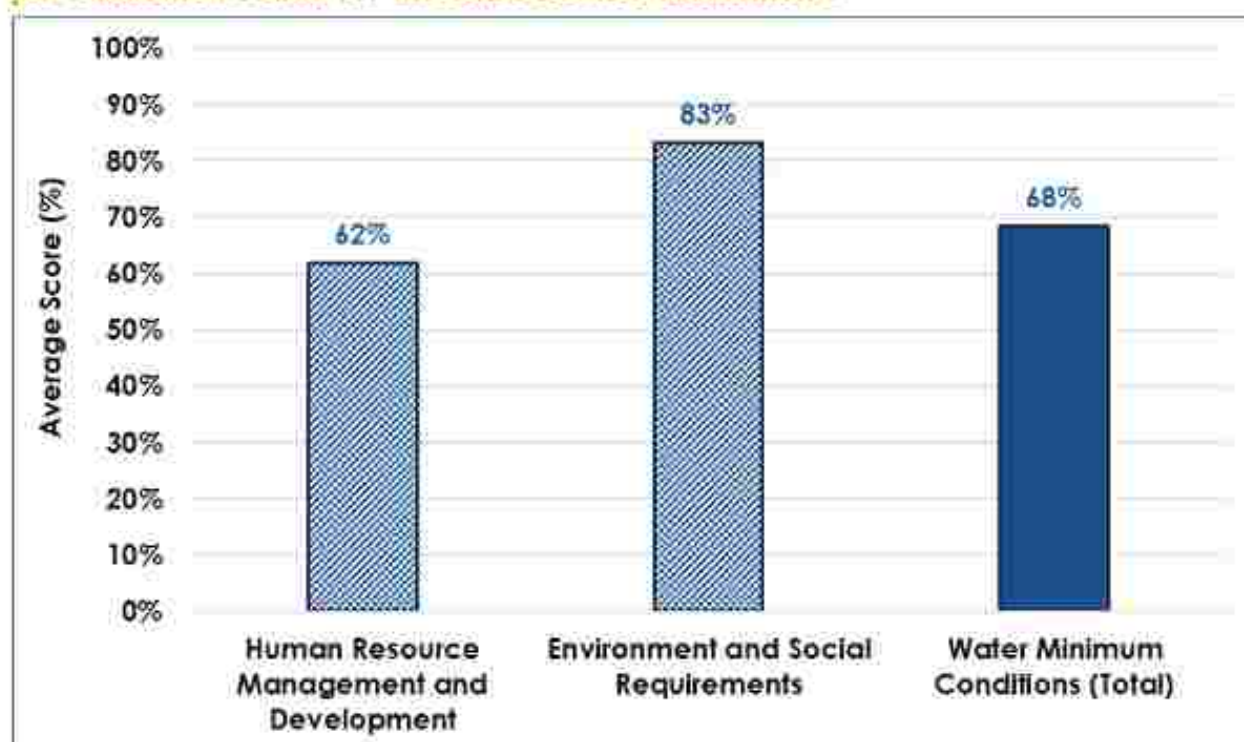


### 6.3 Results on Water and Environment Minimum Conditions

#### 6.3.1 Performance per assessment area under Water and Environment Minimum Conditions

Figure 120 shows performance across the two thematic areas of Water and Environment minimum conditions.

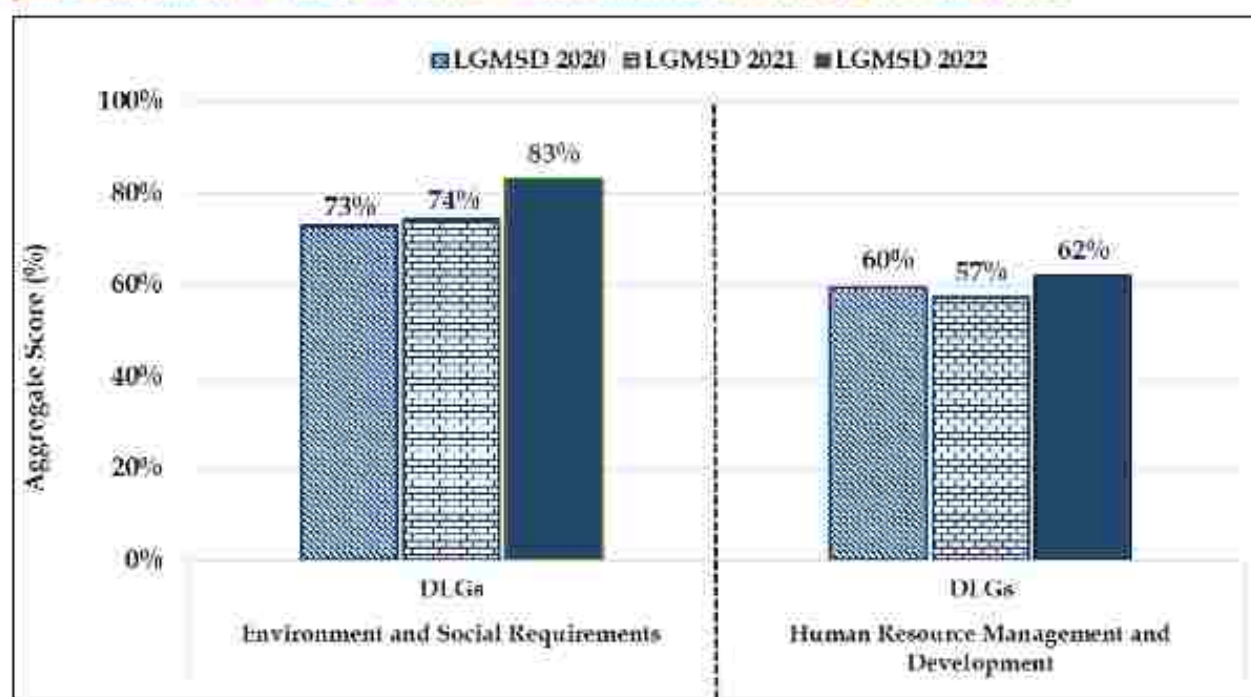
**Figure 120: Comparison of Scores for Water and Environment Minimum Conditions per Assessment Area for the 2022 LGMSD assessment.**



No. of DLGs assessed = 135

Figure 120 above shows average score performance for minimum conditions namely; Environmental and Social requirements and Human Resource Management and Development. DLGs performed better in Environment and Social safe guards with an average score of 83% compared to Human Resource requirements with an average score of 62%.

**Figure 121: Comparison of Scores for Water and Environment Minimum Conditions per Assessment Area for LGMSD assessments for 2020, 2021 and 2022**



**No. of DLGs assessed = 135 in 2021 and 2022 and 134 in 2020**

Figure 121 above shows a trend analysis in performance regarding adherence to minimum conditions namely; Environmental and Social requirements and Human Resource Management and Development.

There was a significant improvement in the overall performance of Environment and Social requirements down from 73% in 2020 to 83% in 2022 (indicators assessed included obtaining water abstraction permits, conducting ESIA/S and ESCC Screening).

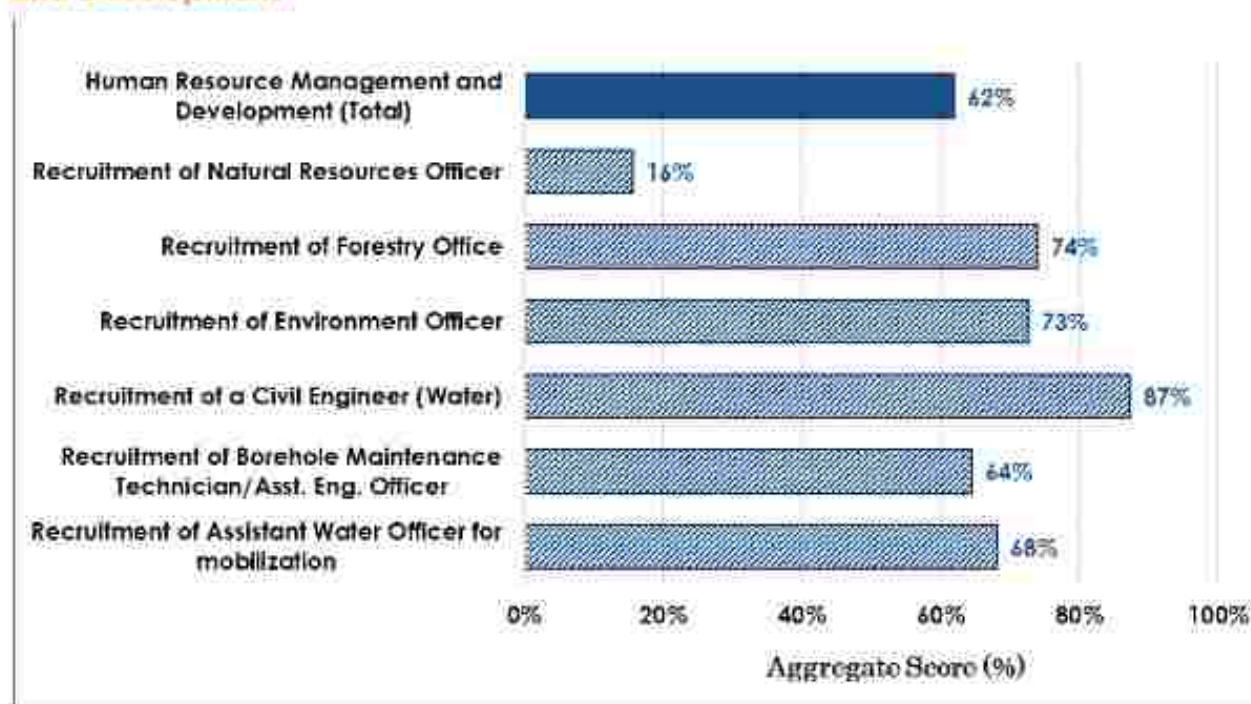
Performance in Human Resource Management and Development slightly improved to 62% in 2022 from 57% in 2021 (focus being on recruitment for key positions under Water and Environment sector). However, it should be noted that the performance in Human Resource Management has not shown a significant improvement due to challenges being faced by Local Governments in filling critical staff. These include; failure to attract officers, customized structures that have omitted some of the critical staff, insufficient wage, lengthy recruitment procedures, un-constituted District Service Commissions among others.

### 6.3.2 Human Resource Management and Development under Water and Environment

The Human Resource Management and Development section provides findings on whether the District Local Government had recruited staff for all critical positions.

Figure 122 shows the performance of DLGs in Minimum Conditions for the area of Human Resource Management and Development.

**Figure 122: Scores of Water and Environment MCs in Human Resource Management and Development**

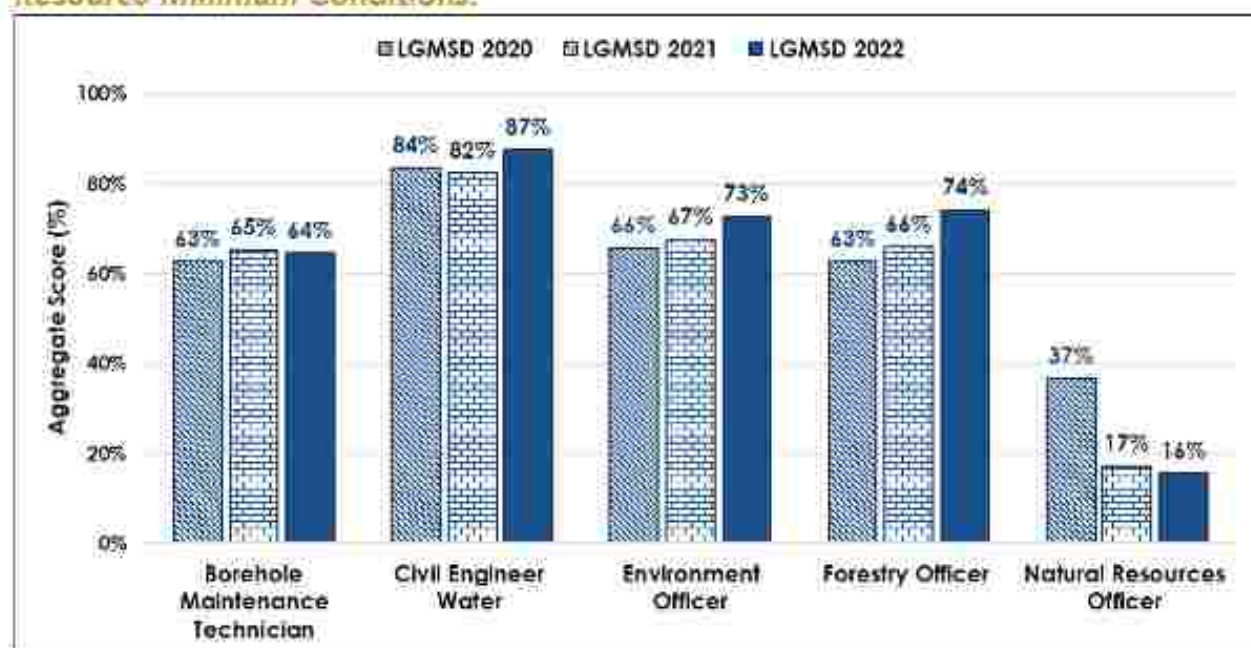


No. of DLGs assessed = 135

Overall, 62% of DLGs adhered to Human Resource Management and Development requirements: 87% of DLGs had filled the position of Civil Engineer Water. Only 16% had filled the positions of Natural Resources Officer.

Comparison of scores for selected indicators for Human Resource Minimum Conditions for 2020, 2021 and 2022

**Figure 123: below shows a trend analysis for selected indicators under human Resource Minimum Conditions:**



No. of DLGs assessed = 135 in 2021 and 2022 and 134 in 2020

Overall, there has been a significant improvement in recruitment of the critical positions of Civil Engineer, Environment Officer and Forestry officer as indicated in the graph above. A slight decline has been noted in recruitment of Borehole Maintenance Technician due to high job specifications hence failure of applicants in meeting the required specifications.

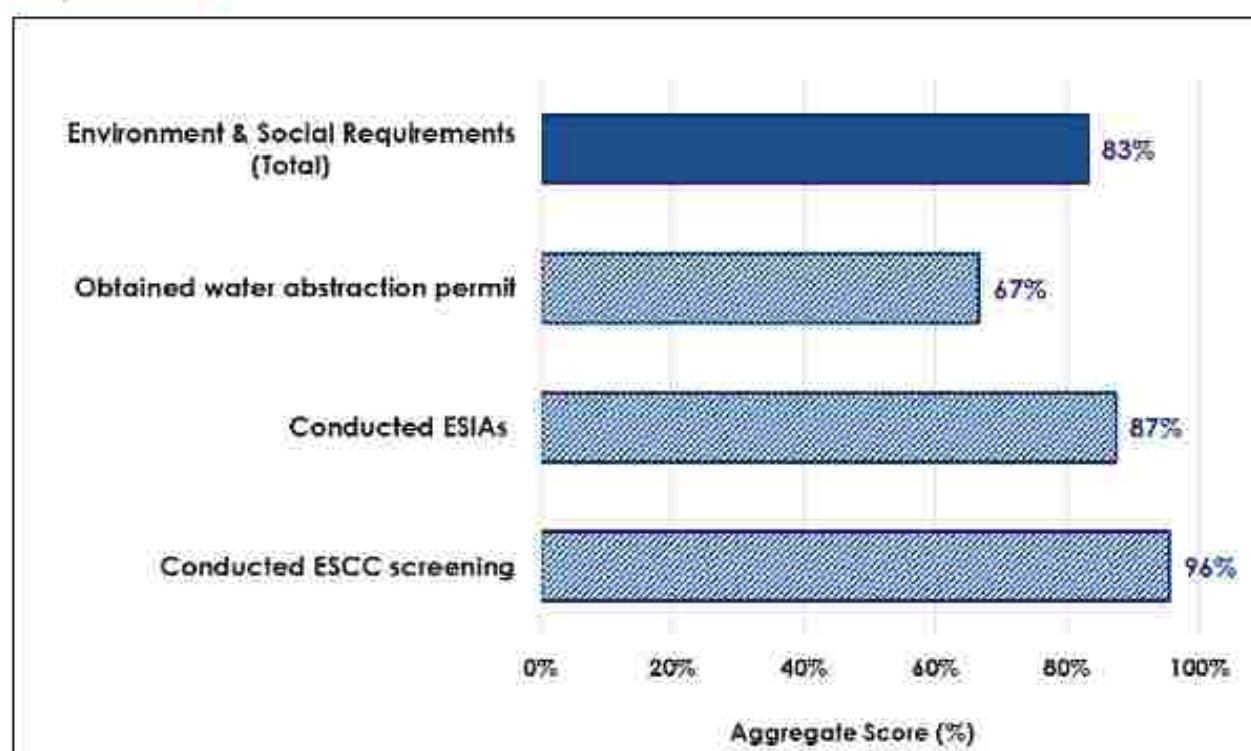
The low performance levels depicted by the DLGs in the recruitment of Natural Resources Officer is largely attributed to; high number of Environment Officers who are also acting as Natural Resources officers, hence having in place few substantially appointed Natural Resource officers and a major reluctance of LGs to fill this position.

### 6.3.3 Environment and Social Requirements under Water and Environment

Environment and Social Requirements section presents findings on whether the District Local Governments carried out Social and Climate Change Screening/ Environmental Social Impact Assessments and issuance of water abstraction permits by Directorate of Water Resources Management.

Figure 124 shows the performance of DLGs in Minimum Conditions for the area of Environment and Social Requirements.

**Figure 124: Scores of Water and Environment in MCs in Environment and Social Requirements**



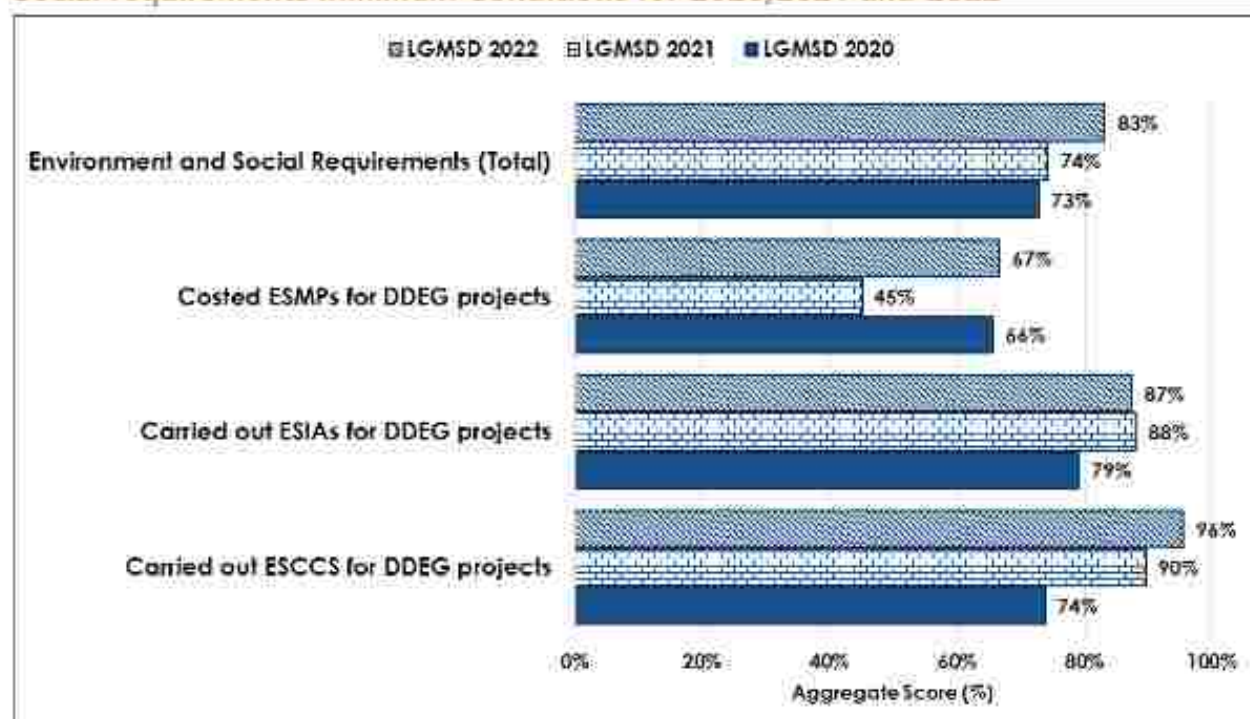
**No. of DLGs assessed = 135**

Overall, 83% of DLGs adhered to Environmental and Social requirements. Good performance was observed in all areas assessed i.e., conducting of ESIA and ESICC. Obtaining of obstruction permits has significantly improved from 45% in the 2021 assessment to 67% in the 2022 LGMSD assessment. This is because of the increasing sensitization of the Local Governments to acquire abstraction permits for all their piped water systems as it's a mandatory requirement for every entity pumping water.



Figure 125 below shows a trend analysis for selected indicators under Environmental and Social requirements Minimum Conditions.

**Figure 125: Comparison of scores for selected indicators for Environmental and Social requirements Minimum Conditions for 2020, 2021 and 2022**



No. of DLGs assessed = 135

Overall, there has been a significant improvement in preparing costed Environmental Social Management Plans for DDEG Projects to 67% down from 45% in the 2021 LGMSD assessment. Indicators on carrying out Environmental, Social Impact Assessments and Environmental Social Climate Change Screening for DDEG projects maintained a positive trend in performance as seen in the graph above.

## 6.4 Results on Water and Environment Performance Measures

### 6.4.1 Performance per Assessment Area under Water and Environment Performance Measures

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

**Figure 126: Average Scores per Assessment Area under Water and Environment Performance Measures for LGMSD assessments for 2022**

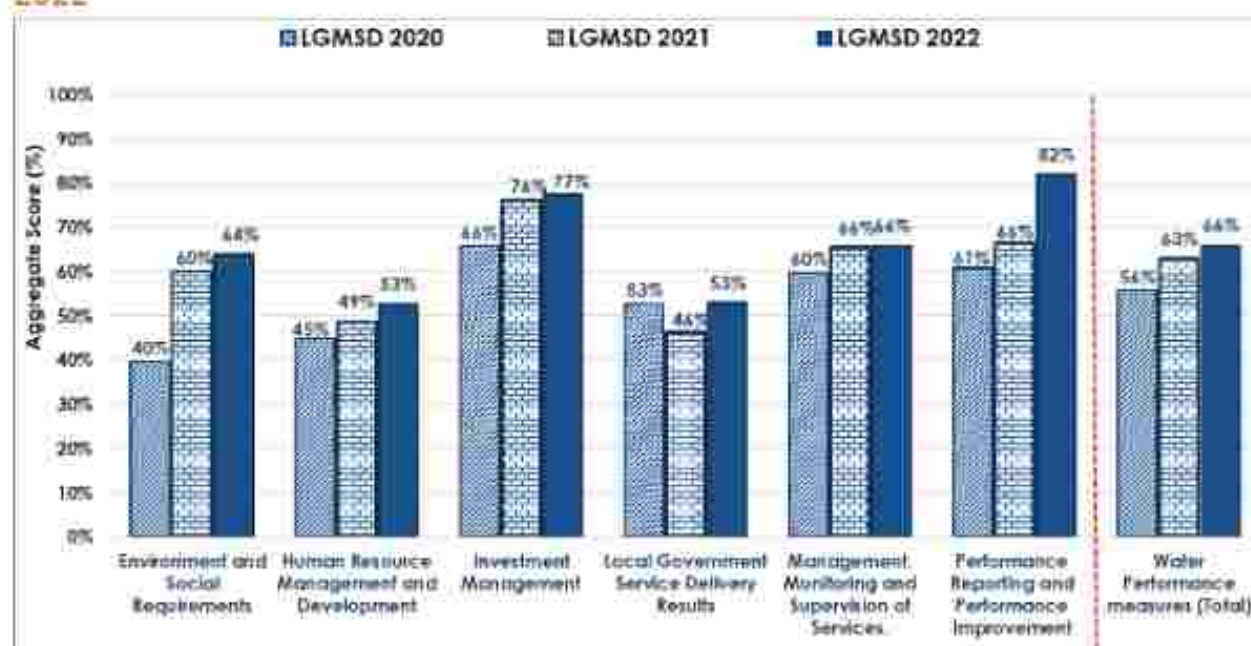


**No. of DLGs assessed = 135**

Performance reporting and performance improvement had the highest score of 82% followed by investment management with a score of 77% and management, monitoring and supervision of services scoring 66%. Local Government service delivery results and human resource management and development had the lowest score of 53%.

Figure 127 shows the average scores of DLGs across the six assessment areas of Water and Environment performance measures for the 3 years that the revised assessment has been conducted.

**Figure 127: Comparison of Average Scores per Assessment Area under Water and Environment Performance Measures for LGMSD assessments for 2020, 2021 and 2022**



**No. of DLGs assessed = 135 in 2021 and 2022 and 134 in 2020**

There was an improvement in the overall average score across the six performance measures in Water and Environment from 56% in 2020 to 66% in 2022. The most significant improvement over the last 3 assessments was in Environment and Social Requirements with 24% improvement points and Performance Reporting and Performance Improvement by 21% between 2020 and 2022. Investment Management and Human Resource Management and Development registered improvements by 11% and 8% points respectively, over the same period.

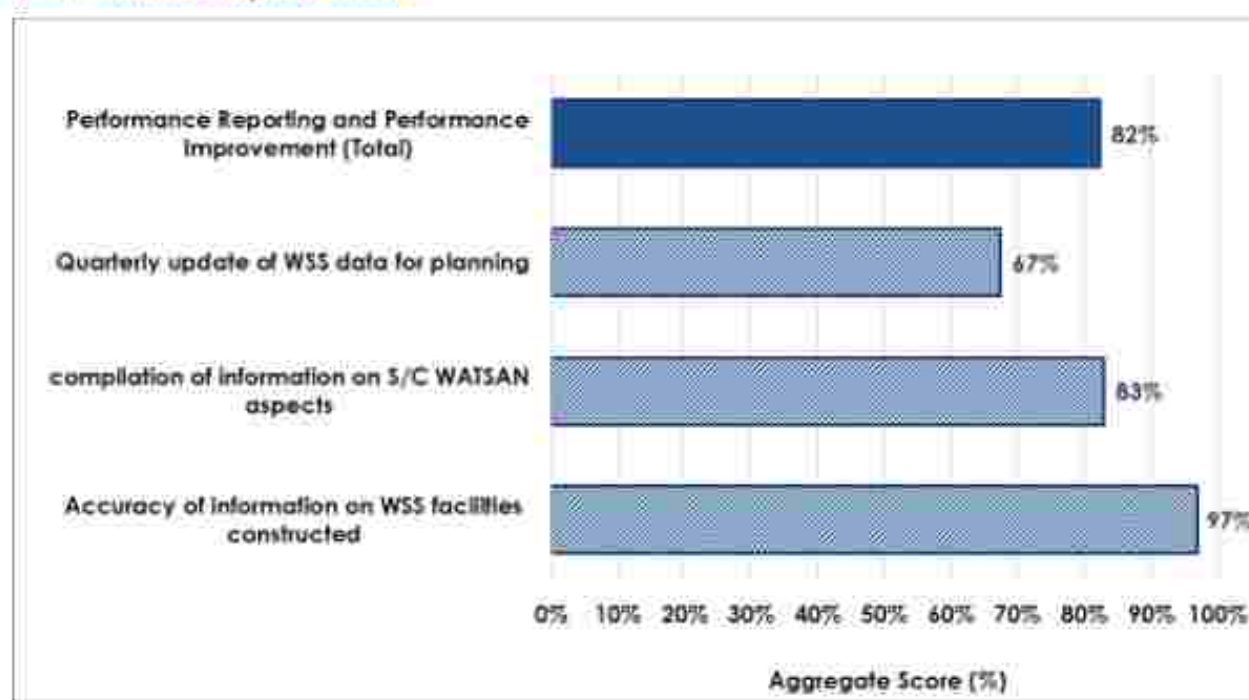
Local Government Service Delivery indicators related to functionality of rural water sources and water and sanitation committees, implementation of water projects in sub-counties with safe water coverage below the district average, completion of WSS infrastructure projects as per annual work plan and compliance to Engineer's estimates was the worst performed area slightly improving from 46% in 2021 to 53% in 2022.

#### 6.4.2 Performance Reporting and Performance Improvement

Performance reporting and performance improvement section presents findings on District Local Governments' accuracy of reported information, and reporting and performance improvement under Water and Environment performance measure.

Figure 128 shows the performance of LGs in Performance Measure requirements for the area of Performance Reporting and Performance Improvement.

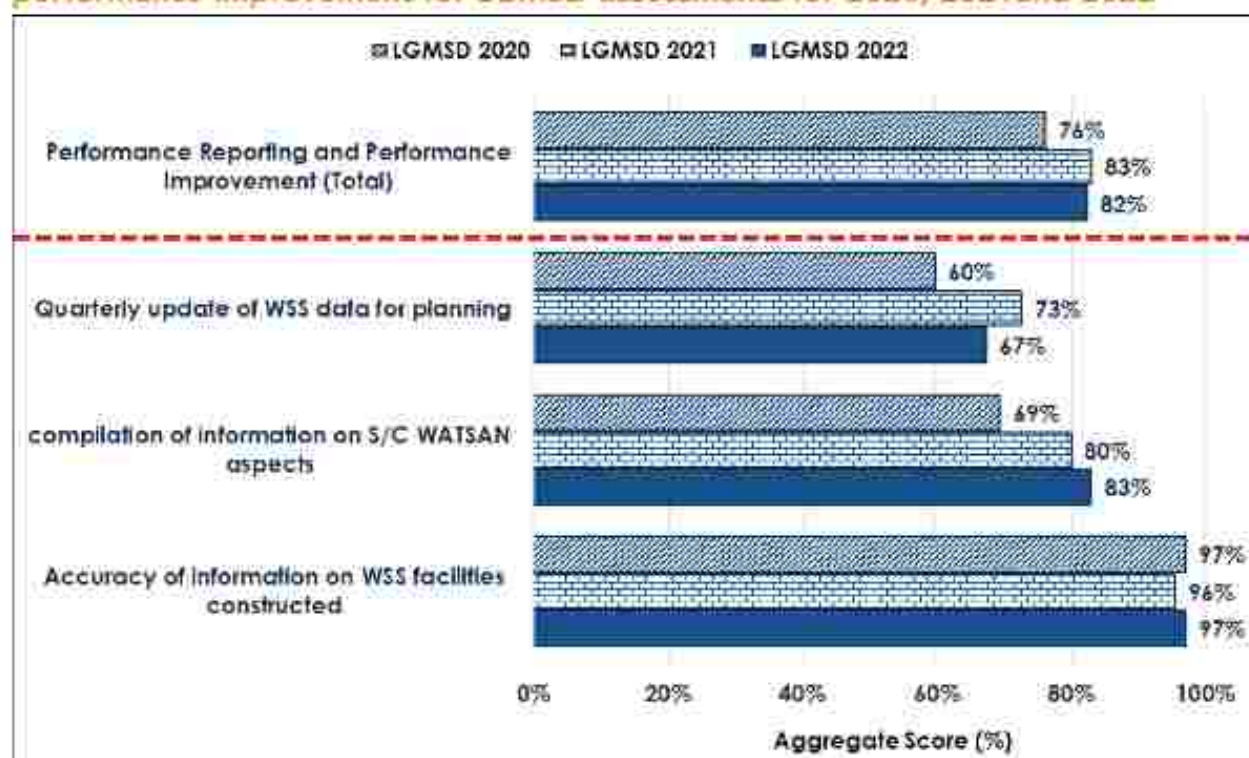
**Figure 128: Score for Water and Environment PM on Performance Reporting and Performance Improvement**



No. of DLGs assessed = 135

The overall average score across was 82%. Best performed indicator was accuracy of information on WSS facilities constructed at an average of 97%; Indicators on compilation of information on S/C WATSAN aspects, quarterly update of WSS data for planning aspects scored 83% and 67% respectively.

**Figure 129: Comparison of Average Scores for Performance reporting and performance improvement for LGMSD assessments for 2020, 2021 and 2022**



No. of DLGs assessed = 135

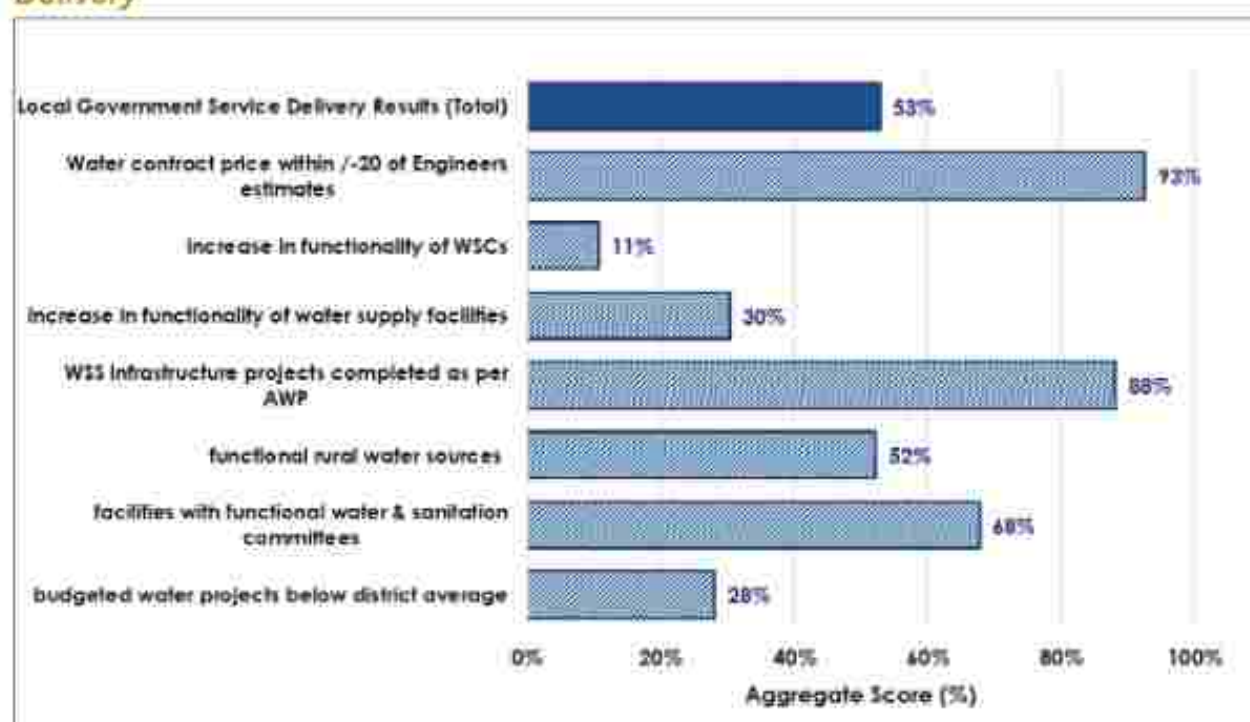
Positive trend ranging between 96% -97% has been noted in the indicator on Accuracy of information on WSS facilities constructed. A significant improvement has also been noted in compilation of information on S/C WATSAN aspects from 69% in 2020 to 83% in 2022. Quarterly update of WSS data for planning has registered a decline from 73% in 2021 to 67% in 2022.

### 6.4.3 Local Government Service Delivery

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

Figure 130 shows the performance of LGs in Performance Measures requirements for the area of Local Government Service Delivery.

**Figure 130: Score for Water and Environment PM on Local Government Service Delivery**

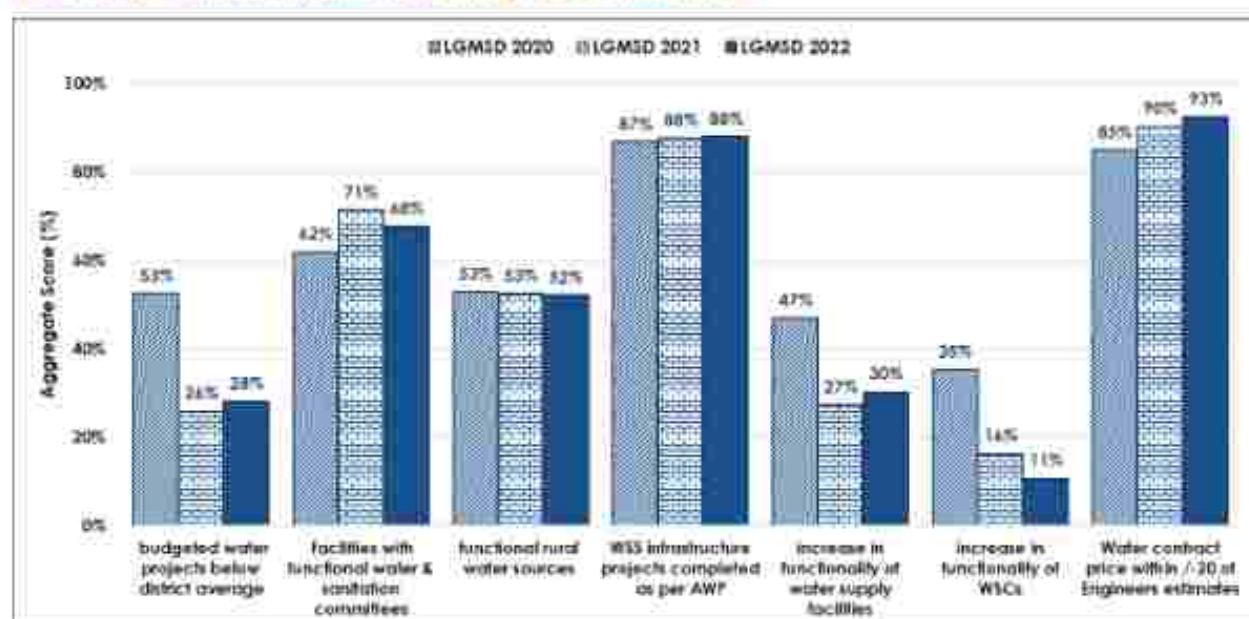


**No. of DLGs assessed = 135**

The overall average score was 53%. Best performed indicator was Water contract price within +/-20% of Engineer's estimates. Good performance of 88% was also registered in the number of WSS infrastructure projects completed as per the annual workplan.

Poor performance is observed in the indicators of number of budgeted water projects below district average (28%), Increase in functionality of water supply Facilities (30%), and increase in functionality of Water and Sanitation Committees.

**Figure 131: Comparison of Average Scores for Local Government Service Delivery for LGMSD assessments for 2020, 2021 and 2022**



**No. of DLGs assessed = 135 in 2021 and 2022 and 134 in 2020**

In figure 131 above, completion of WSS infrastructure as per the annual work plan and contract prices being within the Engineer's estimates maintained a good performance score of 88% and 93% respectively. There was a decline in percentage of water facilities with functional water and sanitation committees from 71% in 2021 to 68% in 2022 translating into a decline in functionality of rural water sources from 53% in 2021 to 52% in 2022.

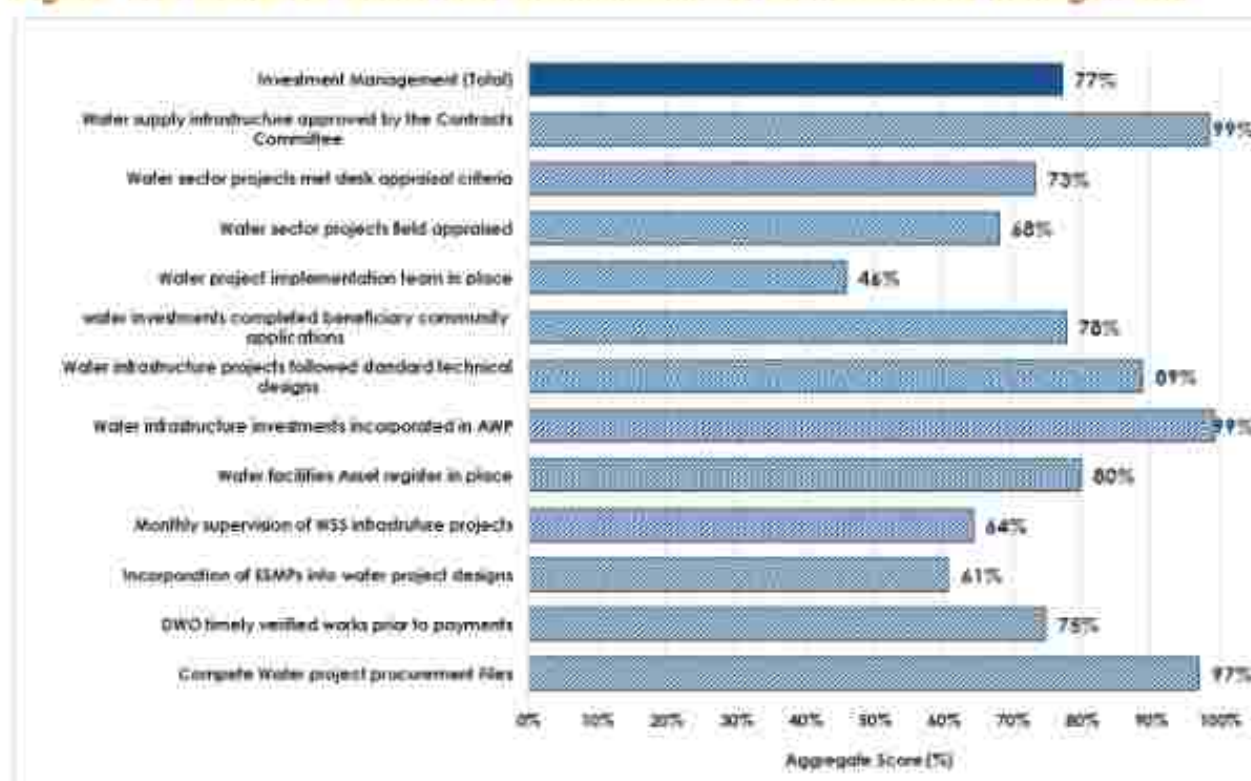
Indicators related to increase in functionality of WSCs and water supply facilities and budgeting for sub counties below the district average continued to perform poorly in 2022 at 11%, 30% and 28% respectively with no significant changes over the last 2 years of assessment.

#### 6.4.4 Investment Management

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

Figure 132 shows the performance of LGs in Performance Measure requirements for the area of Investment Management.

**Figure 132: Score for Water and Environment PM on Investment Management**



No. of DLGs assessed = 135

The overall average score across was 77%. Best performed indicators were; Water Supply Infrastructure approved by the Contracts Committee and Water Infrastructure Investments incorporated in the AWP all scoring an average score of 99%. Completion of water project procurement files at an average score of 97%. Water infrastructure projects following standard technical designs at an average score of 89% and water facility asset register in place at an average score of 80%.

The least scored indicator was having water project implementation team in place at an average score at 46%.

**Figure 133: Comparison of Average Scores for Investment Management performance measure for LGMSD assessments for 2020, 2021 and 2022**



No. of DLGs assessed = 135 in 2021 and 2022 and 134 in 2020

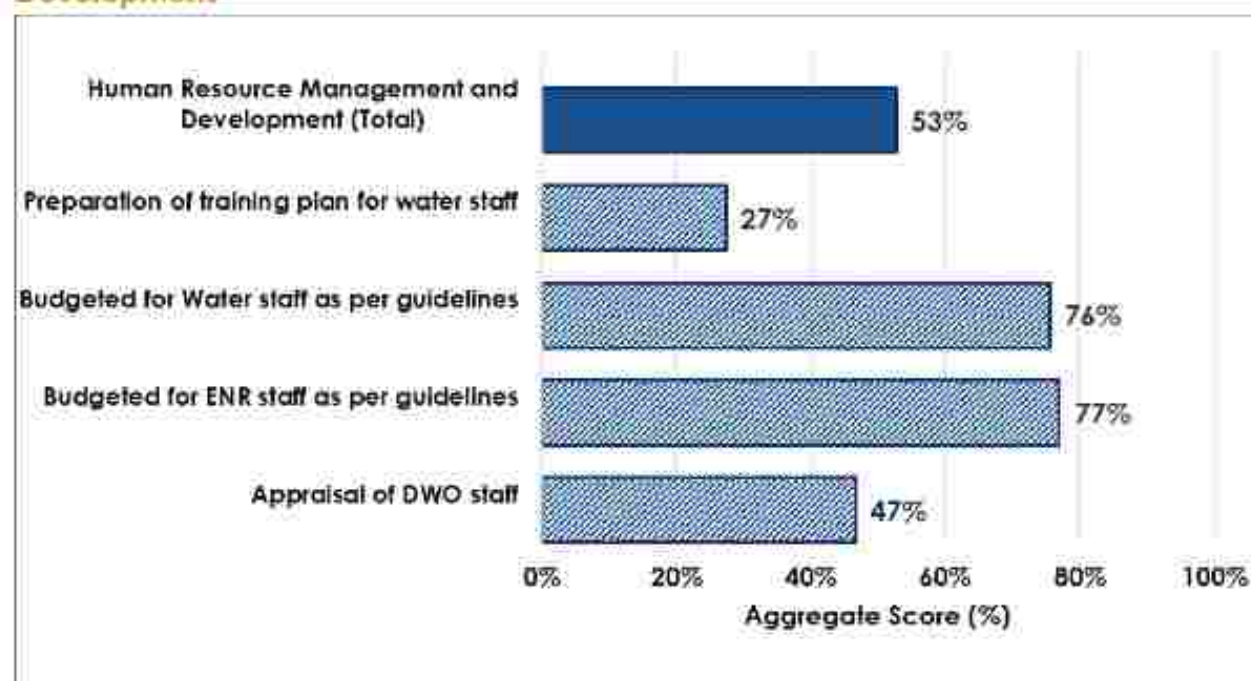
The figure 133 above presents selected indicators for investment performance measures. Over the three years of LGMSD assessment, investment management performance measure registered improvement from 66% in 2020 to 76% in 2021 and 77% in 2022. Indicators that declined in performance between 2021 and 2022 include; having in place water project implementation team (from 64% in 2021 to 46% in 2022), timely verification of works prior to payment by DWO (from 79% in 2021 to 75% in 2022).

#### 6.4.5 Human Resource Management and Development

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

Figure 134 shows the performance of LGs in Performance Measure requirements for the area of Human Resource Management and Development.

**Figure 134: Scores for Water and Environment PM on Human Resource Management Development**



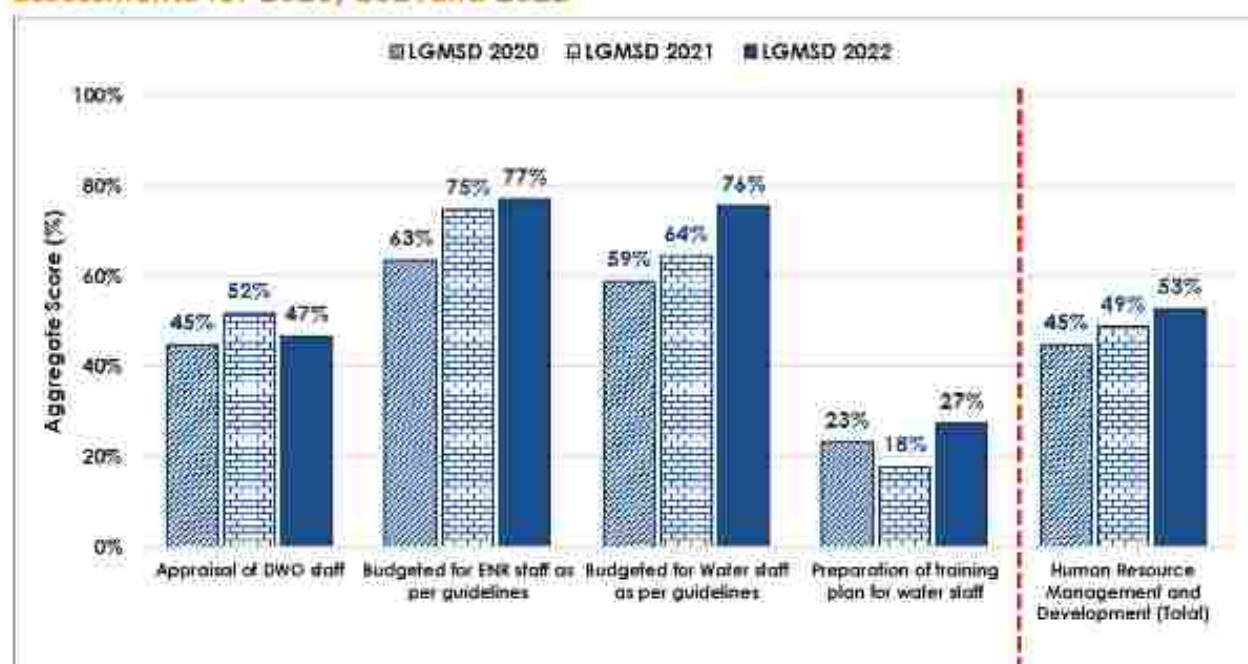
**No. of DLGs assessed = 135**

The overall average score across was 53%. Best performed indicators were Budgeting for ENR staff and water staff as per guidelines at average scores of 77% and 76% respectively.

Worst performed indicators were preparation of training plan for water staff at an average score of 27% and appraisal of the District Water Officer at 47%.



**Figure 135: Comparison of Average Scores for Human Resource Development assessments for 2020, 2021 and 2022**



**No. of DLGs assessed = 135 in 2021 and 2022 and 134 in 2020**

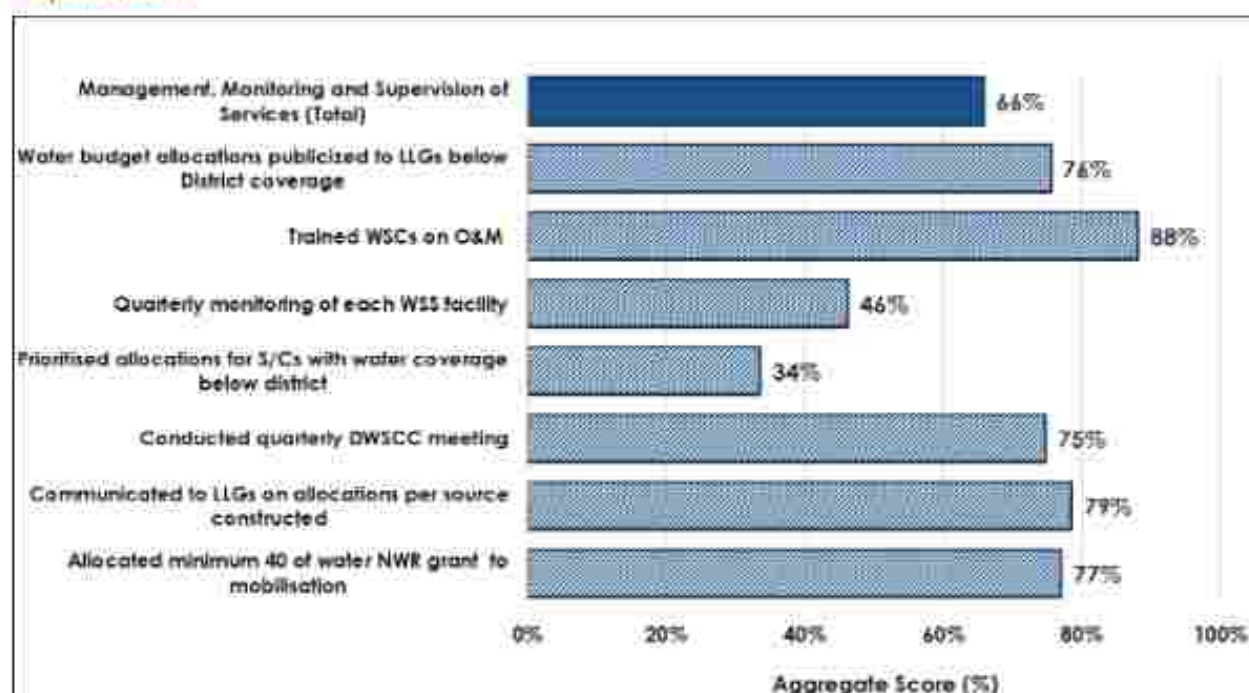
There was overall improvement in the performance of Human Resource Management and Development Performance Measure by 4 percentage points i.e., from 49% in 2021 to 53% in 2022. This performance is attributed to: significant improvement in District Water Offices budgeting for water as per guidelines (from 64% in 2021 to 76% in 2022), slight improvement in budgeting for environment and natural resources staff as per guidelines (from 18% in 2021 to 27% in 2022) and slight improvement in preparation of training plan for the water staff (from 75% in 2021 to 77% in 2022). Appraisal of District Water Officer staff registered a decline in performance from 52% in 2021 to 47% in 2022.

#### 6.4.6 Management, Monitoring and Supervision of Services

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

Figure 136 shows the performance of LGs in Performance Measures requirements for the area of Management Monitoring and Supervision.

**Figure 136: Score for Water and Environment PM on Management Monitoring and Supervision**



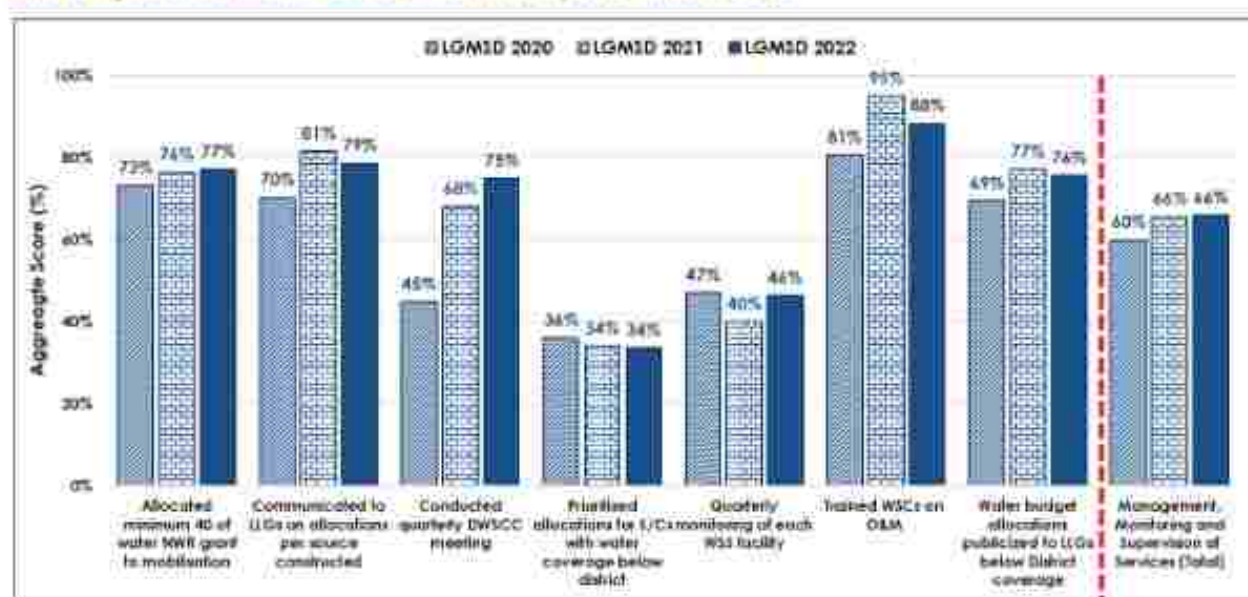
**No. of DLGs assessed = 135**

The overall average score across was 66%. Best performed indicators were training of WSCs on O&M with an average score of 88%, communication to LLGs on allocations per source constructed with an average score of 79%.

Low performance was registered in Prioritization of allocations for S/Cs with water coverage below district with an average score of 34%, and quarterly monitoring of each WSS facility at an average score of 46%.

Figure 137 below shows a trend analysis of selected indicators under Management, Monitoring and Supervision Performance Measure.

**Figure 137: Comparison of scores for selected indicators for Management, Monitoring and Supervision of Services for 2020, 2021 and 2022**



**No. of DLGs assessed = 135 in 2021 and 2022 and 134 in 2020**

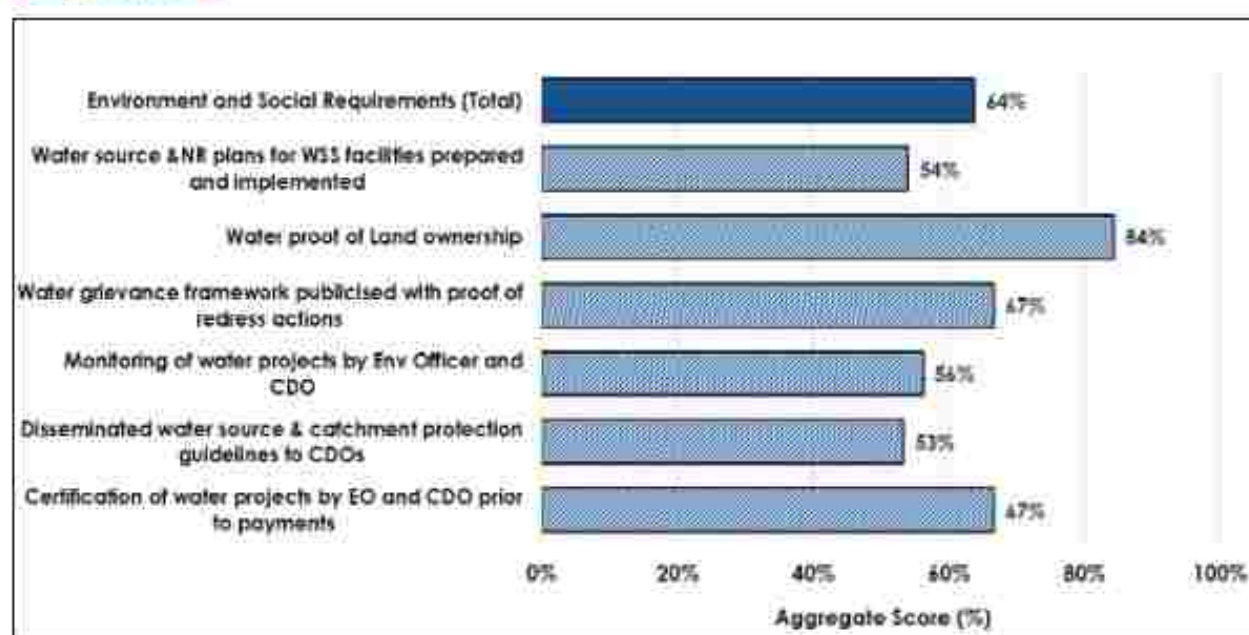
Improvement in performance is observed in conducting DWSCC meetings as the score increased from 68% in 2021 to 75% in 2022. There was a significant decline in overall average score of trained WSCs on O&M from 95% in 2021 to 88% in 2022 and Communication to LLGs on allocations per source constructed from 81% in 2021 to 79% in 2022. Also, poor performance has been maintained in prioritization of Sub counties with water coverage below district from 36% in 2020 to 34% in 2022 and quarterly monitoring of WSS facilities 47% in 2020 to 46% in 2022.

Lack of commitment by District leadership to prioritize Sub counties with water coverage below district coverage has been noted as one of the challenges. Also, due to the overwhelming water sources and insufficient monitoring budget, it's difficult to monitor each of the water sources within the stipulated time.

#### 6.4.7 Environment and Social Requirements

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

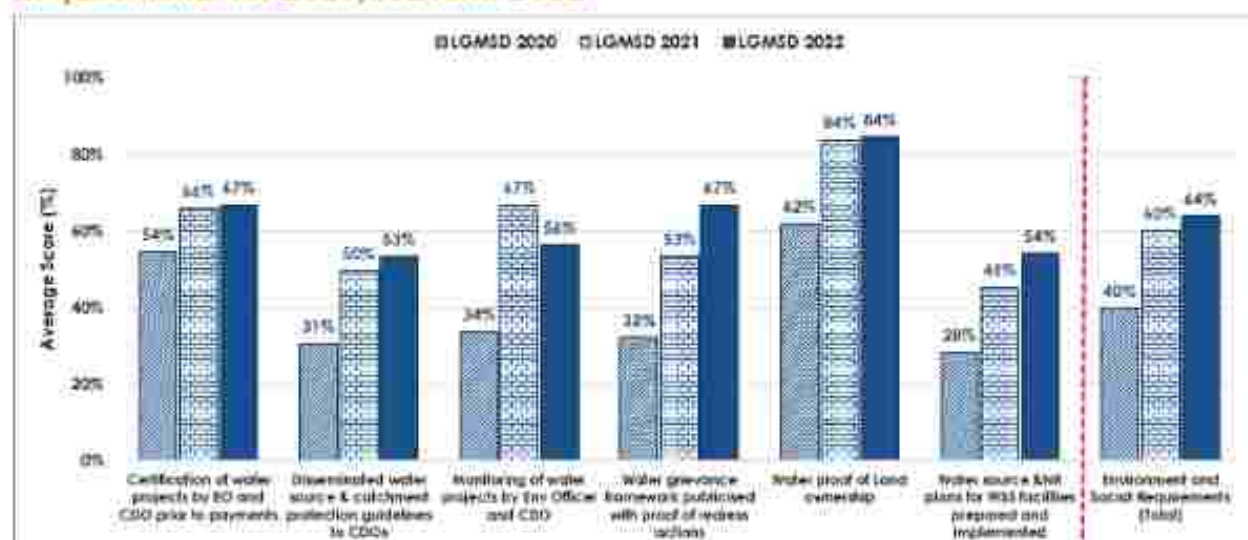
**Figure 138: Scores for Water and Environment PM on Environment and Social Requirements**



**No. of DLGs assessed = 135**

From figure 138 above, the overall score for environment and social requirements in LGMSD 2022 assessment was 64%. The best performing indicators include proof of land ownership for water investments (84%) publicizing of grievance framework with proof of redress actions and certification of water projects by Environment officer and CDO prior to payment (both at 64%). Indicators that scored below environment and social requirements average are; monitoring of water projects by both the environment officer and CDO (56%), preparation and implementation of water source and natural resource plans for WSS (54%) and dissemination of water source and catchment protection guidelines to CDOs (53%).

Figure 139 below shows a trend analysis of selected indicators under Environment and Social Requirements Performance Measure.

**Figure 139: Comparison of scores for selected indicators for Environment and Social Requirements for 2020, 2021 and 2022**

No. of DLGs assessed = 135 in 2021 and 2022 and 134 in 2020

From figure 139 above, there was an overall 4 percentage improvement in environment and social requirements performance measures from 60% in 2021 to 64% in 2022. 4 out of the 6 indicators under the Environment and Social Requirements registered improvement in performance i.e., i) certification of water projects by both the Environment Officer and Community Development Officer prior to payments, ii) dissemination of water sources and catchment protection guidelines to CDOs, iii) publicizing water grievance framework with proof of redress actions and iv) preparation and implementation of natural resource plans for WSS facilities. Performance of proof of land ownership for water investments remained at 84% while monitoring of water projects by environment and CDO declined from 67% in 2021 to 56% in 2022.

## 6.5 Conclusion, Emerging issues and recommendations for Water and Environment.

Local Governments have shown a positive trend in performance under the Water and Environment measures in the past 3 years of undertaking the LGM5D assessment under the revised framework; hence improved processes and systems that have led to improved service delivery. Despite the challenges still being faced in some areas such as budgeting of sub counties below district average, functionality of water sanitation committees among others, overall performance of DLGs' compliance in Performance Measures improved from 56% in 2020 to 66% in 2022 while that of minimum conditions improved from 64% in 2020 to 68% in 2022. Some of the areas that have registered great improvement include; staffing of critical positions such as the Civil engineer(water), incorporating water infrastructure investments in Annual Work Plan, conducting ESCC screening, contract price estimates and projects completed as per annual work plan among others.

Table 31 presents emerging issues and proposed recommendations from the 2022 Water and Environment assessment.

**Table 31: Emerging issues and recommendations under Water and Environment**

No.	Emerging Issue/Outstanding Challenges	Recommended Action (s)	Responsibility Centre
1	Recruitment and filling of the position of Natural Resources Officer scoring 16%.	The affected LGs should liaise with the MoPS to have the position prioritized and filled.	DLGs MoPS MoWE
2	Limited functionality of Water and Sanitation Committees scoring only 11% among LGs	Support DLGs to develop monitoring work plans for WSS facilities. Follow up with District Water Offices for compliance	MoWE DLGs
3	Lack of training plans put in place for water staff performing at only 27% of all LGs.	All DLGs should develop and implement training plans. A phased approach can be considered in case of limited resources.	MoWE DLGs
4	Inadequate budgeting and prioritization for water projects in sub-counties below district average which scored 28% only.	District Executive Committees and Technical Planning Committees should be sensitized to adhere to planning and budgeting guidelines in water and environment.	MoWE DLGs
5	Declining performance in having a Water project implementation team in place with only 46% of LGs scoring on this area.	LGs should ensure the water project implementation teams are in place and well constituted.	DLGs
6	Appraisal of DWO staff not undertaken in time.	Ensure to conduct appraisals for all officers under the water office within the stipulated time frame	DLGs

### 7.0 Micro Scale Irrigation Performance Assessment

#### 7.1 Introduction to Micro - Scale Irrigation Performance Assessment

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

Whereas, the 2022 assessment covered all 135 districts across the country, this report focuses on only 40 districts (piloted districts) originally selected to receive the micro-scale irrigation grant. This is because most of the indicators were not applicable to the new 95 enrolled LGs in the FY 2021/22. All indicators were assessed and those indicators which were not applicable during the year of assessment were scored 0 since;

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

The results for the assessment conducted in FY 2020/21 and FY 2021/22 were used for monitoring and evaluation purposes and to develop performance improvement plans but did not impact on the allocation of the grants. This is because the districts had not received and used the grants in FY 2019/20 (assessed in 2020/21); and the grants received in 2020/21 (assessed in 2021/22) were only for complementary services. Therefore, the results of the performance assessment conducted in FY 2022/23 were the first to be used to impact on the allocation of grants for FY 2023/24.

The LG Micro - Scale Irrigation Minimum Conditions were assessed against 2 performance areas of Human Resource Management and Development and Environmental and Social Requirements with maximum score of 100 percentage points. The performance areas, their respective performance indicators and scores are presented in table 32 below.

**Table 32: Scoring guide for Micro - Scale Irrigation Performance Minimum Conditions for LGMSD 2022**

Number	Performance Area	Performance Indicators	Percentage score of overall Score for MCs
A	Human Resource Management and Development	Senior Agricultural Engineer	70 Percentage points
B	Environment and Social Requirements	Environment, Social and Climate Change Screening/ Environment	30 Percentage points
<b>Total</b>			<b>100 Percentage points</b>

The performance of the LG Micro - Scale Irrigation Performance Measures was assessed against six thematic areas with weighted performance scores totaling to a maximum of 100 percentage points. The thematic areas are presented in Table 33.

**Table 33: Scoring guide for Micro-Scale Irrigation Performance assessment for LGMSD 2022**

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

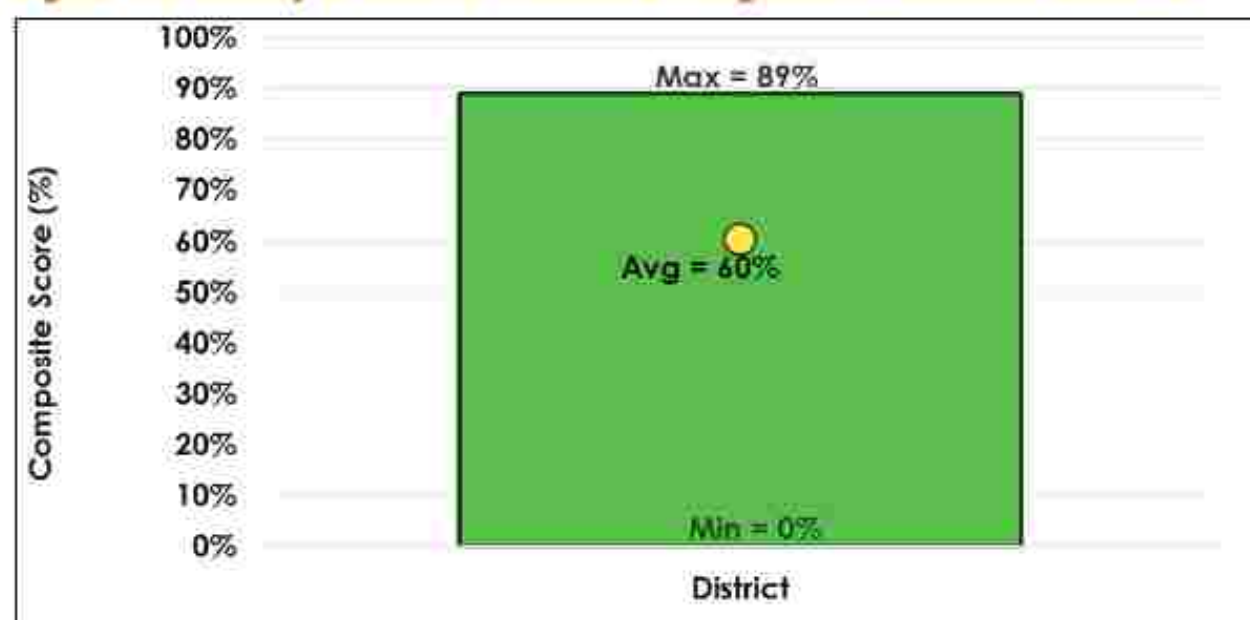


## 7.2 Overview of Micro - Scale Irrigation Performance Results – LGMSD 2022

### 7.2.1 Polarity of Scores for Micro - Scale Irrigation Performance

Figure 140 shows the relative orientation of the maximum, average and minimum scores in Micro Scale Irrigation performance measures for all the selected LGs.

**Figure 140: Polarity of score for Microscale – Irrigation Performance Measures**



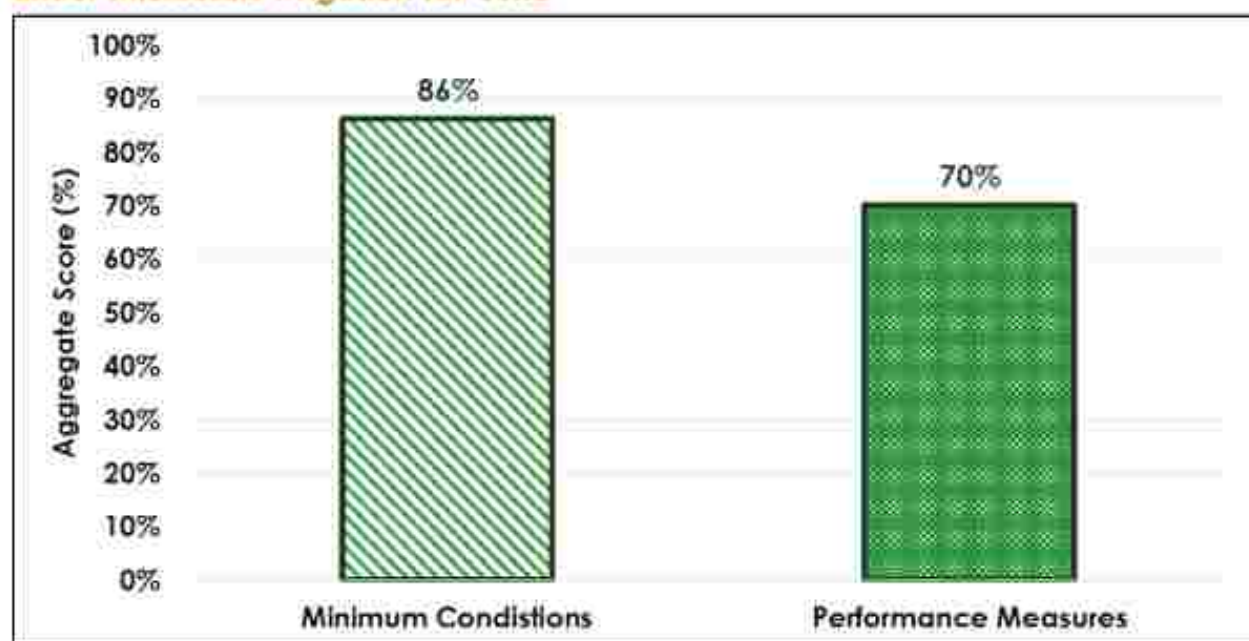
No. of LGs assessed = 40

The overall average score for all the 40 LGs for all Micro Scale Irrigation Performance Measures was 60% compared to 47% of the previous year. The highest score was 89% by Kyegegwa and Ibanda DLGs compared to 90% of the previous year and the minimum score was 0% by Amuru district.

### Average Scores for Micro Scale Irrigation Minimum Conditions and Performance Measures - LGMSD 2022

Figure 141 shows the average scores under Micro Scale Irrigation MCs and PMs, disaggregated for DLGs.

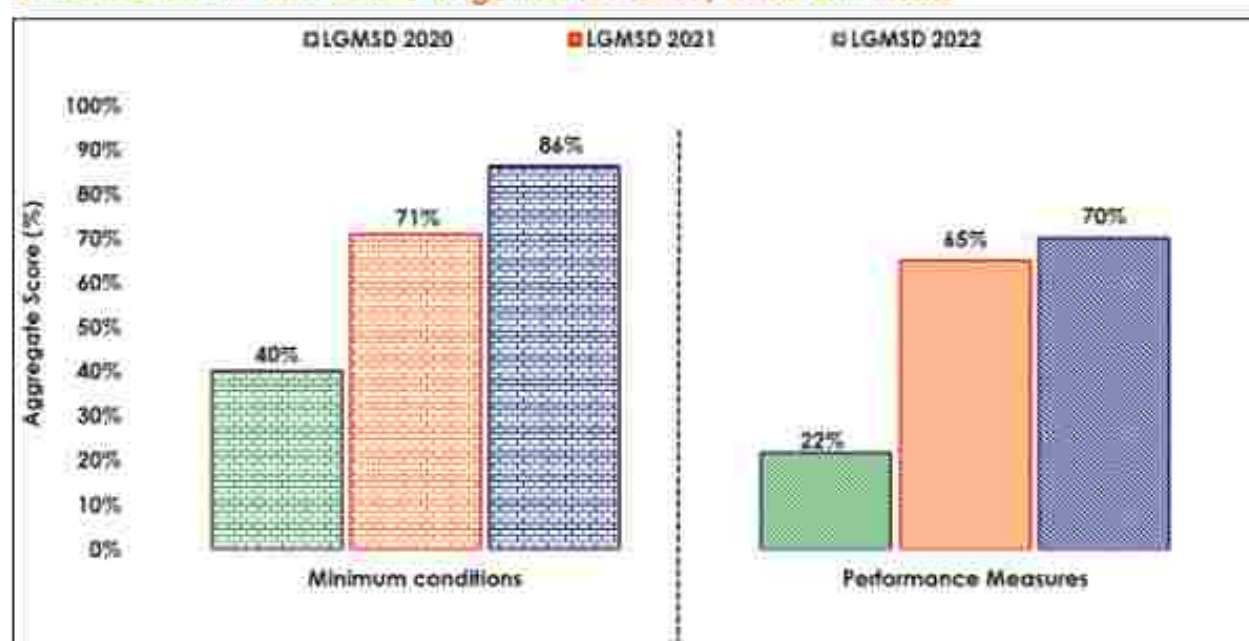
**Figure 141: Average scores for minimum conditions and Performance Measures under microscale irrigation for 2022**



No. of DLGs assessed = 40

Comparison of average scores for Minimum Conditions and Performance Measures under Microscale Irrigation for 2020, 2021 and 2022

**Figure 142: Comparison of average scores for Minimum Conditions and Performance Measures under Microscale Irrigation for 2020, 2021 and 2022**



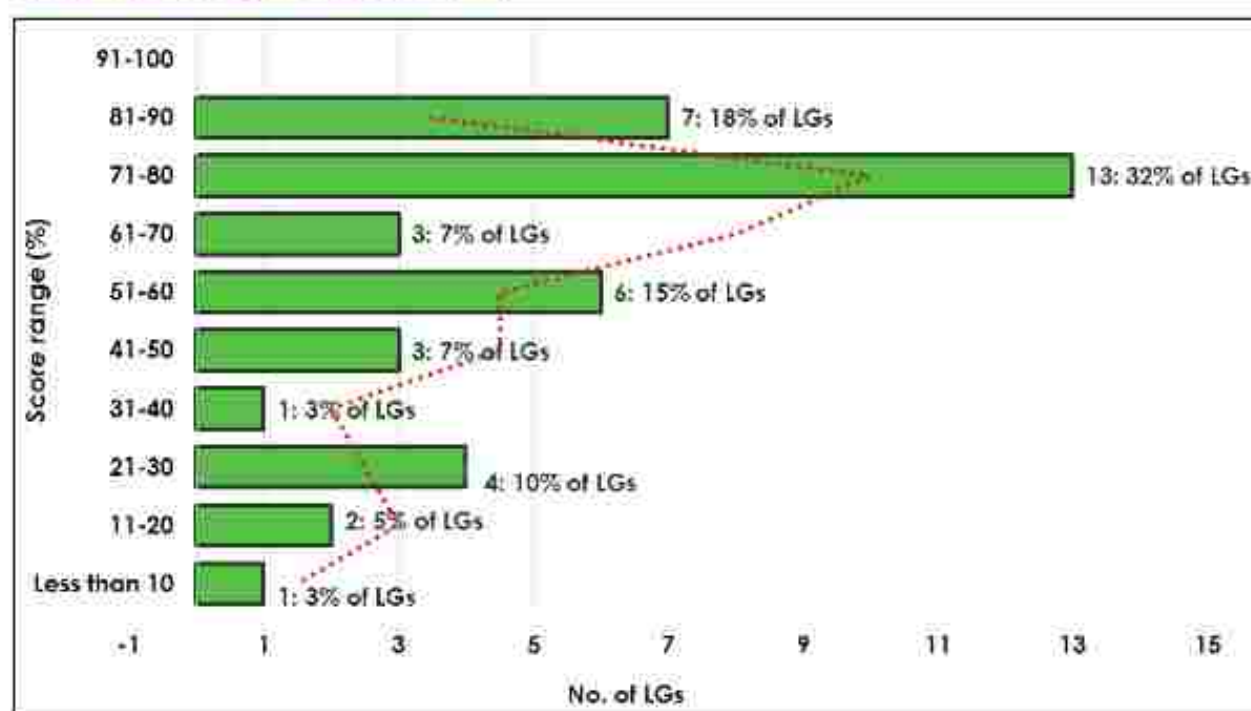
No. of LGs assessed = 40

The overall average score for Micro-scale irrigation minimum conditions was 86% compared to 71% and 40% for 2021 and 2020 respectively. Under Performance measures, the overall average score was 70% compared to 65% and 22% for 2021 and 2020 respectively. The improvement in performance is due to implementation of phases of the programme which had not started the previous years, whereby some of the activities by design had been implemented compared to the last two years where they had not been implemented.

## 7.2.2 Distribution of LGs across average score categories – LGMSD 2022

Figure 143 presents the distribution (by number and proportion) of Districts across the different score ranges for Micro Scale Irrigation performance.

**Figure 143: Micro Scale -irrigation performance scores distribution for 40 Districts combined for both MCs and PMs**



No. of LGs assessed = 40

From the above graph, 7(18%) of the LGs scored between 81-90%; 13(32%) scored between 71-80%; 3(7%) scored between 61-70%; 6(15%) scored between 51-60%; 3(7%) scored between 41-50%; 1(3%) scored between 31-40%; 4(10%) scored between 21-30%; 2(5%) scored between 11-20%; and 1(3%) scored between 0-10%, the best scoring 89% and worst 0%.

## 7.2.3 Best and Worst scoring LGs for Small Scale Irrigation

Table 34 and 35 below present average scores for the ten (10) highest and lowest scoring LGs on Micro Scale Irrigation performance respectively during the 2022 LGMSD.

**Table 34: Ten (10) Overall Highest Scoring LGs on Micro Scale Irrigation Performance**

Rank 2022	Score 2022	Vote	Rank 2021	Score 2021	Rank 2020	Score 2020
1	89%	Kyegegwa District	10	70%	11	16%
1	89%	Ibanda District	20	53%	5	20%
3	85%	Mbale District	15	63%	7	18%
3	85%	Luwero District	11	69%	16	10%
5	83%	Butambala District	5	79%	2	36%
6	82%	Wakiso District	24	44%	24	0%
7	81%	Nakaseke District	29	22%	24	0%
8	80%	Kamwenge District	5	79%	3	29%
9	77%	Rukungiri District	11	69%	23	3%
10	76%	Mityana District	22	48%	24	0%

**No. of LGs assessed = 40**

Kyegegwa and Ibanda District got the highest score of 89% thus ranking number one compared to their previous score of 70% and 53% and rank of 10 and 20 respectively in the previous year. Sembabule district which was the highest performer last year was pushed to rank 12 with a score of 74% compared to 71% for the previous year though with a slight improvement. Great improvement was by Ibanda, Wakiso, Nakaseka and Mityana Districts with scores of 89%, 82%, 81% and 76% respectively with ranks of 1, 6, 7 & 10 respectively.

**Table 35: Ten (10) Overall Lowest Scoring LGs on Micro Scale Irrigation Performance**

Rank 2022	Score 2022	Vote	Rank 2021	Score 2021	Rank 2020	Score 2020
30	47%	Nwoya District	11	66%	14	12%
30	47%	Ntungamo District	38	11%	21	5%
30	47%	Kamuli District	14	64%	19	7%
33	31%	Luuka District	19	55%	15	11%
34	26%	Mubende District	39	0%	6	18%
35	25%	Mukono District	33	20%	4	25%
36	23%	Kayunga District	26	25%	13	13%
37	21%	Kitagwenda District	32	20%	24	0%
38	20%	Masaka District	28	23%	24	0%
39	18%	Bududa District	37	16%	24	0%
40	0%	Amluru District	35	19%	24	0%

**No. of LGs assessed = 40**

District of Amuru scored 0%, ranking as the worst performer among the last 10 poor performing districts. This was due to zero performance in meeting the minimum conditions for Human Resource Management and Development and Environmental Screening for projects.

#### 7.2.4 Best and Worst scoring indicators for Micro Scale Irrigation

Table 36 and 37 presents a summary of the top 10 and bottom 10 performing indicators for both minimum conditions and performance measures in the 2022 LGMSD.

**Table 36: Ten (10) Best Scoring Indicators for Micro Scale Irrigation**

Performance Indicator	Rank 2022	Score 2022	Rank 2021	Score 2021
Up to-date data on irrigated land	1	100%	20	78%
Mobilization activities for farmers conducted	1	100%	1	95%
Up to-date LLG information entered into MIS	3	98%	4	93%
LG visits to EOI farmers	3	98%	4	93%
Awareness training on micro-irrigation	3	98%	1	95%
Irrigation projects incorporated in procurement plan	6	95%	14	83%
Environmental, Social and Climate Change screening	6	95%	14	83%
Increased acreage of newly irrigated land	8	93%	19	79%
Extension staff working in LLGs of their deployment	8	93%	8	88%
Disseminated information on use of farmer co-funding	8	93%	10	85%

The best performing indicators included, up to-date data on irrigated land, mobilization activities for farmers conducted, up to-date LLG information entered into MIS, LG visits to EOI farmers, and awareness training on micro-irrigation all scoring above 97% compared to 78%, 95%, 93% and 95% respectively scored in the previous year. All the best 10 indicators scored at 93% and above. The indicator whose improvement was tremendous was Up to-date data on irrigated land which improved from the rank of 20 with a score of 78% in the previous year to rank of 1 with a score of 100%.

**Table 37: Ten (10) Worst Scoring Indicators for Micro Scale Irrigation**

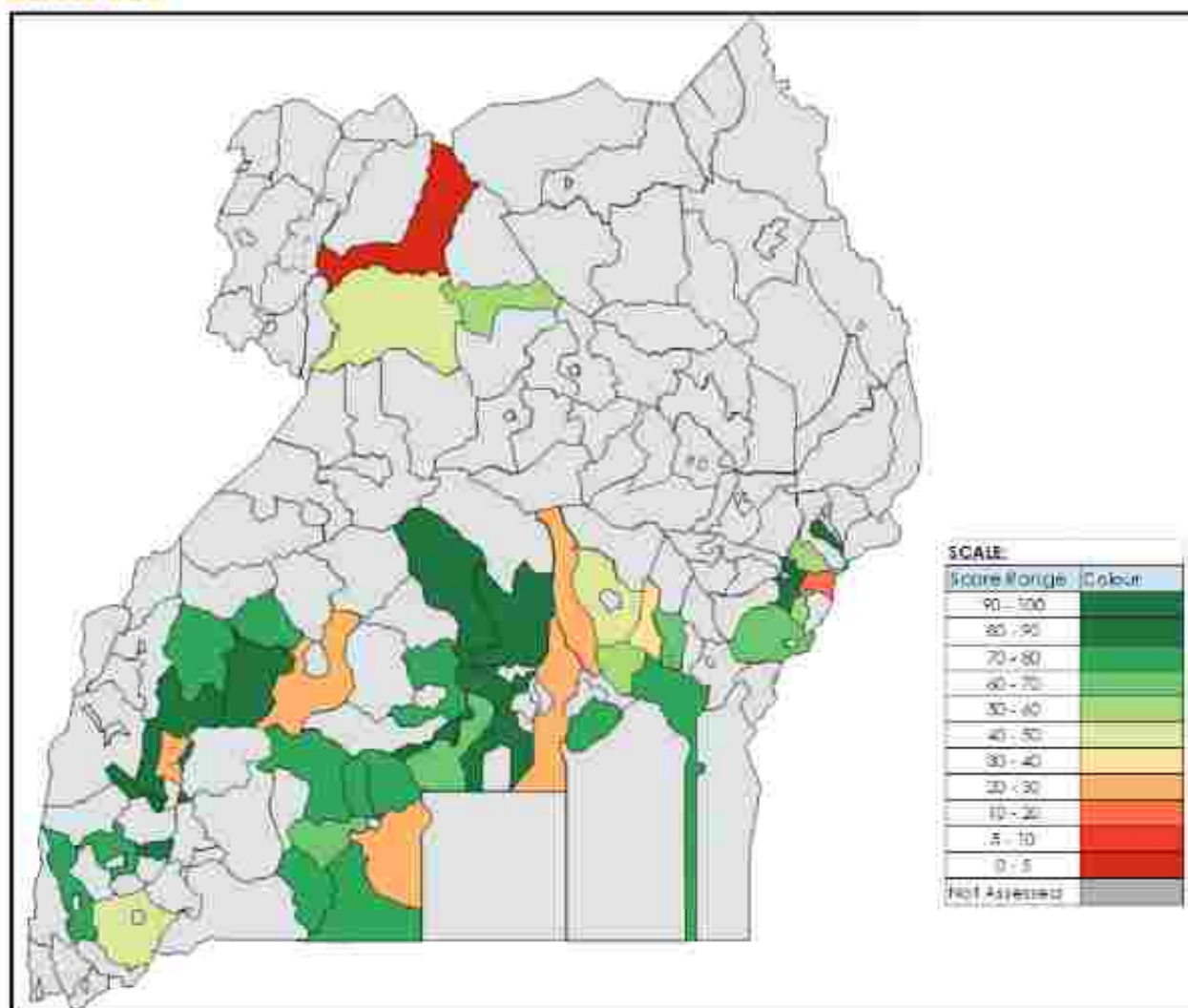
Performance Indicator	Rank 2022	Score 2022	Rank 2021	Score 2021
Equipment contract witnessed by farmer as per guidelines	50	43%	43	46%
Annual performance appraisals for extension workers	54	40%	27	73%
Use of the farmer co-funding as per guidelines	55	38%	62	7%
Documentation of irrigation training activities	55	38%	35	66%
Corrective actions taken based on extension worker appraisal reports	55	38%	56	29%
Timely installation of micro-scale irrigation equipment	58	36%	26	74%
Incorporation of ESMPs into irrigation project designs	59	35%	51	34%
Developed PIPs for lowest performing LLGs	60	33%	59	24%
Recruited LLG Ext. workers where wage is provided	61	29%	55	30%
Implemented PIP for lowest performing LLGs	62	25%	60	12%

Most indicators performed poorly due to the phased manner in which the project of Micro scale irrigation is being implemented. The poor performing indicators are mostly those indicators that performed poorly the previous year, this may be attributed to the phased manner of implementation of the programmed that leaves out some activities until some have been implemented.

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

Figure 144 depicts the distribution of the performance scores for all LGs across the country for Micro-Scale Irrigation Measures.

**Figure 144: Map of Micro Scale Irrigation performance assessment composite scores across LGs**



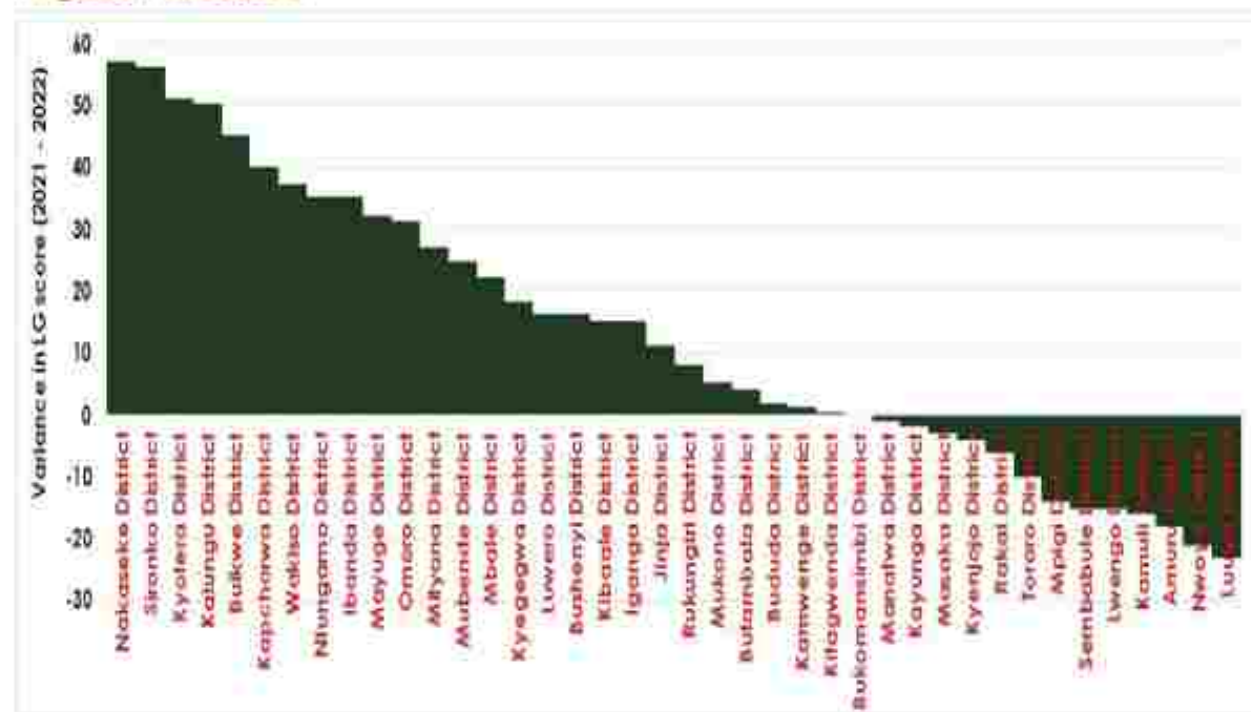
**No. of LGs assessed = 40**

Performance was generally better than the previous year for Micro Scale Irrigation with most LGs scoring 50% and above as depicted in the figure above while some scored in the range 0-5.

## 7.3 Performance Trends in the Micro Scale Irrigation Performance Assessment

### 7.3.1 Comparing performance between LGMSD 2021 and 2022 Assessment

Figure 145: Improvement in DLGs between LGMSD 2021 and 2022 for Micro-Scale Irrigation Measures



No. of LGs assessed = 40

There was improvement in score for the districts between LGMSD 2021 and 2022, except Luuka, Nwoya, Amuru, Kamuli, Lwengo, Sembabule, Mpigi, Tororo, Rakai, Kyenjojo, Masaka, Kayunga, Manafwa and Bukomansimbi Districts, whose scores deteriorated as compared to last year. Nakaseke and Sironko districts registered the most improvement in performance.

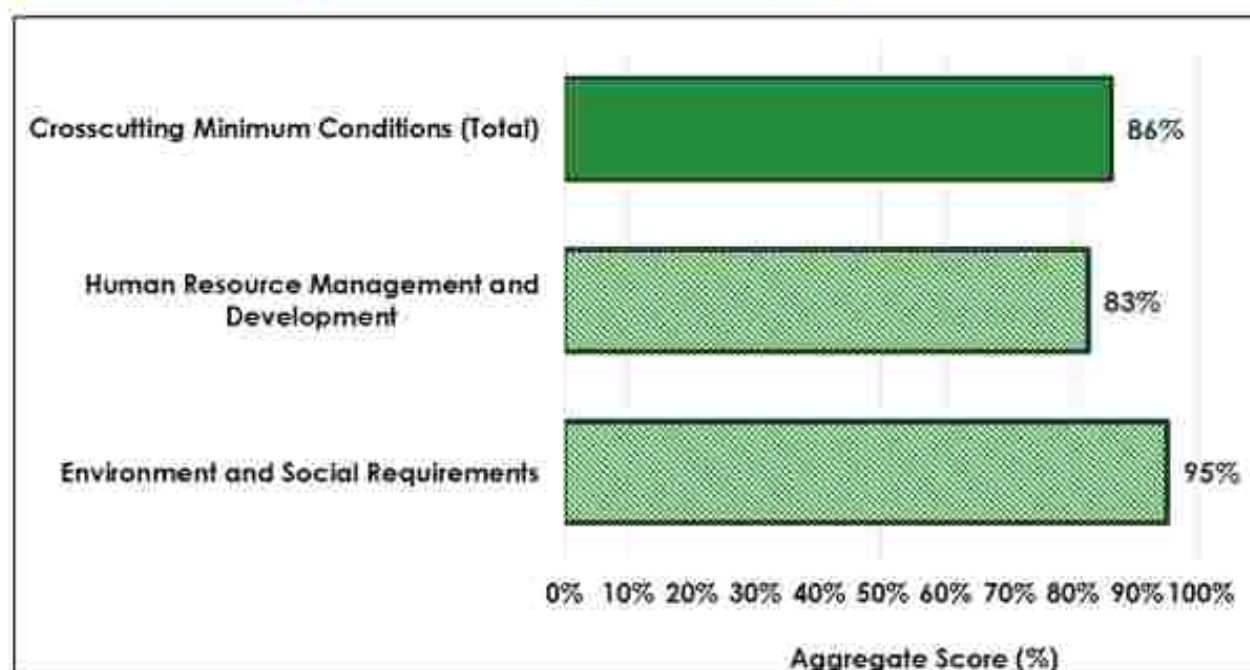
## 7.4 Results on Micro Scale Irrigation Minimum Conditions

Figure 146 shows the average scores of LGs across the two thematic areas of Micro Scale Irrigation performance for Minimum Conditions; disaggregated for 40 DLGs that have been receiving the Micro Scale Irrigation grant for the last three years.



### 7.4.1 Performance per Assessment Area under Micro-Scale Irrigation Minimum Conditions

Figure 146: Human Resource Management and Development and Environment and Social Requirements under minimum condition for 2022



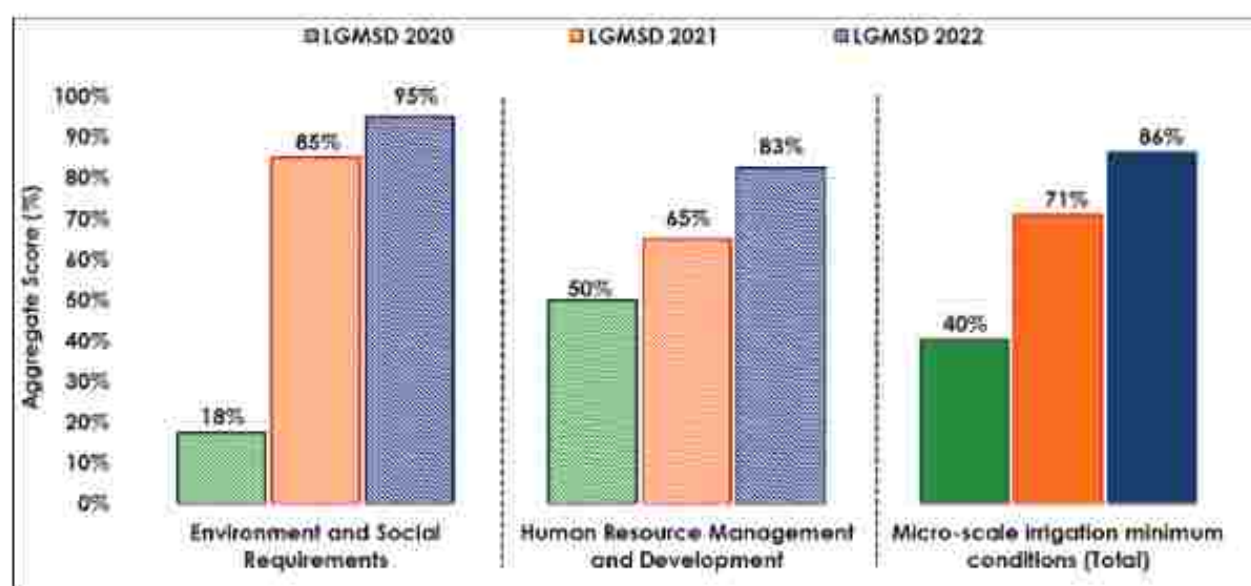
No. of LGs assessed = 40

The overall performance of Micro Scale Irrigation Minimum Conditions was 86% where by performance in Environment and Social Requirements had an overall score of 95% arising out of ESCC screening.

The DLGs also had an average score of 83% compared to 65% in the previous year under human resource management and development, the performance was registered in the only position under minimum condition i.e., the position of Senior Agricultural engineer.

This implies that 83% of LGs assessed had the position of Senior Agricultural Engineer filled while the other 17% did not fill the position. Interface with the responsible Ministry (MAAIF) revealed that some districts did not score under the Minimum conditions simply because they have Agricultural Engineer yet the assessment required the Senior Agricultural Engineer as a MC.

**Figure 147: Comparison of average scores for Micro Scale Irrigation Minimum Conditions per thematic area for 2020, 2021 and 2022**

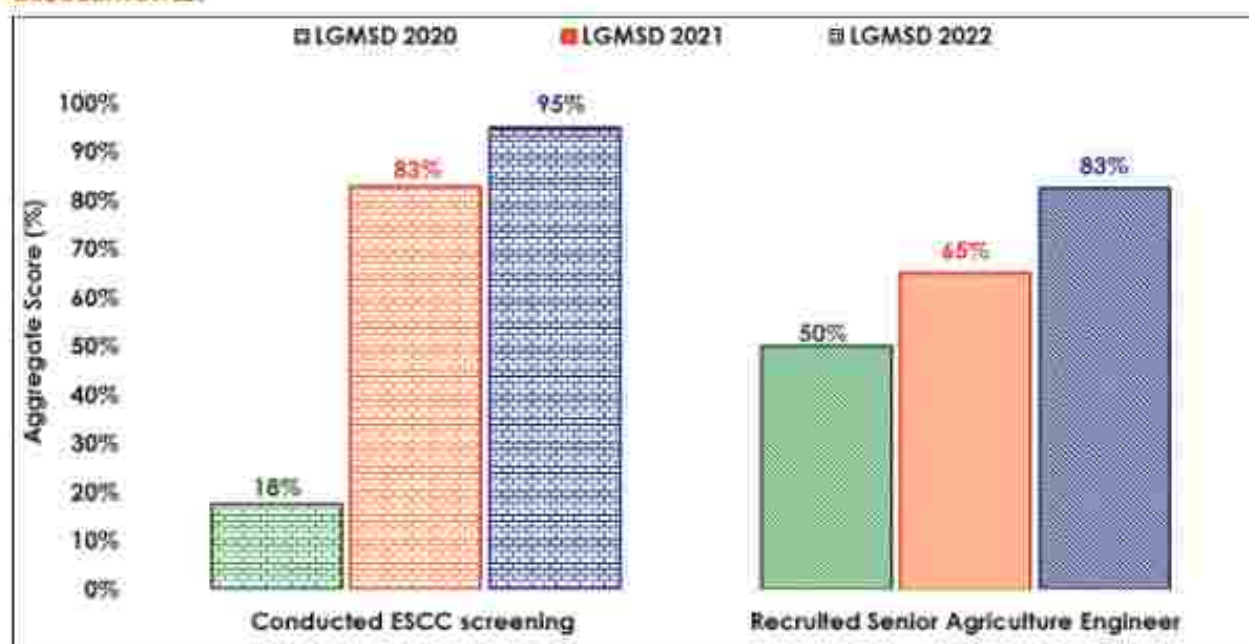


No. of LGs assessed = 40

The overall performance of Micro Scale Irrigation Minimum Conditions was 86% compared to 71% and 40% for 2021 and 2020 respectively. The best-performed area was Environment and Social requirements at an average of 95% compared to 85% and 18% for 2021 and 2020 respectively mainly due to Environmental, Social and Climate Change screening in Micro Scale Irrigation area which is a must before projects start. This is compared to Human Resource Management and Development at an average score of 83% compared to 65% and 50% for 2021 and 2020 respectively.

Comparison of scores for selected indicators of Senior Agricultural Engineer filled for Micro Scale Irrigation Human Resource Minimum Conditions and Environmental, Social and Climate Change screening for 2020, 2021 and 2022.

**Figure 148: Comparison of scores for selected indicators of Senior Agricultural Engineer filled for Micro Scale Irrigation Human Resource Minimum Conditions and Environmental, Social and Climate Change screening for 2020, 2021 and 2022 assessments.**



**No. of LGs assessed = 40**

There has been good progress in all minimum condition's indicators where by ESCC screening has improved from 18% to 83% and 95% in 2020, 2021 and 2022 respectively while recruitment of Senior Agricultural Engineer has improved from 50% to 65% and 83% in 2020, 2021 and 2022 respectively.

## 7.5 Results on Micro Scale Irrigation Performance Measures – LGMSD 2022

### 7.5.1 Performance per Assessment Area under Micro Scale Irrigation Performance Measures for 2022

Figure 149 shows the aggregate scores across the six thematic areas of Micro Scale Irrigation performance measures disaggregated for the 40 LGs.

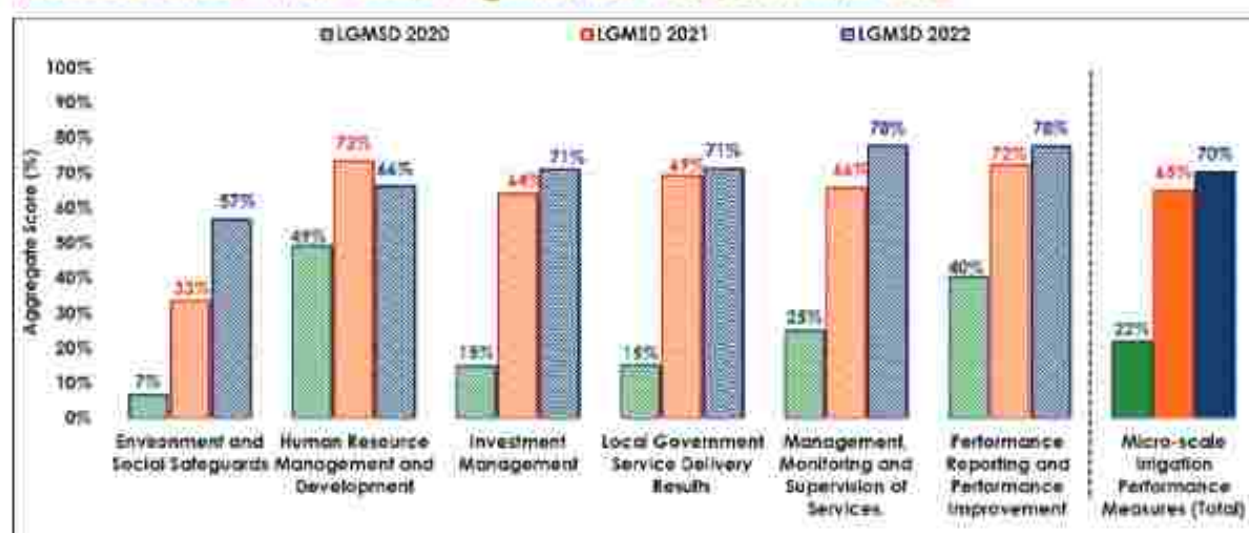
**Figure 149: Aggregate scores across the six thematic areas of Micro Scale Irrigation performance measures**



No. of LGs assessed = 40

The overall average score across the six performance areas in Micro Scale Irrigation Performance Measures was 70% compared to 65% and 22% in the previous two years. The best-performed areas were Management, monitoring and supervision services and Performance Reporting and Performance Improvement both at an average score of 78% compared to 66% and 72% for the previous year respectively, while the worst performed area was that of Environment and Social Safeguards at an average score of 57% compared to 33% and 7% in 2021 and 2020 respectively. The comparison for 3 years is presented in figure below.

**Figure 150: Comparison of average scores per Assessment Area for Performance Measures under Micro Scale Irrigation for 2020, 2021 and 2022**

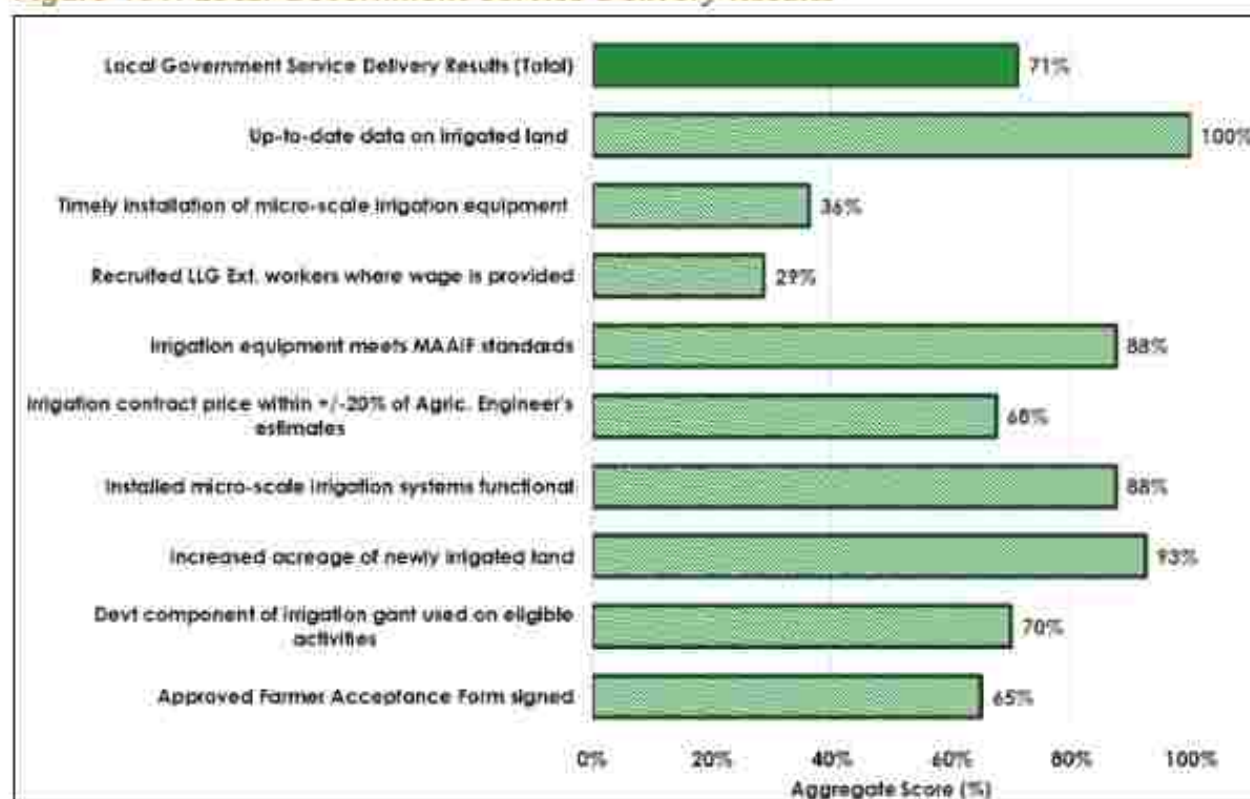


No. of LGs assessed = 40

## 7.5.2 Local Government Service Delivery Results

Figure 151 shows the performance of LGs in the area of Local Government Service Results.

**Figure 151: Local Government Service Delivery Results**



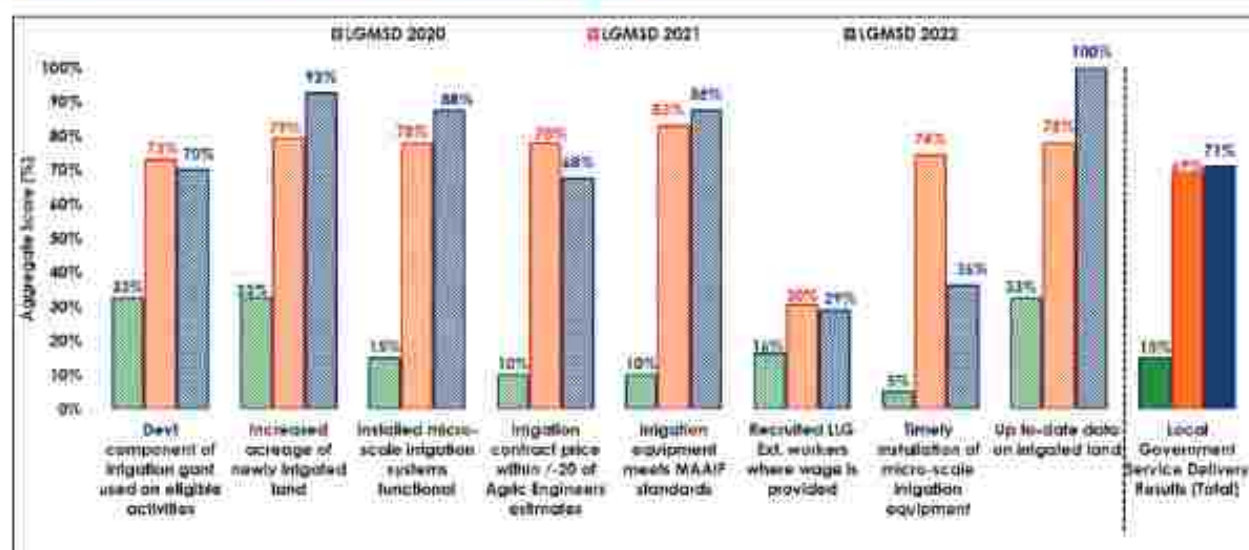
**No. of LGs assessed = 40**

The overall average score across the nine performance indicators under Local Government Service Delivery Results area was 71% compared to 69% and 15% in the previous two years. The best-performed indicators were up to-date data on irrigated land, increased acreage of newly irrigated land, Irrigation equipment meeting MAAIF standards and installed micro-scale irrigation systems being functional, all of which scored above 85%. While the worst performed indicators were Recruitment of Lower Local Government Extension workers where wage is provided and timely installation of micro scale irrigation equipment which performed below 40%; at 29% and 36% respectively.

## Trend (2020-2022) of aggregate scores for selected indicators under Local Government Service Delivery Results

Figure 152 shows the trend of aggregate scores for the 2020, 2021 and 2022 assessments for eight selected indicators under the performance-area of Local Government Service Delivery Results.

**Figure 152: Trend (2020-2022) of aggregate scores for selected indicators under Local Government Service Delivery Results**

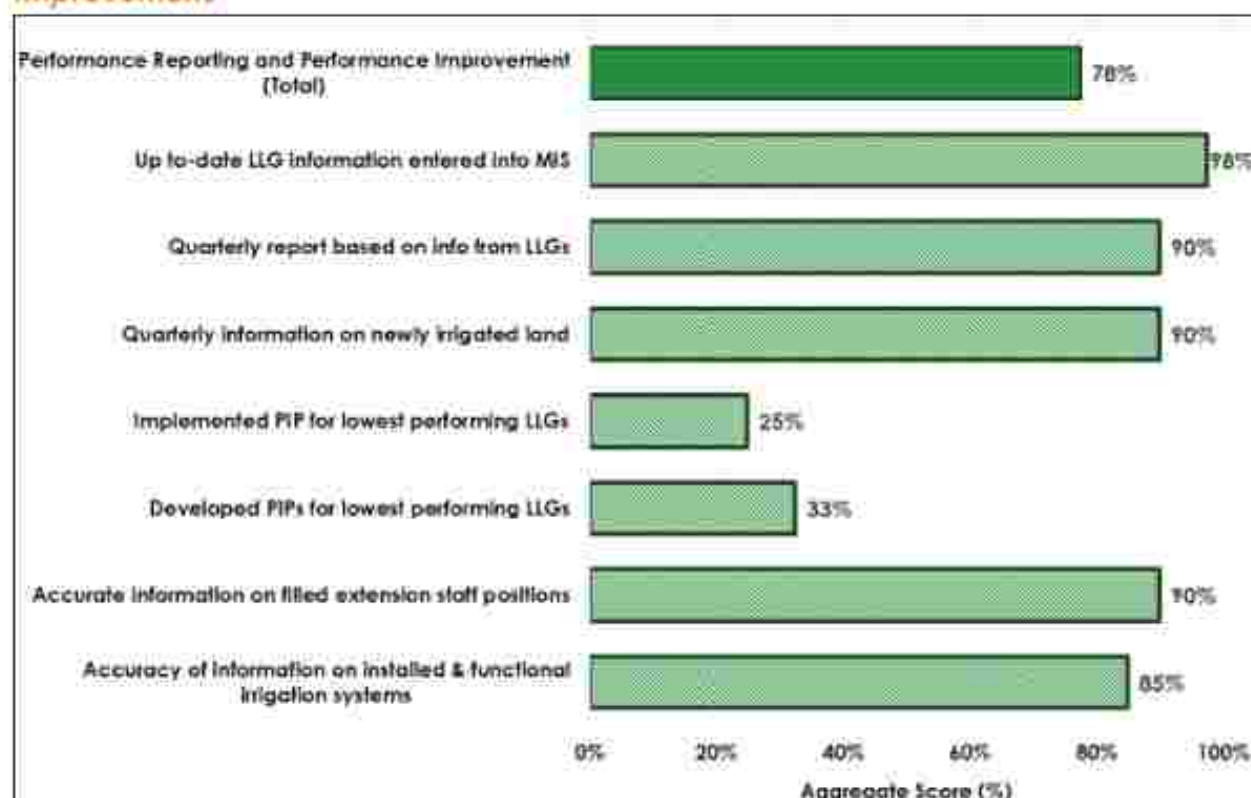


No. of LGs assessed = 40

The overall average score across the performance indicators under Local Government Service Delivery Results area was 71% compared to 69% and 15% in the previous two years. The best-performed indicators were up to-date data on irrigated land with 100% compared to 78% and 33% in the previous two years respectively; increased acreage of newly irrigated land with 93% compared to 79% and 33% in the previous two years respectively; Irrigation equipment meets MAAIF standards with 88% compared to 83% and 10% and installed micro-scale irrigation systems functional with 88% compared to 78% and 15% in the previous years; all of which scored above 85%. While the worst performed indicators were Recruited Lower Local Government Extension workers where wage is provided with 29% against the previous year's performance of 30% and 16% and timely installation of micro scale irrigation equipment which performed at 36% compared to 74% and 5% in the previous two years.

### 7.5.3 Performance Reporting and Performance Improvement

Figure 153 below shows the average scores attained by LGs across the different indicators in the area of Performance Reporting and Performance Improvement

**Figure 153: Micro Scale Irrigation Scoring in Performance Reporting and Performance Improvement**

No. of LGs assessed = 40

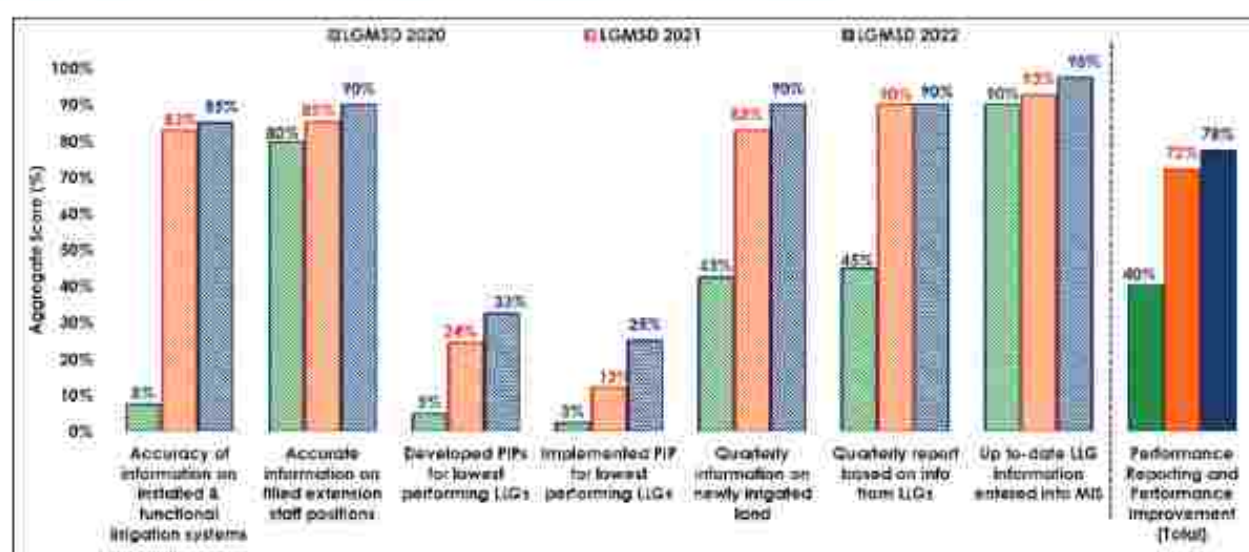
Under Performance Reporting and Performance Improvement, the overall performance of all indicators was 78% compared to 72% for the previous year. Good performance was in Up to-date LLG information entered into MIS which maintained its high performance from 93% of the previous year to 98% together with, Quarterly information on newly irrigated land, Quarterly report based on information from LLGs, Accuracy of information on installed & functional irrigation systems and Accurate information on filled extension staff positions, all of which scored above 85% and had great improvement from the previous year.

Poor performance was registered in areas of Developed PIPs for lowest performing LLGs and Implemented PIP for lowest performing LLGs these all performed at 33% and 25% compared to 12% and 24% in the previous year respectively. The reasons for poor performance is because LLGs assessment has just started and PIPs had not been developed.

#### **Trend (2020-2022) of aggregate scores for selected indicators under Performance Reporting and Performance Improvement.**

Figure 154 shows the trend of aggregate scores for the 2020, 2021 and 2022 assessments for seven selected indicators under the performance area of Performance Reporting and Performance Improvement.

**Figure 154: Trend (2020-2022) of aggregate scores for selected indicators under Performance Reporting and Performance Improvement**



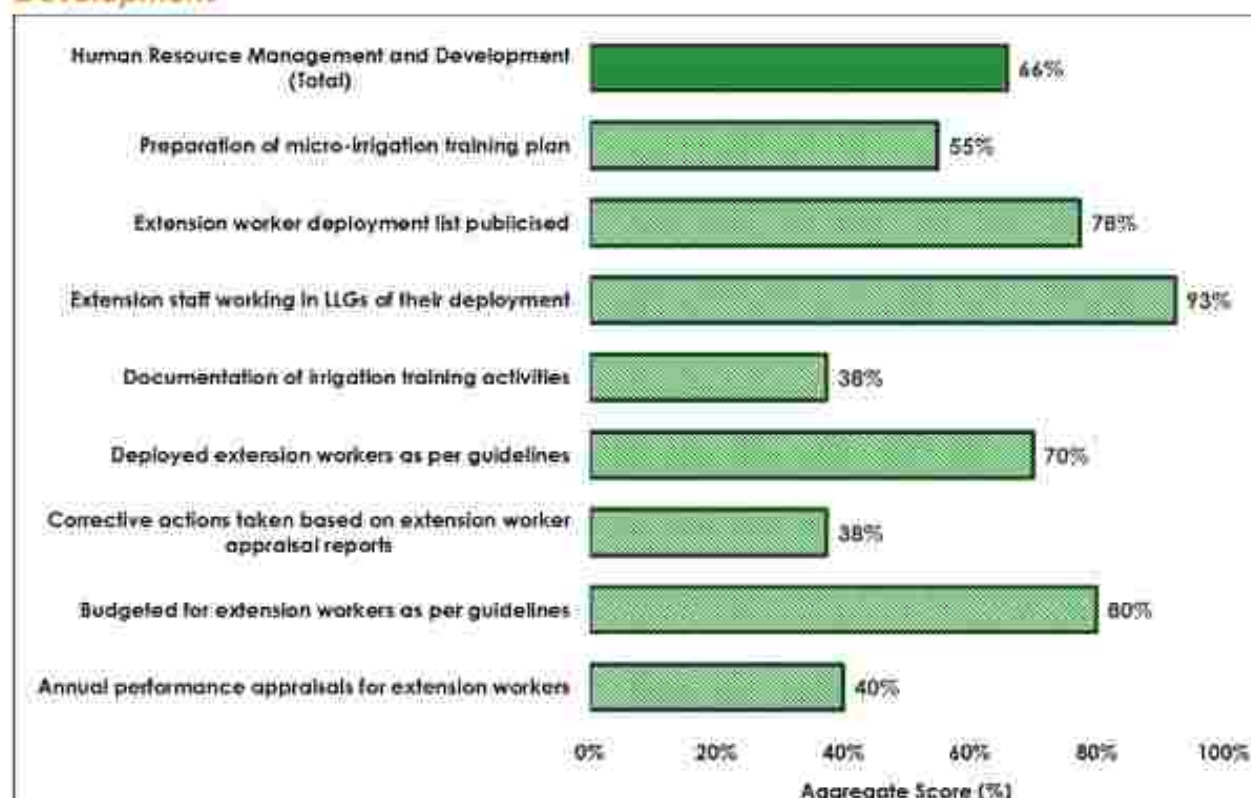
Good performance was in Up to-date LLG information entered into MIS which maintained its high performance from 93% of the previous year to 98%; Quarterly information on newly irrigated land which scored 90% compared to 83% of the previous year; Quarterly report based on information from LLGs which maintained its score at 90%; Accuracy of information on installed & functional irrigation systems which slightly improved from 83% in the previous year to 85%; and Accurate information on filled extension staff positions which improved to 90% from 85% in the previous year.

Poor performance was registered in areas of Developed PIPs for lowest performing LLGs which scored 33% against 24% and 5% for the previous two years; Implemented PIP for lowest performing LLGs which performed at 25% against 12% in the previous year.

#### 7.5.4 Human Resources Management and Development

Figure 155 below shows the average scores attained by LGs across the different indicators in the areas of Human Resource Management and Development.



**Figure 155: Micro Scale Irrigation Scoring in Human Resource Management and Development**

No. of LGs assessed = 40

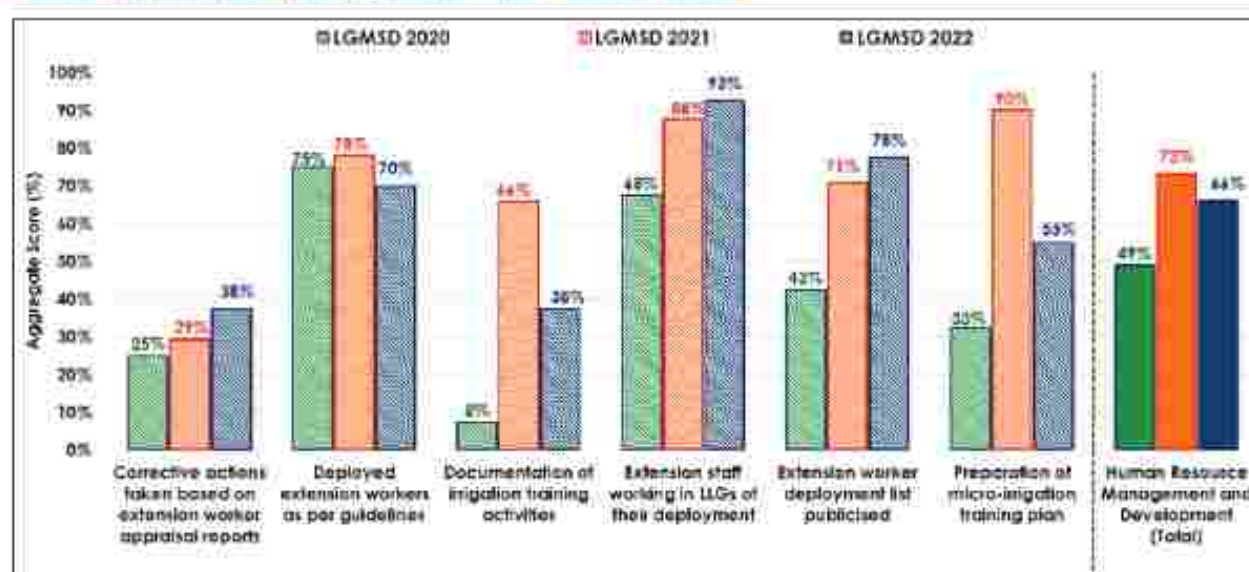
The overall average score across the eight performance indicators under Human Resource Management and Development was 66% compared to 73% of the previous year. The best-performed indicators scoring above 70% were Extension staff working in LLGs of their deployment that performed at 93% compared to 88% of the previous year, budgeting for extension workers as per guidelines that performed at 80% compared to 78% during last year, Extension worker's deployment list publicized which scored 78% compared to last year's 71% and Deployed extension workers as per guidelines which scored at 70% compared to 76%, last year.

The worst performed indicators were Preparation of micro-irrigation training plan which scored 55% below last year's performance of 90%, annual performance appraisals for extension workers which scored 40% compared to the previous year performance of 73%, corrective actions taken based on extension worker appraisal reports which scored 38% compared to 29% for the previous year, and documentation of irrigation training activities which scored 38% compared to 66% in the previous year.

### **Trend (2020-2022) of aggregate scores for selected indicators under Human Resource Management and Development**

Figure 156 shows the trend of aggregate scores for the 2020, 2021 and 2022 assessments for six selected indicators under the performance area of Human Resource Management and Development.

**Figure 156: Trend (2020-2022) of aggregate scores for selected indicators under Human Resource Management and Development**

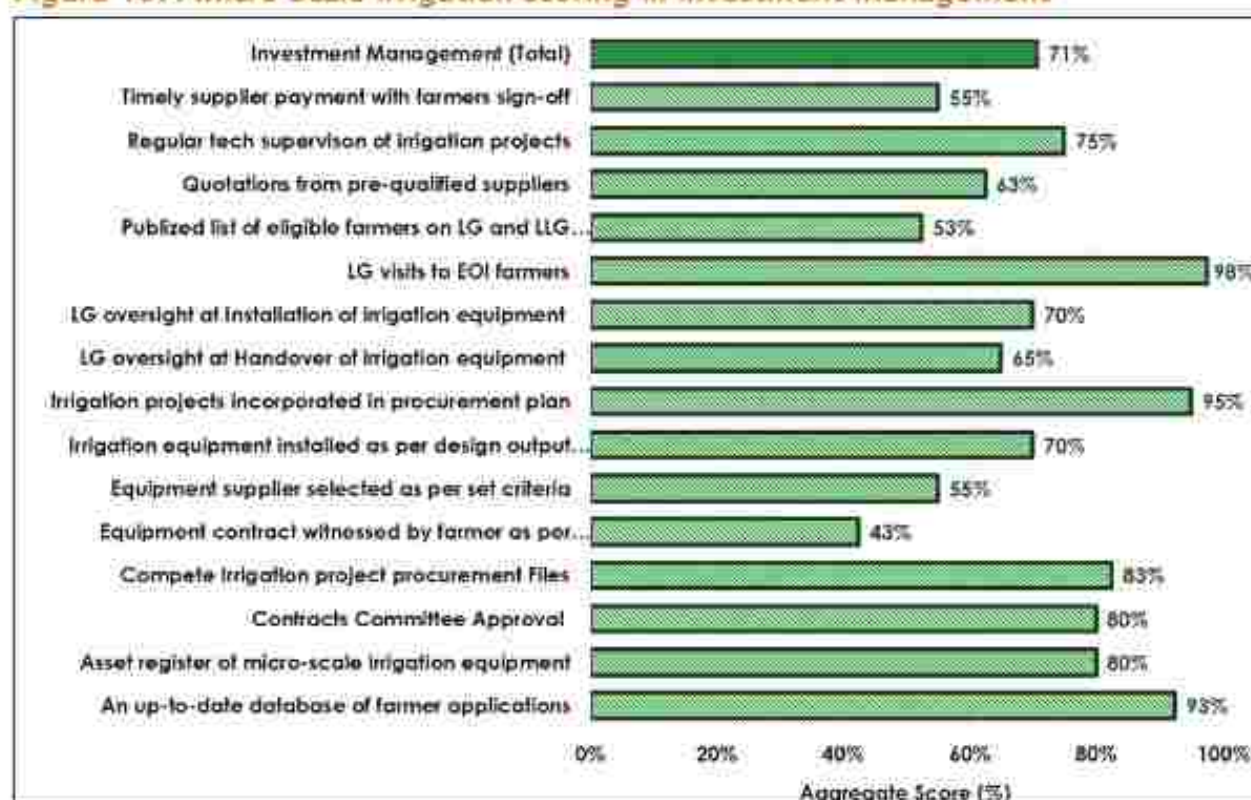


The best-performed indicators scoring above 70% were Extension staff working in LLGs of their deployment that performed at 93% compared to 88% of the previous year, budgeting for extension workers as per guidelines that performed at 80% compared to 78% during last year, Extension worker's deployment list publicized which scored 78% compared to last year's 71% and Deployed extension workers as per guidelines which scored at 70% compared to 78%, last year.

The worst performed indicators were Preparation of micro-irrigation training plan which scored 55% below last year's performance of 90%, annual performance appraisals for extension workers which scored 40% compared to the previous year performance of 73%, corrective actions taken based on extension worker appraisal reports which scored 38% compared to 29% for the previous year, and documentation of irrigation training activities which scored 38% compared to 66% in the previous year.

### 7.5.5 Investment Management

Figure 157 below shows the average scores attained by LLGs across the different indicators in the areas of Investment Management under Micro Scale Irrigation:

**Figure 157: Micro Scale Irrigation scoring in Investment Management**

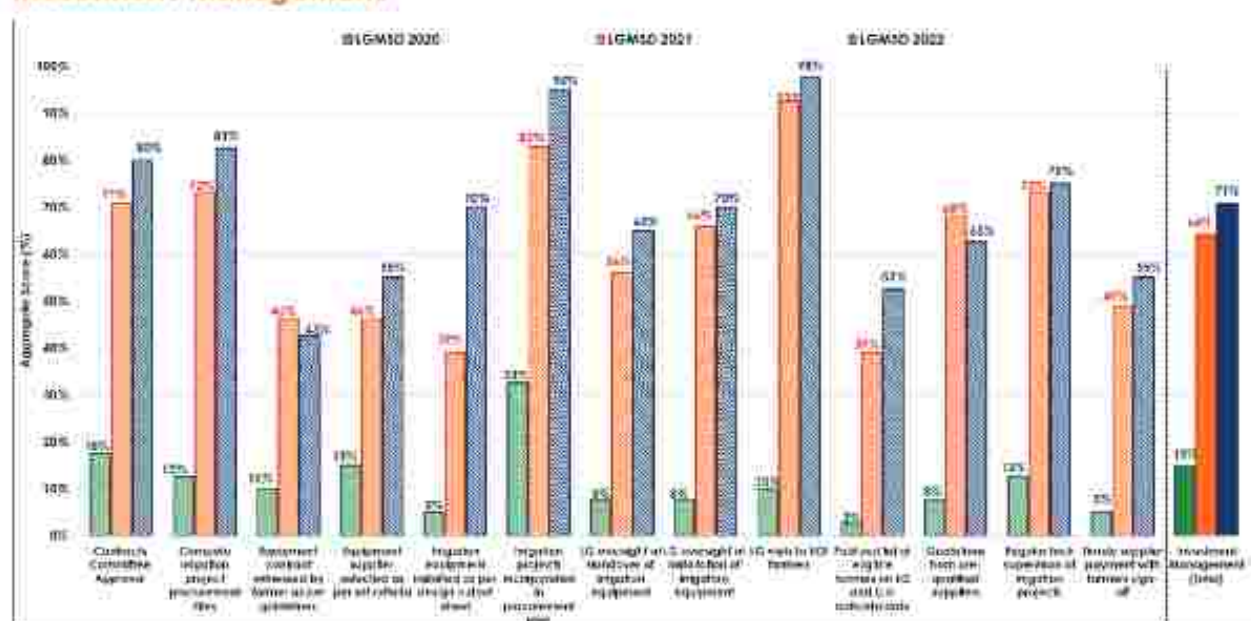
**No. of LGs assessed = 40**

The overall average score across the fifteen performance indicators under Investment Management was 71% compared to 64% of the previous year. The best-performed indicators were LG visits to EOI farmers, Irrigation projects incorporated in procurement plan, up-to-date database of farmer applications, all of which scored above 90%, while the worst performed indicator was that Equipment contract witnessed by farmers as per the guidelines, this performed below 50% while majority of the indicators performed above the average of 50%. This is a sign to show that majority of the activities are progressing well.

### **Trend (2020-2022) of aggregate scores for selected indicators under Investment Management**

Figure 158 shows the trend of aggregate scores for the 2020, 2021 and 2022 assessments for thirteen selected indicators under the performance area of Investment Management.

**Figure 158: Trend (2020-2022) of aggregate scores for selected indicators under Investment Management**

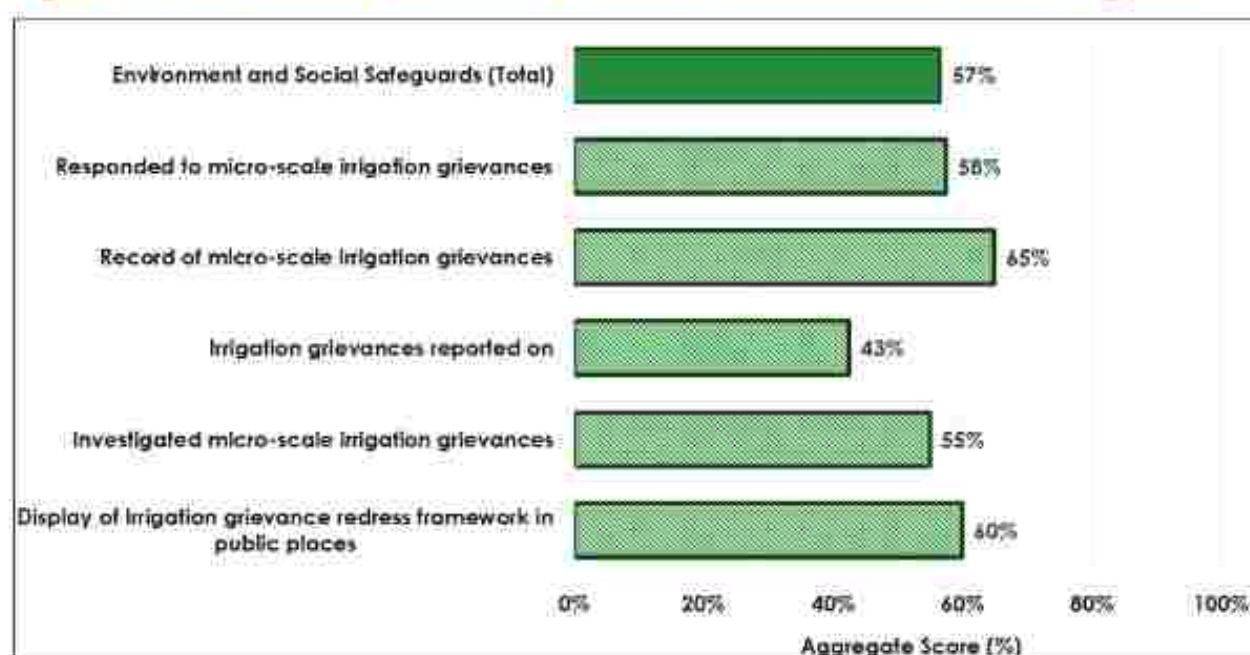


**No. of LGs assessed = 40**

The best-performed indicators were LG visits to EO farmers with 98% compared to 93% and 10% in the previous two years; Irrigation projects incorporated in procurement plan with 95% compared to 83% and 33% in the previous years; all of which scored above 90%, while the worst performed indicator was that of Equipment contract witnessed by farmers as per the guidelines which declined from 46% to 43% from the previous year, this performed below 50% while the rest of the indicators performed above the average of 50%.

### 7.5.6 Environmental and Social Safeguards

Figure 159 below shows the average scores attained by LGs across the different indicators in the areas of Environmental and Social Safeguards.

**Figure 159: Performance of LGs in the areas of Environmental Social safeguards**

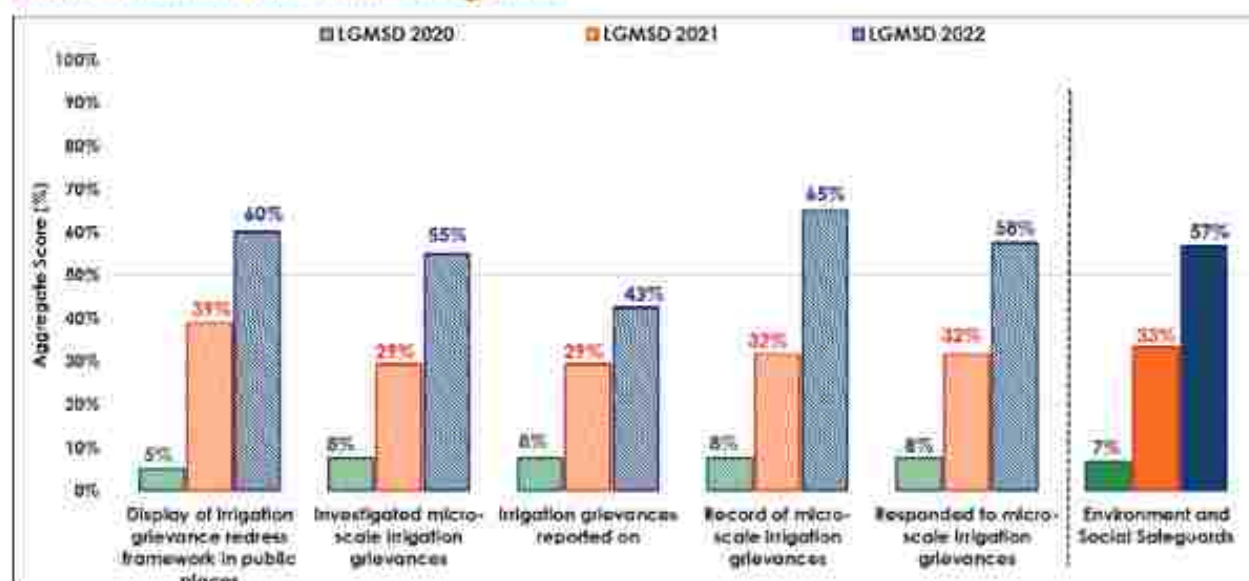
**No. of LGs assessed = 40**

The overall average score across the five performance indicators under Environment and Social Safeguards was 57% compared to 33% of the previous year. There was great improvement in almost all indicators in this area as they performed above the average of 50% compared to the previous year where all indicators performed below 40%. The worst indicator has remained as Irrigation grievances reported on which scored 43% below average.

#### **Trend (2020-2022) of aggregate scores for selected indicators under Environmental and Social Safeguards**

Figure 160 shows the trend of aggregate scores for the 2020 and 2021 assessments for seven selected indicators under the performance area of Environmental and Social Safeguards.

**Figure 160: Trend (2020-2022) of aggregate scores for selected indicators under Environmental and Social Safeguards**

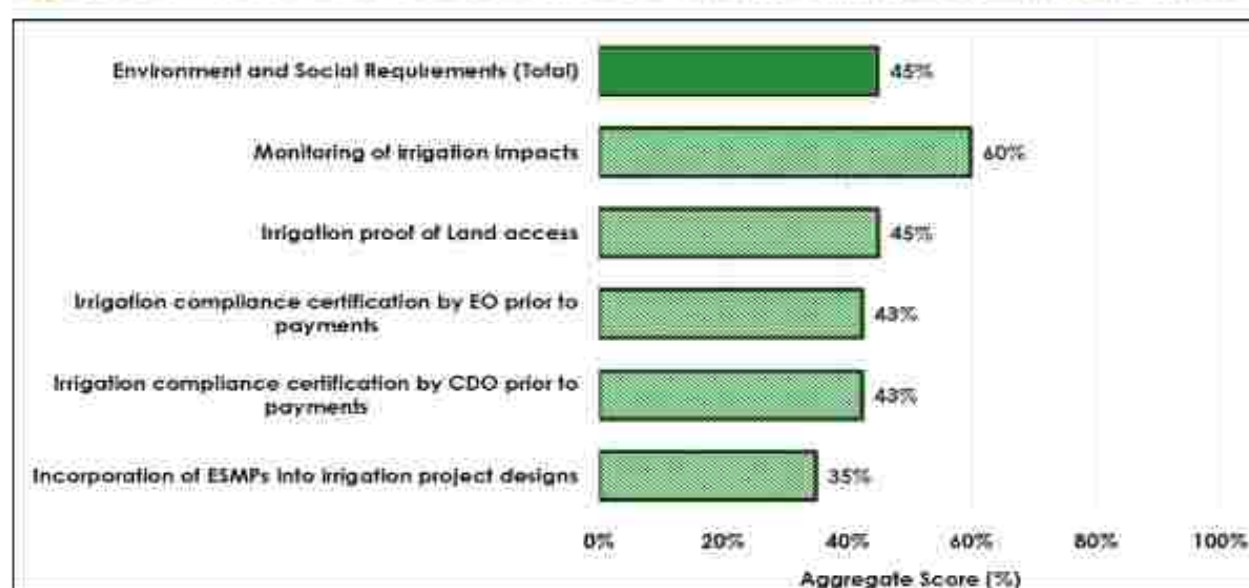


Good performance was in the area of record of Micro-scale irrigation grievances which scored 65% compared to 32% in 2021 and 8% in 2020; display of irrigation grievance redress framework in public places scored 60% against 39% and 5% in the previous years; responded to micro-scale irrigation grievances that scored 58% compared to 32% in 2021 and 8% in 2020 and investigated micro scale irrigation grievances which scored 55% against 29% and 8% in the previous years. Poor performance below the average of 50% was irrigation grievances reported on with 43% against 29% and 8% in the previous years.

### 7.5.7 Environmental and Social Requirements

Figure 161 below shows the average scores attained by LGs across the different indicators in the areas of Environment and Social Requirements.

**Figure 161: Performance of LGs in the areas of Environmental social requirements**



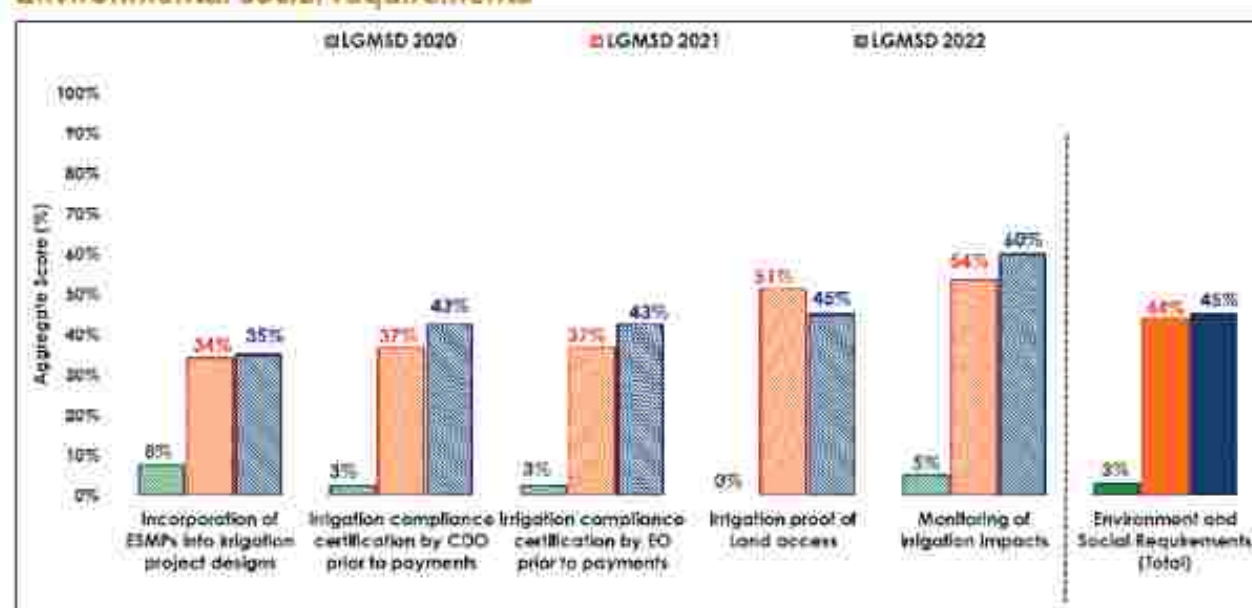
No. of LGs assessed = 40

The overall average score across the five performance indicators under Environmental and Social Requirements was 45% compared to 44% for the previous year. The best-performed indicator was Monitoring of irrigation impacts with a score of 60% compared to 54% in the previous year while the worst performed indicator was that of incorporation of ESMPs into irrigation project designs at an average score of 35% compared to 34% in the previous year.

### Trend (2020-2022) of aggregate scores for selected indicators under Environmental social requirements

Figure 162 shows the trend of aggregate scores for the 2020, 2021 and 2022 assessments for five selected indicators under the performance area of Environmental social requirements.

**Figure 162: Trend (2020-2022) of aggregate scores for selected indicators under Environmental social requirements**



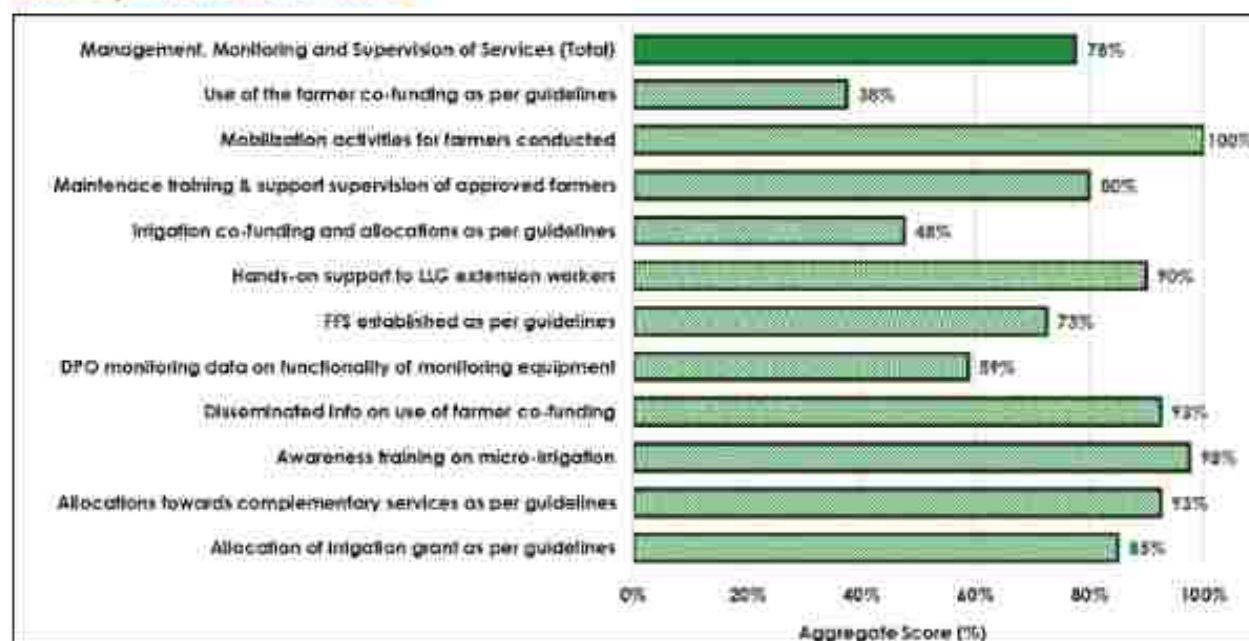
No. of LGs assessed = 40

From figure above, most of the indicators registered a slight increase in performance between 2021 and 2022 except having proof of irrigated land that declined from 51% to 45% over the 2 years.

### 7.5.8 Management, Monitoring and Supervision of Services

Figure 163 below shows the performance of LGs in the areas of Management, Monitoring and Supervision of Service

**Figure 163: Micro Scale – Irrigation performance scores on Management, Monitoring and Supervision of Service**



No. of LGs assessed = 40

The overall average score across the eleven performance indicators under Management, Monitoring and Supervision of Services was 78% compared to 66% for last year. The best-performed indicator was mobilization activities for farmers conducted at an average score of 100% compared to 95% of the previous year followed by awareness training on microscale 98%, dissemination of information on farmer co-funding and allocation towards complementary services each scoring 93%. Majority of the indicators have improved and scored above 70%.

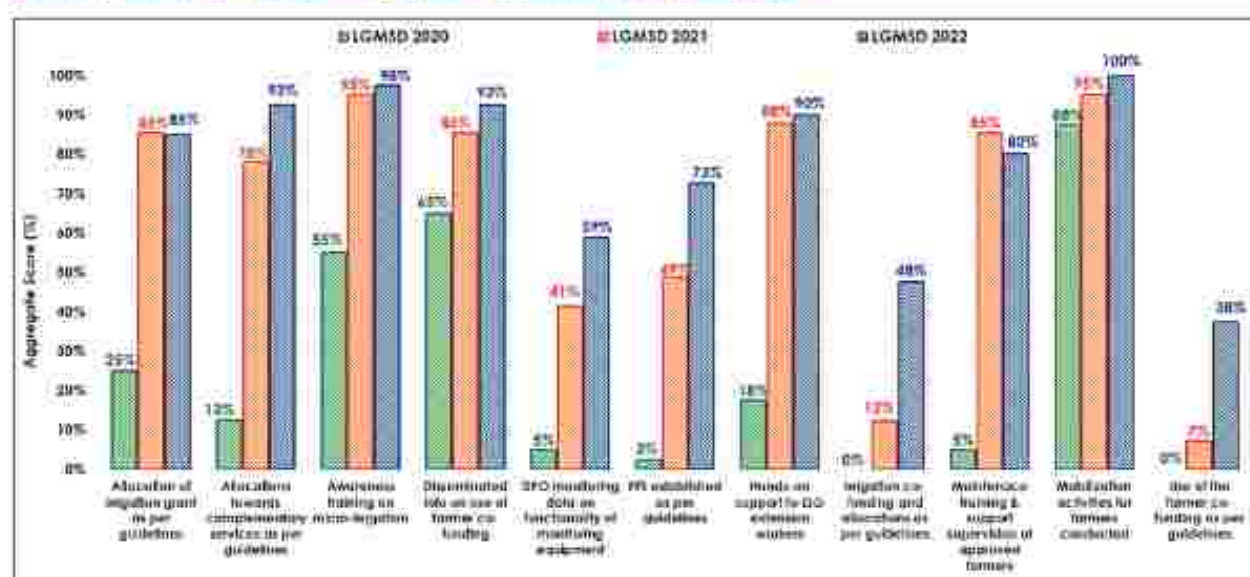
The lowest performed indicators were use of the farmer co-funding as per guidelines and irrigation co-funding and allocations as per guidelines at an average score of 38% and 48% respectively compared to 7% and 12% respectively for the past year which was also an improvement.

#### **Trend (2020-2022) of aggregate scores for selected indicators under Management, Monitoring and Supervision of Services**

Figure 164 shows the trend of aggregate scores for the 2020, 2021 and 2022 assessments for eleven selected indicators under the performance area of Management, Monitoring and Supervision of Services.



**Figure 164: Trend (2020-2022) of aggregate scores for selected indicators under Management, Monitoring and Supervision of Services**



The best-performed indicators were mobilization activities for farmers conducted at an average score of 100% compared to 95% of the previous year; awareness training on micro-scale irrigation scoring 98% compared to 95% in 2021 and 55% in 2020; allocation towards complementary services as per the guidelines which scored 93% compared to 78% and 13% in 2021 and 2020 respectively; disseminated information on use of farmer co-funding which scored 93% compared to 85% in 2021 and 65% in 2020. However, majority of the indicators have improved and scored above 70%.

The lowest performed indicators were use of the farmer co-funding as per guidelines and irrigation co-funding and allocations as per guidelines at an average score of 38% and 48% respectively compared to 7% and 12% respectively for the past year, an area that needs fast tracking.

## 7.6 Conclusion for Micro Scale – Irrigation Performance Assessment

Given that this was the third consecutive assessment of Micro Scale – Irrigation programme, there was great improvement from the previous year's performance. LGs performed at an average of 86% compared to 71% in the previous year on minimum conditions, 70% compared to 65% in the previous year on performance measures and 60% compared to 47% in the previous year on overall performance. There was good performance in areas of Performance Reporting and Performance Improvement scoring 78% against 72% and 40% for the previous two years, and Management Monitoring, and Supervision of Services also scoring 78% compared to 66% and 25% for the previous two years.

Poor performance was mainly in the area of Environment and Social Requirements under performance measures which scored 45% compared to 44% and 3% for the previous two years. And environment and social safe guards which scored at 57% compared to 33% and 7% for the previous two years.

Table 38 below highlights the key emerging issues relating to the Micro Scale – Irrigation performance measures along with recommendations and proposed actions for improvement.

**Table 38: Emerging Issues and recommended action from the LGMSD 2022**

No.	Emerging Issue/Outstanding Challenges	Recommended Action (s)	Responsibility
1.	Recruitment of Lower Local Government Extension workers where wage is provided. This reduced from 78% in 2021 to 70% in 2022, due to operationalization of new Lower Local Governments.	Districts should expedite the recruitment of Lower Local Government Extension workers where wage is provided	LGS MoPS MAAIF
2.	Annual performance appraisals for extension workers and corrective actions taken based on appraisal is still low. Though this has improved from 29% to 38%, it's still the lowest performed indicator.	Districts should ensure that extension workers are appraised and corrective actions are taken	LGs MoPS
3.	Collection, use of farmer co-funding and irrigation co-funding and allocations as per guidelines is still a big challenge, this stands at only 38% below the expectation.	Sensitize the beneficiaries on the issue of co-funding	LGs
4.	Equipment contract witnessed by farmers as per the guidelines is still a challenge. This has declined from 46% to 43% in the year under review.	Districts should ensure that micro-scale Irrigation guidelines are followed to the dot.	LGs
5.	Failure by the Districts to Record, report on, displaying grievance redress framework in public places, Investigate, and Respond to micro-scale irrigation grievances. This still remains a challenge like in the previous years with a performance of only at 57%.	Engage and sensitize Districts Environmental Officers, CDO and Senior Agricultural Officers on the matter	MAAIF MoLG LGs
6.	Incorporation of ESMPs into irrigation project designs is very low. This has remained low at 35% from 34% in the previous.	Senior Agricultural Engineers should ensure that ESMPs is incorporated into all irrigation project during designs	Senior Agricultural Engineer
7.	Irrigation compliance certification by CDO prior to payments is poor. This is still low at 43%.	LGs should ensure that there is compliance certificate by CDO & EO before payment	CAO, CDO & EO
8.	Attraction, recruitment and retaining of Senior Agricultural Engineer by Districts is still a problem, yet he is critical to the performance of the programme.	Come up with mechanisms for attracting and retaining such cadres.	MAAIF

## 8.0 USMID Cities and Municipal Local Governments Performance Assessment

### 8.1 Introduction to USMID Performance Assessment

The USMID assessment covered 22 LGs (10 Cities and 12 Municipal Local Governments) under the Programme. The 2022 assessment was their first year of assessment under the LGMSD framework and targeted only Education and Health performance areas/ Departments. The assessment was conducted by a contracted firm KPMG- Uganda in November-December, 2022. The LGMSD Manual was used for this exercise and thus covered two elements of; Minimum Conditions (MCs) and Performance Measures (PMs). MCs are seen as core performance indicators that focus on addressing key bottlenecks for service delivery and safeguard management while PMs focus on evaluating service delivery in the LG as a whole. PMs also aggregate performance information from facilities like health centers and Lower Local Governments as well as assessing compliance with performance reporting and improvement support for better service delivery.

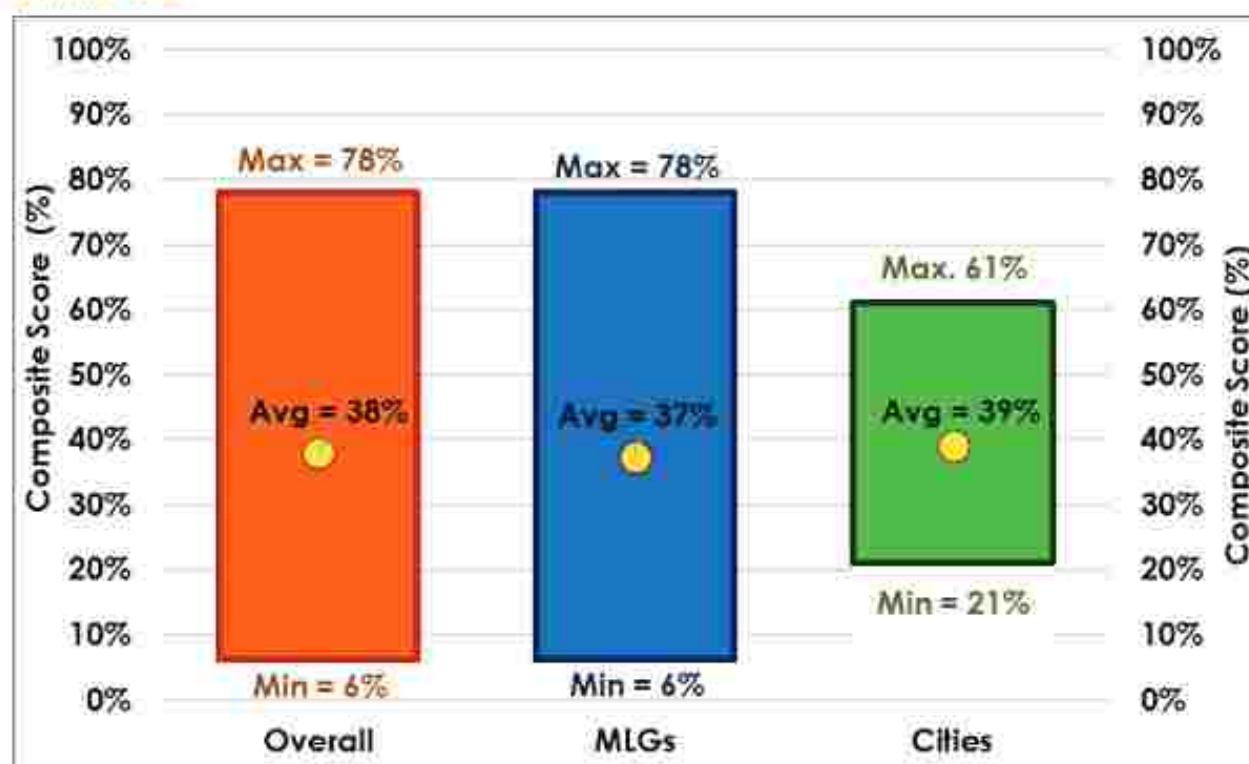
The MCs covered 2 thematic areas of; i) Human Resource Management and Development (HRMD) especially recruitment and filling of critical positions and ii) Environmental and Social Safeguards with maximum combined score of 100 percentage points. PMs on the other hand covered 6 thematic areas with weighted performance scores also totaling to a maximum of 100 percentage points. These included; i) Local Government Service Delivery Results, ii) Performance Reporting and Performance Improvement, iii) Human Resource Management and Development, iv) Management, Monitoring and Supervision of Services, v) Investment Management and vi) Environment and Social Safeguards.

## 8.2 Education Performance Results – USMID 2022

### 8.2.1 Polarity of Scores for Education Performance

Figure 165 shows the relative orientation of the maximum, average and minimum composite scores in Education for all USMID LGs.

**Figure 165: Polarity of Composite Scores in Education (combined MCs and PMs) for USMID LGs**



No. of LGs Assessed=22

The overall average score for all the 22 LGs combined for the Education Performance Measures and Minimum Conditions was only 38% for USMID LGs as compared to 58% for LGMSD LGs. Cities performed slightly better than Municipal Local Governments scoring an average of 39% against 37%. The highest score for MLGs was 78% scored by Kabale MLG; compared to 61% for Cities by Fortportal City, while the lowest score was 6% by Moroto Municipal LG and by 21% under Cities scored by Arua City. The low performance by Cities can be attributed to poor performance in Minimum Conditions related to substantive recruitment of critical staff largely because some of them had not filled their new structures under the city status and inadequate operational budget to execute their service delivery functions in FY 2021/22.

### 8.2.2 Overall Performance in Education Minimum Conditions and Performance Measures for USMID LGs 2022

For Minimum Conditions, the USMID LGs were assessed in areas of Human Resource Management and Development; covering recruitment of critical positions including; Principal Education Officer and School Inspectors. They were also assessed on Environment and Social requirements focusing on whether the LGs conducted Environmental, Social and Climate Change Screening (ESCC) and Environment Social Impact Assessments (ESIAs) prior to commencement of all civil works for the Education projects.

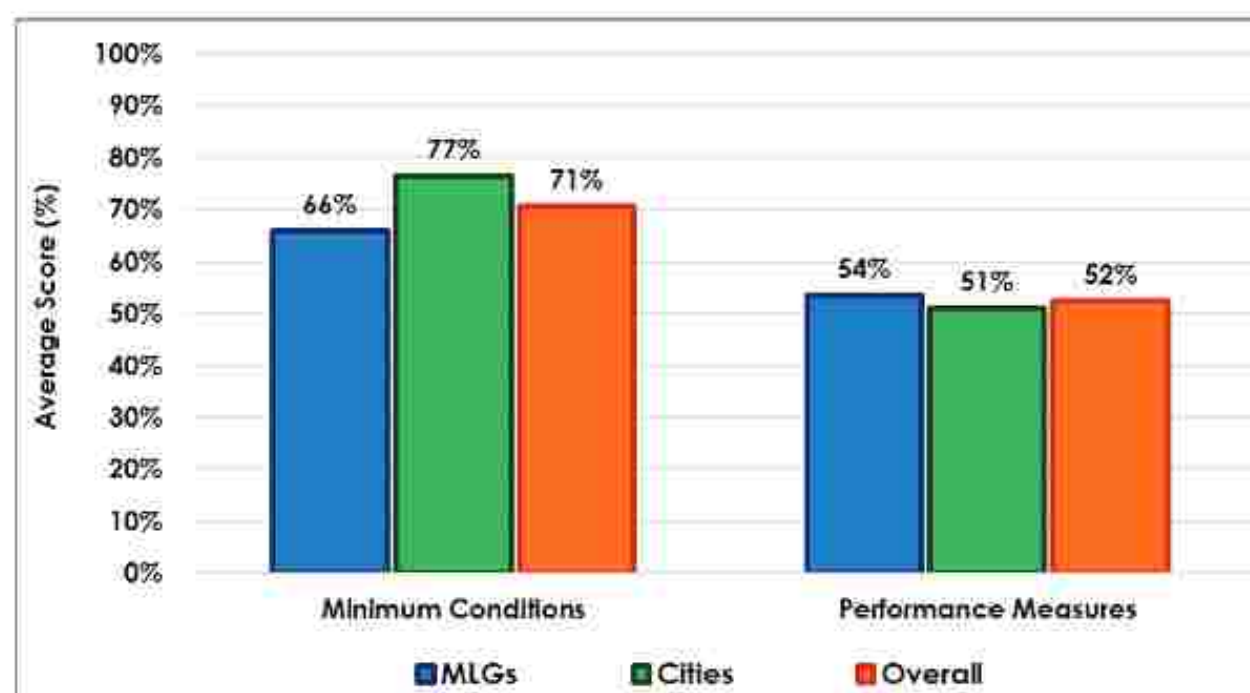
Under Performance Measures, LGs were assessed on Local Government Service Delivery Results like improved PLE and UCE pass rates, completion and functionality of projects, meeting education staffing and infrastructure facility standards among others, Performance Reporting and Performance Improvement on accuracy of reported information, timely

submission of workplans and reports, development of PIPs for lowest performing schools and others, Human Resource Management and Development specifically on recruitment, deployment, appraisal and training of education staff, Management, Monitoring and Supervision of Services targeting LG allocations towards monitoring service delivery, timely warranting and communication of grant transfers to schools among others.

Other assessment areas included; inspection of schools, Efforts to attract and retain pupils in schools, Investment Management including having an updated assets register for all schools, eligibility of education expenditure, timely submission of procurement requests, establishment of project implementation teams among others and finally Environment and Social Safeguards mainly targeting grievance handling and redress, and proof of land ownership for all projects.

Figure 166 shows the average scores under Education MCs and PMs; disaggregated for Cities and MLGs.

**Figure 166: Average scores under Education MCs and PMs; disaggregated for Cities and MLGs**

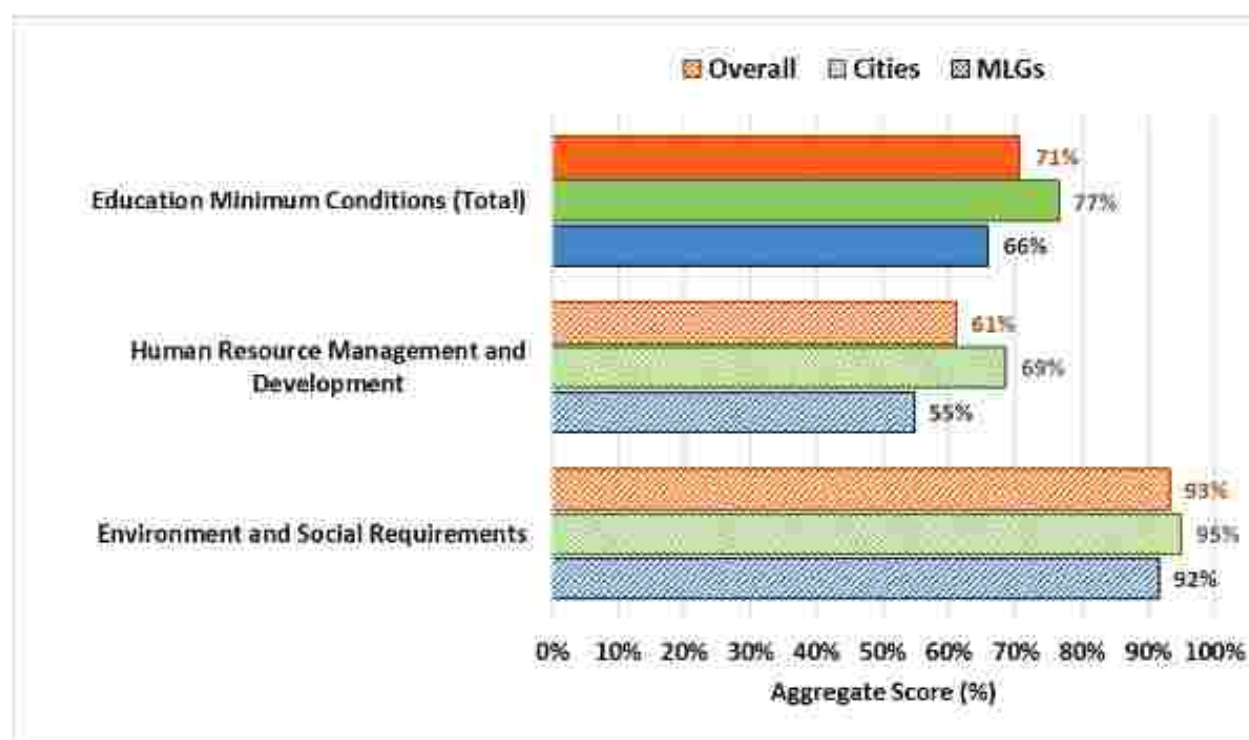


No. of LGs Assessed=22

The overall average score for USMID LGs' compliance to Minimum Conditions was 71% with MLGs scoring 66% and Cities 77%. However, MLGs performed better than Cities under Performance Measures with a score of 54% against 51% with the overall score combined of 52%.

Figure 167 shows the performance scores of USMID LGs across two thematic areas of Education Minimum Conditions, disaggregated for Cities and MLGs.

**Figure 167: Performance scores under Education MCs; disaggregated for Cities and MLGs**



**No. of LGs Assessed=22**

The overall average score for LGs' compliance to MCs was 71% with MLGs scoring 66% and Cities 77%. The best performed area was Environment and Social Requirements; mainly conducting environmental screening and ESIA's for education projects scoring 93% overall. Human Resource Management and Development was the poorest scoring only 61% overall.

#### **USMID LGs without Substantive Principal Education Officers:**

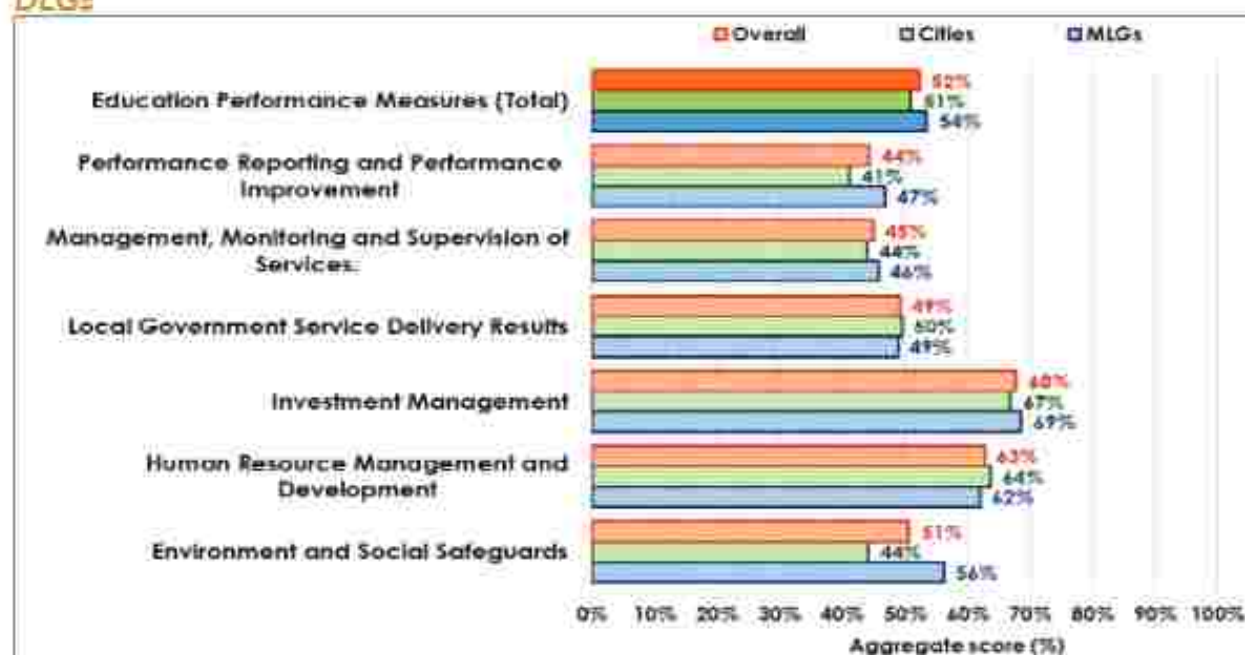
Jinja City, Soroti City, Busia Municipal Local Government and Moroto Municipal Local Government.

#### **USMID LGs without Substantive Inspector of Schools (All Positions Filled):**

Arua, Masaka, Mbarara, and Mbale Cities; and Busia, Entebbe, Kamuli, Kasese, Kitgum, Lugazi, Moroto and Tororo Municipal Local Governments.

Figure 168 shows the combined average scores for Education PMs; disaggregated for Cities and MLGs.

**Figure 168: Performance scores under Education PMs; disaggregated for MLGs and DLGs**



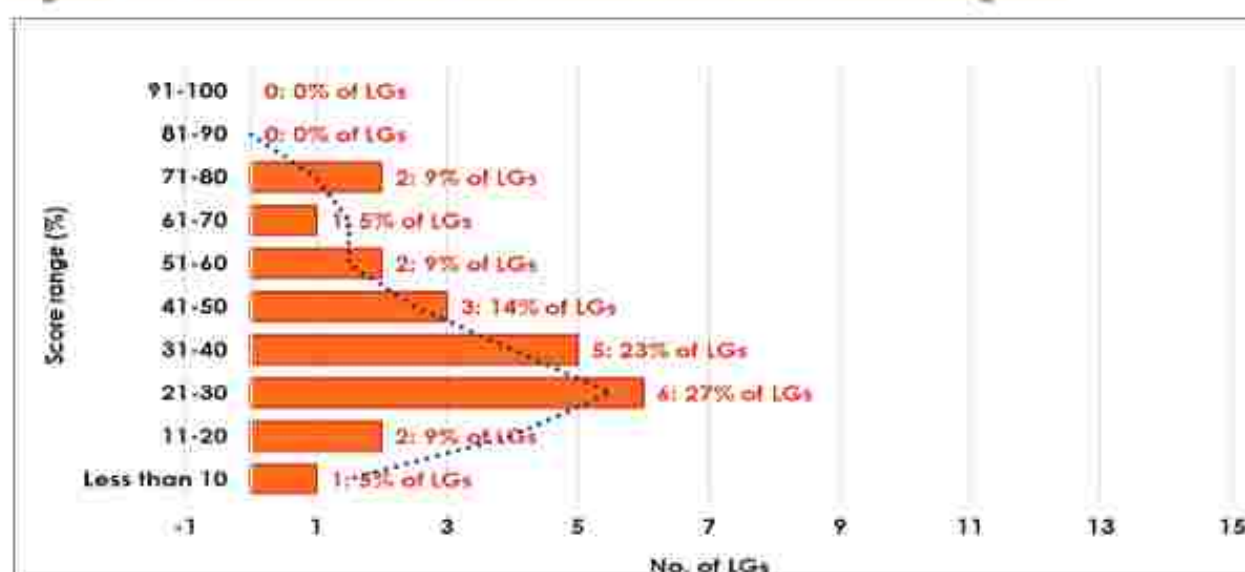
No. of LGs Assessed=22

The overall performance score for USMID LGs' compliance to PMs was 52% with MLGs performing better than Cities scoring 54% against 51%. Better performance was in areas of; Investment Management scoring 68% and Human Resource Management and Development at 63%. Low performance was in Management, Monitoring and Supervision of Services and Performance Reporting and Performance Improvement each scoring 45% and 44% respectively.

### 8.2.3 Distribution of LGs across average score categories – USMID 2022

Figure 169 presents the distribution (by number and proportion) of LGs across the different composite score ranges for Education Performance Areas

**Figure 169: Distribution of all LGs in Education across score categories**



No. of LGs Assessed=22

None of the USMID LGs scored above 80% while the highest number (6) scored in the range of 21% - 30%; followed by 5 LGs scoring between 31% - 40%. Moroto MLG (6%), Busia MLG (13%) and Tororo MLG (20%) performed in the lowest categories of 0% - 10% and 11% - 20%.

#### 8.2.4 Ranking of USMID LGs Performance in Education Performance Areas

Tables 39 and 40 present average scores for the five (5) highest and lowest scoring LGs on Education performance respectively during the 2022 USMID assessment.

**Table 39: Five (5) Overall Highest Scoring LGs on Education Performance Areas (Minimum conditions and Performance Measures combined)**

Rank 2022	Vote	Score 2022
1	Kabale Municipal Council	78%
2	Mubende Municipal Council	71%
3	Fort-Portal city	61%
4	Ntungamo Municipal Council	60%
5	Heima city	53%

**Table 40: Five (5) Overall Lowest Scoring LGs on Education Assessment Areas (Minimum conditions and Performance Measures)**

Rank 2022	Vote	Score 2022
18	Seroti city	24%
19	Arua city	21%
20	Tororo Municipal Council	20%
21	Busia Municipal Council	13%
22	Moroto Municipal Council	6%

#### 8.2.5 Best and Worst scoring indicators for Education Performance Areas

Tables 41 and 42 present a summary of the top 10 and bottom 10 performing indicators for both Education Minimum Conditions and Education Performance Measures in the 2022 LGMSD assessment.

**Table 41: Overview of the top 10 scoring indicators for Education MCs and PMs - 2022**

Rank 2022	Indicator Name	Score 2022
1	Timely confirmation of schools, enrolment & budget in PBS	100%
2	Teacher deployment list publicized	100%
3	School infrastructure followed standard technical designs by MoES	100%
4	Education projects incorporated into AWP, Budget & Procurement plan	100%



Rank 2022	Indicator Name	Score 2022
5	Complete education project procurement Files	100%
6	Timely submission of education procurement plan	95%
7	Conducted ESAs	95%
8	Compilation of EMIS return forms	95%
9	Budgeted for Head Teachers and Teachers	95%
10	Education development grant spend on eligible activities	91%

**Table 42: Overview of the bottom 10 scoring indicators for Health MCs and PMs - 2022**

Rank 2022	Indicator Name	Score 2022
44	Change in PLE pass rate	23%
45	Presentation of inspection and monitoring findings by DIS and DEO	14%
46	Education projects overseen by Implementation Team as per guidelines	14%
47	Discussion and use of school inspection reports for redress	14%
48	Appraisal of Secondary School Head Teachers	14%
49	School compliance with MoES budgeting and reporting guidelines	2%
50	Timely submission of warrants for school's capitation	0%
51	Timely invoicing & communication of capitation grants to schools	0%
52	Improvement in LLG management of Education	0%
53	Percentage of schools meeting BRMS per DES guidelines	0%

### 8.2.6 Conclusion for Education Performance Area

This assessment being the first year of assessment under the LGMSD framework, most USMID LGs performed poorly. However, it is envisaged that there would be improvement in performance across board in the subsequent assessments. Cities performed better than MLGs under Education. The low performance is largely explained by majority of USMID LGs failing to meet the minimum condition related to recruitment and filling of positions for critical staff.

## 8.3 Health Performance Results – USMID 2022

### 8.3.1 Polarity of Scores for Health Performance

Figure 170 shows the relative orientation of the maximum, average and minimum composite scores in Health for all USMID LGs:

**Figure 170: Polarity of Composite Scores in Health (combined MCs and PMs) for USMID LGs**



No. of LGs Assessed=22

The overall average score for all the 22 LGs combined for the Health Performance Measures and Minimum Conditions was only 33% for USMID LGs as compared to 48% for LGMSD LGs. Municipal Local Governments performed slightly better than Cities scoring an average of 39% against 25%. The highest score for MLGs was 67% scored by Kabale MLG; compared to 38% for Cities by Mbarara City while the lowest score was 14% and under Cities scored by Soroti City. The low performance by Cities can be attributed to poor performance in Minimum Conditions related to substantive recruitment of critical staff largely because some of them had not filled their new structures under the city status and inadequate operational budget to execute their service delivery functions in FY 2021/22.

### 8.3.2 Overall Performance in Health Minimum Conditions and Performance Measures for USMID LGs 2022

For Minimum Conditions, the USMID LGs were assessed in areas of Human Resource Management and Development, covering recruitment of critical positions including; Principal Medical Officers, Principal Health Inspector and the Health Educator. In addition, they were assessed on Environment and Social requirements focusing on whether the LGs conducted Environmental, Social and Climate Change Screening and Environment Social Impact Assessments prior to commencement of all civil works for all health projects.

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

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

Figure 171 shows the average scores under Health MCs and PMs; disaggregated for Cities and MLGs.

**Figure 171: Average scores under Health MCs and PMs; disaggregated for Cities and MLGs**

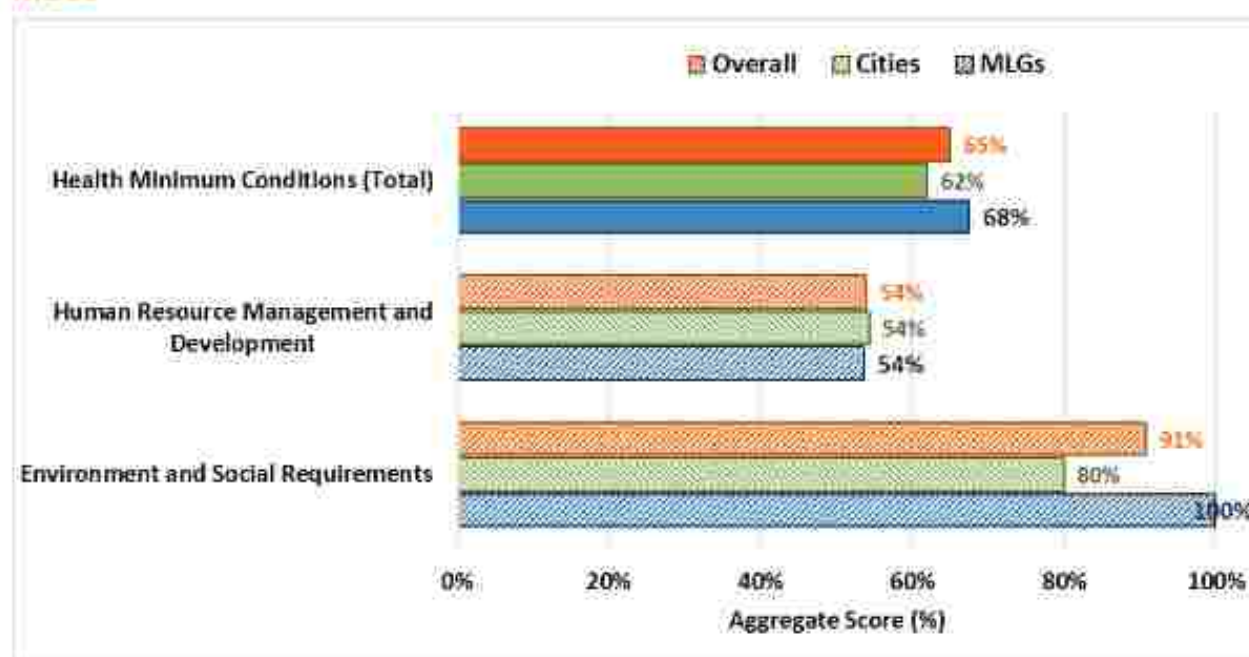


**No. of LGs Assessed=22**

The overall average score for USMID LGs' compliance to MCs was 65% with MLGs scoring 68% and Cities 62%. MLGs still performed better than Cities under PMs with a score of 57% against 41% with the overall score combined of 50%.

Figure 172 shows the performance scores of USMID LGs across two thematic areas of Health Minimum Conditions; disaggregated for Cities and MLGs.

**Figure 172: Performance scores under Health MCs; disaggregated for Cities and MLGs**



**No. of LGs Assessed=22**

The overall average score for LGs' compliance to MCs was 65% with MLGs scoring 68% and Cities 62%. The best performed area was Environment and Social Requirements; mainly conducting environmental screening and ESAs for health projects scoring 91% overall. Human Resource Management and Development was the poorest scoring only 54% overall.

#### **USMID LGs without Substantive Principal Medical Officers:**

Fortportal, Hoima, Jinja and Soroti Cities; and Kamuli, Kitgum, Moroto, Ntungamo and Tororo MLGs.

#### **USMID LGs without Substantive Principal Health Inspector:**

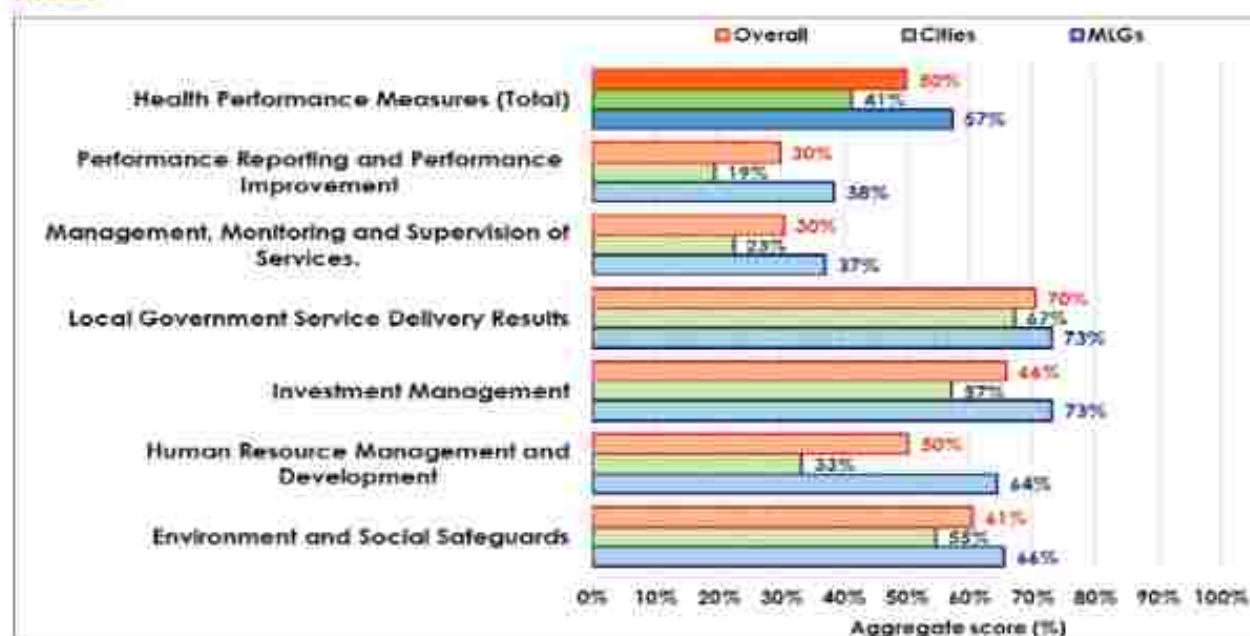
Arua, Fortportal, Gulu and Lira Cities; and Apac, Kasese, Moroto and Tororo Municipal Local Governments.

#### **USMID LGs without Substantive Health Educator:**

Fortportal, Hoima, Lira, Masaka, Mbale, and Mbarara Cities; and Busia, Entebbe, Kamuli, Kasese, Kitgum, Lugazi, Mubende and Ntungamo Municipal Local Governments.

Figure 173 shows the combined average scores for Health PMs; disaggregated for Cities and MLGs.

**Figure 173: Performance scores under Health PMs; disaggregated for Cities and MLGs**



No. of LGs Assessed=22

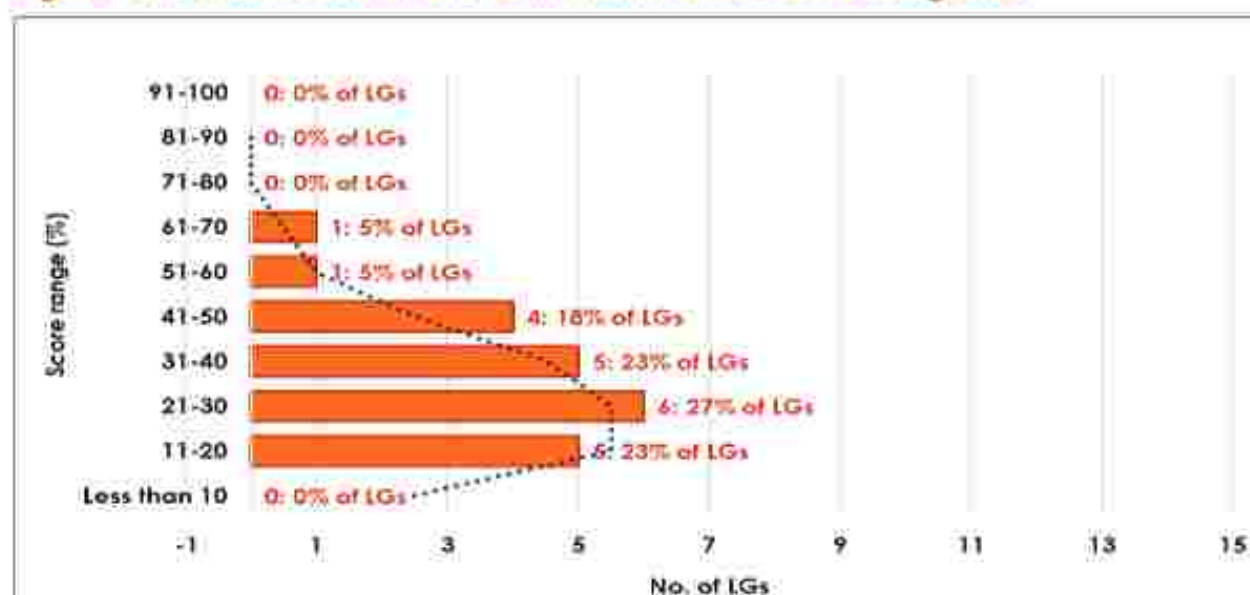
The overall performance score for USMID LGs' compliance to PMs was 50% with MLGs performing better than Cities scoring 57% against 41%. Better performance was in areas of Local Government Service Delivery scoring 70%, Investment Management 66% and Environment and Social Safeguards at 61%.

Low performance was in Management, Monitoring and Supervision of Services and Performance Reporting and Performance Improvement each scoring 30%.

### 8.3.3 Distribution of LGs across average score categories – USMID 2022

Figure 174 presents the distribution (by number and proportion) of LGs across the different composite score ranges for Health Performance Areas

**Figure 174: Distribution of all LGs in Health across score categories**



No. of LGs Assessed=22

None of the USMID LGs scored above 70% while the highest number (6) scored in the range of 21% - 30%; followed by 5 LGs scoring 11% - 20% and 31%-40%. Only 2 LGs of Kabale and Apac Municipal Councils scored above 50%. Soroti, Lira, Fortportal and Gulu cities scored below 20%

### 8.3.4 Ranking of USMID LGs Performance in Health Performance Areas

Tables 43 and 44 present average scores for the five (5) highest and lowest scoring LGs on Health performance respectively during the 2022 USMID assessment.

**Table 43: Five (5) Overall Highest Scoring LGs on Health Performance Areas (Minimum conditions and Performance Measures combined)**

Rank 2022	Vote	Score 2022
1	Kabale Municipal Council	67%
2	Apac Municipal Council	56%
3	Entebbe Municipal Council	50%
3	Lugazi Municipal Council	50%
5	Mubende Municipal Council	45%

**Table 44: Five (5) Overall Lowest Scoring LGs on Health Assessment Areas (Minimum conditions and Performance Measures)**

Rank 2022	Vote	Score 2022
18	Tororo Municipal Council	20%
19	Gulu city	19%
20	Fort-Portal city	15%
20	Lira city	15%
22	Soroti city	14%

### 8.3.5 Best and Worst scoring indicators for Health Performance Areas

Tables 45 and 46 present a summary of the top 10 and bottom 10 performing indicators for both health minimum conditions and health performance measures in the 2022 LGMSD assessment.

**Table 45: Overview of the top 10 scoring indicators for Health MCs and PMs - 2022**

Rank 2022	Indicator Name	Score 2022
1	Health infrastructure projects meet approved MoH designs	100%
2	Accuracy of information on upgraded & constructed health facilities	100%
3	Health infrastructure projects followed standard technical designs by MoH	95%
4	Health development grant spend on eligible activities	95%

Rank 2022	Indicator Name	Score 2022
5	Timely submission of health procurement plan	91%
6	Health-compliance certification by DHO, EO and CDO prior to payments	91%
7	Health projects above threshold cleared by Solicitor General	91%
8	Health contract price within +/-20 of Engineers estimates	91%
9	Conducted ESiAs	91%
10	Conducted ESCC screening	91%

**Table 46: Overview of the bottom 10 scoring indicators for Health MCs and PMs - 2022**

Rank 2022	Indicator Name	Score 2022
61	PIPs developed for weakest performing health facilities	9%
62	Involvement of key health actors in quarterly review meetings	9%
63	HCs developed PIPs incorporating DHO monitoring recommendations	9%
64	Discussion and use of health facility supervision reports for redress	9%
65	Average score in Health for LLG performance	0%
66	Timely submission of warrants for health facility transfers	0%
67	Timely submission of health sector Budget Performance reports	0%
68	Timely invoicing & communication of health facility transfers	0%
69	Implemented action(s) recommended by the DHMT quarterly reviews	0%
70	HCs implemented Performance Improvement Plans	0%

### 9.3.6 Conclusion for Health Performance Area

This assessment being the first year of assessment under the LGMSD framework, most USMID LGs performed poorly. However, it is envisaged that there would be improvement in performance across board in the subsequent assessments. MLGs performed better than Cities across all areas. The slow progress is largely explained by majority of USMID LGs failing to meet the minimum condition related to recruitment and filling of positions for critical staff.

# Annex 1

**Annex 1: Ranked Overall Performance Results and Scores Per Performance Area for LGMSD 2022 in Comparison to 2021 & 2020 Results**

Rank 2022	Score 2022	Vote	Rank 2021	Score 2021	Rank 2020	Score 2020	Crosscutting Measures - 2022	Education Measures - 2022	Health Measures - 2022	Water and Environment Measures - 2022	Microscale Irrigation Measures - 2022
1	89	Isingiro District	2	77	2	79	90	88	95	84	N/A
2	80	Kinshuha District	41	51	37	47	71	88	92	68	N/A
3	79	Ibanda District	1	82	1	82	84	87	91	47	89
3	79	Kamwenge District	7	66	30	49	67	83	90	69	80
5	73	Mayuge District	123	34	37	47	76	73	54	88	73
6	72	Bushenyi District	28	53	13	59	80	71	73	66	73
7	71	Ibanda Municipal Council	14	59	25	51	64	74	74	N/A	N/A
8	69	Kibuku District	19	57	34	48	41	86	83	65	N/A
9	68	Bushenyi - Isiraka Municipal Council	70	45	9	62	66	79	60	N/A	N/A
9	68	Gulu District	5	67	78	36	60	80	52	80	N/A
9	68	Sembabule District	9	63	18	50	73	52	63	76	74
12	67	Namayingo District	41	51	107	26	67	55	76	71	N/A
12	67	Kibaale District	19	57	21	53	80	84	63	47	76
14	66	Kisoro Municipal Council	94	41	78	36	57	77	63	N/A	N/A
14	66	Bugiri District	33	52	13	59	56	81	61	66	N/A
16	66	Maracha District	28	53	88	31	64	86	79	34	N/A
18	66	Luwero District	70	45	95	30	59	75	81	44	85
16	65	Moroto District	59	47	58	31	62	81	51	65	N/A
19	64	Rubanda District	8	64	4	69	63	76	78	51	N/A
19	64	Rukungu District	151	18	132	21	58	76	75	46	N/A
19	64	Kyegogwa District	139	29	76	36	64	48	58	60	89
19	64	Sheema District	108	38	11	60	52	65	71	67	N/A
19	64	Bughi Municipal Council	61	43	153	5	64	82	45	N/A	N/A
24	63	Mansara Municipal Council	33	52	111	27	66	59	66	N/A	N/A
24	63	Rubirizi District	64	46	5	68	69	75	63	46	N/A
24	63	Mbarara District	12	60	7	66	53	73	78	46	N/A



Rank 2022	Score 2022	Vote	Rank 2021	Score 2021	Rank 2020	Score 2020	Crosscutting Measures - 2022	Education Measures - 2022	Health Measures - 2022	Water and Environment Measures - 2022	Microscale Irrigation Measures - 2022
27	62	Mbale District	123	34	102	29	54	55	53	64	85
27	62	Rukungiri District	112	37	47	43	61	65	51	54	76
27	62	Wakiso District	21	56	25	51	56	65	59	47	82
27	62	Lwengo District	70	45	47	43	67	72	56	46	68
31	61	Kallro District	77	44	69	37	53	70	68	55	N/A
31	61	Igariga District	25	54	95	30	60	74	49	58	65
33	60	Nebbi District	25	54	111	27	60	77	42	63	N/A
34	59	Nakasongola District	33	52	148	14	49	61	53	50	61
34	59	Napak District	81	43	102	28	49	63	47	55	N/A
36	58	Rwampara District	94	41	120	24	54	75	61	44	N/A
36	58	Kapchorwa Municipal Council	16	58	115	26	44	71	80	N/A	N/A
36	58	Manafwa District	70	45	63	36	36	66	53	62	56
36	58	Kole District	10	62	83	32	56	74	57	45	N/A
40	57	Mityana District	129	33	95	30	45	69	68	30	76
40	57	Jinja District	28	53	69	37	54	76	57	43	56
42	56	Bukedea District	115	36	58	41	38	85	46	57	N/A
42	56	Koboko District	86	42	132	21	62	80	39	44	N/A
42	56	Palwachi District	59	47	144	15	53	80	40	51	N/A
42	56	Bukomambwa District	81	43	62	40	51	60	41	54	74
42	56	Masindi Municipal Council	10	62	7	66	53	49	66	N/A	N/A
42	56	Namutumba District	50	49	111	27	51	74	45	53	N/A
48	55	Luuka District	142	27	140	18	58	90	65	33	31
48	55	Budaka District	59	47	20	54	55	44	80	62	N/A
48	55	Mpigi District	4	68	9	62	63	38	36	70	57
48	55	Achetong District	86	42	144	15	40	74	52	54	N/A
48	55	Kagadi District	129	33	43	44	49	77	47	47	N/A
48	55	Kyericho District	101	40	69	37	48	50	75	30	71
48	55	Kasanda District	101	40	81	34	38	69	56	56	N/A
48	55	Masindi District	25	54	30	49	57	76	48	37	N/A
56	54	Bulwa District	50	49	51	53	43	65	42	50	71
56	54	Pallisa District	47	50	86	31	47	65	48	56	N/A
56	54	Nablabuku District	85	42	102	24	41	78	42	57	N/A
56	54	Kotido Municipal Council	112	37	95	30	51	57	55	N/A	N/A

Rank 2022	Score 2022	Vote	Rank 2021	Score 2021	Rank 2020	Score 2020	Crosscutting Measures - 2022	Education Measures - 2022	Health Measures - 2022	Water and Environment Measures - 2022	Microscale Irrigation Measures - 2022
56	54	Karungu District	94	41	47	43	49	63	57	47	N/A
56	54	Kapchorwa District	86	42	69	37	41	66	55	48	50
62	53	Yumbe District	33	52	86	31	52	82	49	31	N/A
62	53	Buyende District	56	48	86	31	61	67	46	49	N/A
62	53	Mityana Municipal Council	115	36	69	37	42	73	44	N/A	N/A
62	53	Pakal District	14	59	28	60	63	43	48	38	74
82	53	Sironko District	132	32	102	20	58	52	33	62	58
87	52	Oluka District	41	51	132	21	45	65	41	59	N/A
67	52	Kazo District	77	44	16	57	45	54	56	55	N/A
67	52	Iganja Municipal Council	94	41	81	34	53	82	22	N/A	N/A
67	52	Tarego District	148	21	N/A	N/A	38	75	56	37	N/A
67	52	Makindye-Sisabagabo Muni. Council	12	60	23	52	64	63	28	N/A	N/A
72	51	Ajuniini District	41	51	120	24	44	63	57	42	N/A
72	51	Kamuli District	50	49	95	30	53	76	55	27	47
72	51	Omoro District	16	58	120	24	36	68	45	54	54
72	51	Oyam District	33	52	118	25	44	77	64	17	N/A
76	50	Tororo District	119	36	78	36	30	59	44	59	60
76	50	Agago District	56	48	144	15	31	70	54	46	N/A
76	50	Bududa District	86	42	19	56	38	72	61	61	18
76	50	Kikube District	139	129	115	26	54	80	29	38	N/A
76	50	Kiboga District	47	15	43	44	39	47	71	43	N/A
76	50	Sheema Municipal Council	94	41	11	60	56	88	27	N/A	N/A
76	50	Kaabong District	129	33	149	11	43	55	54	48	N/A
76	50	Rukungiri Municipal Council	70	45	34	46	56	72	21	N/A	N/A
84	49	Kiryandongo District	81	43	102	21	41	56	65	36	N/A
84	49	Katungula District	115	36	47	43	59	50	37	51	N/A
84	49	Kira Municipal Council	3	70	40	56	63	45	39	N/A	N/A
84	49	Kasese District	123	34	126	21	41	59	57	37	N/A
84	49	Kyotera District	119	36	47	41	56	48	20	45	73
89	48	Kyankwari District	143	26	120	23	46	67	43	37	N/A
89	48	Koboko Municipal Council	108	38	118	26	43	66	36	N/A	N/A
89	48	Mfoma District	86	42	69	37	47	62	48	35	N/A
89	48	Mubende District	50	49	16	57	42	76	55	40	26

Rank 2022	Score 2022	Vote	Rank 2021	Score 2021	Rank 2020	Score 2020	Crosscutting Measures - 2022	Education Measures - 2022	Health Measures - 2022	Water and Environment Measures - 2022	Microscale Irrigation Measures - 2022
89	48	Arua District	86	42	143	16	54	57	31	49	N/A
89	48	Kabale District	86	42	115	26	42	42	61	45	N/A
89	48	Kakumiro District	28	53	76	36	36	51	54	50	N/A
98	47	Njeru Municipal Council	5	67	41	45	49	47	48	N/A	N/A
96	47	Kabarole District	56	48	2	79	49	34	58	47	N/A
96	47	Dokolo District	16	58	107	28	31	52	35	70	N/A
96	47	Bufaleja District	112	37	95	30	49	57	42	41	N/A
96	47	Apac District	64	46	126	21	31	53	52	51	N/A
101	46	Zombo District	64	46	132	21	46	35	36	67	N/A
101	46	Lyantonde District	132	32	69	37	53	49	46	31	N/A
101	46	Kalungu District	64	46	47	43	44	51	40	20	74
101	46	Kumi District	28	53	30	49	36	63	40	46	N/A
101	46	Butebo District	135	30	47	43	42	23	50	67	N/A
106	45	Mukono Municipal Council	33	52	67	38	42	51	42	N/A	N/A
107	44	Hoima District	24	56	28	50	41	50	56	32	N/A
107	44	Madf-Okiho District	123	34	152	7	38	56	40	44	N/A
107	44	Kilagwanda District	152	17	86	31	44	67	45	41	21
110	43	Moyo District	59	47	86	31	45	58	45	25	N/A
111	42	Butambala District	41	51	37	47	44	43	24	16	83
111	42	Busia District	147	23	126	21	44	27	56	41	N/A
111	42	Massaka District	33	52	43	44	46	40	64	38	20
114	41	Kaberamato District	50	49	132	21	30	32	62	42	N/A
114	41	Bulambuli District	108	38	57	42	50	50	13	50	N/A
114	41	Amudat District	135	30	142	17	40	56	30	37	N/A
114	41	Katakwi District	64	46	43	44	24	60	56	23	N/A
114	41	Kotido District	108	38	83	32	38	50	45	32	N/A
114	41	Pader District	50	49	140	18	38	55	17	52	N/A
120	40	Nwoya District	33	52	63	39	20	54	41	37	47
120	40	Nebbi Municipal Council	47	50	120	24	58	50	11	N/A	N/A
120	40	Soroti District	70	46	34	48	27	49	43	40	N/A
123	39	Mukono District	59	47	41	46	59	58	46	7	25
123	39	Lira District	21	56	58	41	24	43	30	54	N/A

Rank 2022	Score 2022	Vote	Rank 2021	Score 2021	Rank 2020	Score 2020	Crosscutting Measures - 2022	Education Measures - 2022	Health Measures - 2022	Water and Environment Measures - 2022	Microscale Irrigation Measures - 2022
125	38	Karenga District	143	34	151	10	23	46	39	44	N/A
125	38	Kayunga District	21	56	30	49	46	56	49	18	23
125	38	Bundibugyo District	105	39	63	36	30	26	54	41	N/A
128	37	Buhweju District	119	36	47	43	23	68	26	32	N/A
128	37	Gomba District	115	36	47	43	38	44	29	38	N/A
128	37	Bunyangabu District	101	40	25	51	43	41	38	26	N/A
128	37	Amolatar District	94	41	102	29	27	53	34	33	N/A
132	36	Nakasongola District	141	28	107	20	41	38	38	28	N/A
132	36	Buwama District	79	46	13	59	49	43	37	16	N/A
132	36	Ngora District	77	44	6	66	18	56	51	20	N/A
132	36	Kibum District	105	39	86	31	40	39	34	32	N/A
132	36	Kusoro District	41	51	58	41	36	25	31	50	N/A
137	35	Ahlin District	123	34	149	11	19	20	56	45	N/A
137	35	Makapipiti District	136	30	132	21	33	20	43	44	N/A
139	34	Mungamo District	132	32	96	30	28	34	38	24	47
140	33	Lamwo District	101	40	131	22	23	62	13	34	N/A
141	32	Amuru District	64	46	107	28	31	61	30	37	0
142	31	Bullisa District	153	17	132	21	30	35	42	20	N/A
142	31	Bukwo District	150	19	86	31	31	38	19	37	N/A
144	30	Oboong District	144	25	144	15	23	34	53	9	N/A
144	30	Kween District	94	41	111	27	27	10	51	31	N/A
146	29	Serere District	136	30	23	52	24	34	30	30	N/A
146	29	Bugweri District	81	43	153	5	23	37	11	47	N/A
146	29	Kumi Municipal Council	77	44	47	49	34	19	33	N/A	N/A
149	27	Kwania District	105	39	126	23	31	6	33	45	N/A
150	26	Amuria District	119	36	67	38	22	47	22	13	N/A
151	23	Ntoroko District	154	15	86	31	33	39	18	4	N/A
152	21	Namisindwa District	148	21	139	20	8	16	24	34	N/A
153	19	Kapelebyong District	144	26	83	32	21	20	15	19	N/A
153	19	Kalaki District	144	26	120	24	24	0	16	35	N/A

# Annex 2

**Annex 2: Ranked Cross-Cutting Performance Assessment Results 2022 in Comparison to 2021 & 2020 Results**

2022	2021	2020	Minimum Conditions				Performance Measures										
			Score 2021	Rank 2021	Score 2020	Rank 2020	Component 1 Score (Mts. 30)	Technical Assistance 2 (Mts. 27)	Health, Economic, Management & Development (Mts. 25)	Investment and Social Capital (Mts. 30)	Financial Management and (Mts. 10)	Human Resource Management and Development (Mts. 10)	Government Management (Mts. 30)	Local Govt Service Delivery Results (Mts. 35)	Total Score (Mts. 170)	Minimum Score (Mts. 40)	Provision of Budgeting and Performance Agreement (Mts. 5)
1	90	Isingiro DLG	74	9	59	16	32	52	16	6	9	20	11	4	6	4	7
2	84	Ibanda DLG	81	2	70	16	32	47	13	5	7	20	11	6	8	4	7
3	80	Bushenyi DLG	56	18	53	16	32	47	15	6	9	19	11	2	6	4	5
4	76	Mayuge DLG	56	18	31	16	32	50	8	5	6	20	11	4	6	4	7
5	73	Sembabule DLG	57	5	61	10	32	49	9	6	9	20	11	2	8	2	7
6	71	Kiruhura DLG	46	20	51	12	32	39	16	5	8	18	11	6	6	4	5
7	69	Rubizi DLG	50	8	60	14	32	46	13	6	7	19	9	3	2	4	6
8	67	Namayingo DLG	47	138	14	16	22	42	13	5	7	20	11	4	8	4	7
8	67	Lwengo DLG	44	15	54	12	32	46	11	6	7	18	11	0	6	2	7
8	67	Kamwenge DLG	40	20	51	16	22	52	16	6	6	13	9	5	6	2	5
11	66	Bushenyi- Ishelwa MLG	29	29	46	16	22	41	18	6	7	19	11	4	6	2	6
11	66	Kibale DLG	49	40	40	16	32	27	14	6	7	18	11	6	8	4	7
11	66	Narsana MLG	44	127	17	10	32	48	13	2	7	19	11	4	4	2	5
14	84	Kyegegwa DLG	43	40	40	16	32	33	6	6	7	18	11	6	10	2	7
14	64	Bugiri MLG	37	56	36	16	22	44	12	3	7	18	11	2	8	4	7
14	64	Malindiye-Ssabagabo MLG	78	26	48	12	32	39	12	5	7	19	9	4	6	2	7
14	64	Ibando MLG	63	13	56	12	32	52	10	3	4	16	11	2	8	2	5
14	64	Maracha DLG	45	113	21	16	32	31	16	6	6	18	11	2	4	4	7
19	63	Kira MLG	71	31	45	14	22	47	13	5	5	17	11	4	6	2	7
19	63	Mpigi DLG	66	3	62	8	32	49	10	6	8	16	11	0	6	2	6
19	63	Rakai DLG	38	23	49	12	32	49	7	6	8	16	11	0	6	2	7
22	62	Koboko DLG	47	69	34	14	32	30	15	5	7	17	11	4	8	2	6
22	62	Moroto DLG	53	57	36	14	22	49	14	5	8	13	11	2	4	4	6
24	61	Rukungiri DLG	61	45	39	12	32	39	7	5	5	17	11	6	6	4	7
24	61	Buyende DLG	42	93	26	14	24	41	11	5	5	19	11	4	6	4	6

2022		2021		2020		Minimum Conditions					Performance Measures								
Rank 202	Score 202	Rank 201	Score 201	Rank 200	Score 200	Financial Soundness (Max 10)	Human Resources (Max 2)	Material Management (Max 2)	Human Resources (Max 2)	Human Resources (Max 2)	Human Resources (Max 2)	Human Resources (Max 2)	Human Resources (Max 2)	Human Resources (Max 2)	Human Resources (Max 2)	Human Resources (Max 2)	Human Resources (Max 2)	Human Resources (Max 2)	
26	60	34	48	36	57	16	22	41	12	3	4	17	11	4	8	4	7		
26	60	7	66	22	110	12	32	46	12	2	7	11	11	2	6	4	7		
26	60	16	56	23	104	15	22	37	14	5	6	16	11	4	6	4	7		
29	59	143	19	36	42	4	28	52	6	6	3	18	11	2	6	2	7		
29	59	29	49	23	49	12	32	42	5	5	5	18	11	4	6	2	7		
29	59	26	50	33	44	12	22	49	16	3	8	11	11	2	8	4	6		
29	59	146	18	122	18	14	32	32	14	6	7	17	11	0	4	4	6		
33	58	16	55	134	15	12	32	35	13	5	8	15	11	1	6	2	7		
33	58	151	13	127	17	16	28	36	14	5	7	17	4	4	6	4	6		
33	58	145	18	144	11	14	14	41	14	6	2	19	11	4	10	4	7		
33	58	116	28	100	26	10	32	36	12	5	6	17	11	2	6	2	7		
37	57	119	27	82	28	12	24	44	13	4	5	14	11	4	6	4	5		
37	57	43	46	11	57	12	32	32	16	6	2	17	11	4	8	2	6		
39	56	94	33	45	39	16	24	35	11	5	5	16	9	6	6	4	7		
39	56	110	29	45	39	12	32	39	4	5	7	18	11	2	6	2	7		
39	56	21	53	6	60	12	32	30	8	6	7	17	11	3	6	4	7		
42	55	66	42	45	39	16	22	37	12	5	7	20	11	0	6	2	5		
42	55	34	48	89	27	16	22	46	12	4	6	15	11	4	4	0	5		
42	55	38	49	19	52	12	14	45	15	5	6	18	10	4	4	4	7		
42	56	12	57	6	69	12	28	50	9	5	9	12	4	2	6	4	6		
46	54	130	26	127	17	16	32	41	3	2	4	18	11	2	8	2	6		
46	54	97	32	119	19	16	32	24	16	4	2	20	8	6	4	4	5		
46	54	63	40	141	12	16	32	24	15	5	6	16	11	0	6	4	6		
46	54	74	30	77	3	12	22	33	18	5	4	17	11	4	6	4	7		
48	54	11	60	60	34	8	22	49	8	5	6	15	11	2	6	4	7		
51	53	34	48	15	54	12	32	29	12	5	4	16	11	0	8	4	7		
51	53	90	36	127	17	14	22	37	13	5	5	16	10	2	6	4	6		
51	53	94	33	104	23	12	17	37	15	4	7	19	11	2	6	4	6		
51	53	90	36	89	27	16	22	37	14	5	3	14	11	2	6	4	6		
51	53	29	49	15	54	10	22	32	16	6	8	18	9	2	8	2	7		
51	53	97	32	147	9	14	32	31	9	4	7	14	11	4	6	4	4		
51	53	4	72	26	48	12	24	34	11	4	8	18	11	2	4	4	7		
58	52	68	30	93	26	16	32	23	15	5	1	18	8	6	6	2	6		
58	52	49	44	3	62	14	22	36	8	3	8	17	11	3	6	4	6		

2022		2021		2020		Minimum Conditions				Performance Measures					
Slack 2022	Wk Name	Slack 2021	Slack 2020	Slack 2020	Slack 2020	Disbursement of Local Government Expenditure (Mk. 0)	Financial Management & Reporting (Mk. 3)	Human Resource Management (Mk. 3)	Financial and Social Services (Mk. 3)	Human Resource and Development (Mk. 3)	Local Govt Service Delivery Results (Mk. 3)	Total Services (Mk. 3)	Minimum Supervision Services (Mk. 3)	Provision of Information Reporting (Mk. 3)	Sampling and Accountability (Mk. 3)
60	51	Bukomarsimbi DLG	9	62	13	56	8	22	42	7	17	11	2	6	7
60	51	Namuhumba DLG	49	44	113	21	12	22	40	14	15	11	0	8	7
60	51	Kofido MLG	68	39	134	15	16	18	28	16	18	11	2	6	7
63	50	Bulambuli DLG	139	21	49	38	16	22	31	10	14	11	3	8	6
64	49	Njeru MLG	5	71	51	38	12	22	27	11	20	11	6	10	5
64	49	Kabatole DLG	29	49	1	72	8	22	44	11	13	11	2	2	7
64	48	Buvuma DLG	34	48	12	56	10	22	34	9	19	11	4	6	7
64	40	Butaleja DLG	130	26	64	33	16	14	38	9	16	11	2	10	7
64	49	Napek DLG	87	36	82	28	16	32	28	15	10	11	4	2	3
84	49	Karungu DLG	49	44	54	37	12	32	26	11	15	11	2	6	6
64	49	Kigadi DLG	147	16	89	27	16	22	26	15	17	11	2	6	7
64	49	Nakasike DLG	29	49	113	21	10	14	47	9	16	11	6	2	7
72	48	Masaka DLG	38	47	69	32	10	32	32	7	14	11	0	6	7
72	48	Kyeritojo DLG	87	36	57	36	16	22	27	9	19	11	0	8	7
74	47	Palisa DLG	43	46	51	38	16	14	44	8	19	11	0	6	6
74	47	Mltooma DLG	74	38	60	34	12	24	22	12	18	11	4	6	6
76	46	Kayunga DLG	14	56	36	42	8	22	40	8	16	11	2	6	7
76	46	Zombo DLG	38	47	102	16	10	32	29	5	16	11	4	4	5
78	45	Okule DLG	56	42	82	28	16	22	34	10	12	11	4	4	7
78	45	Kyanikwari DLG	52	34	89	26	12	22	24	16	14	11	2	6	6
78	45	Kazo DLG	56	42	23	49	16	22	26	13	19	9	2	6	4
78	45	Miyana DLG	97	32	64	33	12	18	38	15	16	11	2	2	6
78	45	Moyo DLG	74	38	112	18	12	22	36	8	17	10	2	6	5
83	44	Oyam DLG	62	37	100	25	8	24	34	15	17	9	4	4	7
83	44	Kapichwa MLG	107	30	134	15	12	22	28	8	16	11	2	8	6
83	44	Kiragwenda DLG	153	8	119	19	16	28	26	8	16	8	4	8	7
83	44	Karungu DLG	125	26	45	38	6	24	40	7	13	11	0	8	7
83	44	Butambala DLG	26	50	64	33	12	22	41	4	13	11	2	6	7
83	44	Ajuman DLG	74	38	134	15	12	24	26	13	13	8	4	8	6
83	44	Busa DLG	143	19	75	31	16	22	29	9	18	11	0	10	7
90	43	Kaabong DLG	140	20	149	7	16	24	23	12	14	11	0	4	5
90	43	Koboko MLG	94	33	119	19	16	22	28	14	12	11	0	4	5
90	43	Bulike DLG	21	53	20	51	12	22	33	3	18	11	4	6	7
90	43	Buryangabu DLG	82	37	34	43	14	32	33	4	11	11	0	8	5

2022		2021		2020		Minimum Conditions					Performance Measures						
Rank 202	Score 202	Rank 201	Score 201	Rank 200	Score 200	Financial & Staff Requirements (Min 10)	Human Resources & Capacity (Min 2)	Information Systems (Min 5)	Internal Management (Min 10)	Human Resource Management (Min 10)	Account Management (Min 5)	Local Govt Service Delivery (Min 5)	Local Business (Min 5)	Management Marketing & Operations Services (Min 5)	Performance Reporting and Performance Agreement (Min 5)	Inequality and Accountability (Min 5)	
94	42	Mityana MLG	57	32	40	40	12	22	37	8	4	4	13	11	2	4	5
94	42	Mubende DLG	92	34	28	47	0	32	33	6	5	5	13	11	4	6	6
94	42	Butebo DLG	130	25	53	25	16	17	32	12	4	3	16	11	4	4	4
94	42	Mukono MLG	10	61	39	41	12	14	43	6	5	3	13	11	4	6	6
94	42	Kabale DLG	63	40	110	22	12	22	41	12	4	2	14	9	0	2	6
99	41	Kibuku DLG	119	27	64	33	16	22	31	9	3	2	18	11	0	6	4
99	41	Hoima DLG	20	54	31	45	14	14	27	14	6	5	15	10	4	8	6
99	41	Kiryandongo DLG	103	31	132	16	10	22	29	14	5	3	11	11	4	8	6
99	41	Nakasongola DLG	110	29	82	28	16	24	19	15	3	4	12	11	4	8	7
99	41	Kasese DLG	110	29	100	25	16	24	34	4	3	2	14	11	4	8	3
99	41	Nablatuk DLG	49	44	113	21	16	22	20	15	5	4	14	11	2	8	0
99	41	Kapchorwa DLG	74	38	69	32	12	22	31	7	2	5	14	11	0	8	4
106	40	Amudat DLG	119	27	141	12	16	32	23	13	6	5	9	10	2	2	3
106	40	Kitgum DLG	134	23	69	32	12	28	22	12	4	6	12	11	2	4	6
106	40	Awaditong DLG	110	29	139	13	16	10	33	13	2	4	13	11	2	6	7
109	39	Pader DLG	63	40	122	18	14	22	30	10	4	6	11	11	1	4	6
109	39	Kiboga DLG	45	45	34	43	12	22	32	14	5	3	12	11	0	2	6
109	39	Bududa DLG	150	14	104	23	16	22	29	12	2	2	16	7	2	6	5
109	39	Terego DLG	119	27	N/A	N/A	16	14	26	12	5	6	16	11	2	2	4
113	38	Gomba DLG	140	20	36	42	10	14	30	8	5	6	16	11	2	6	7
113	38	Kasanda DLG	56	42	93	26	14	24	23	8	3	3	17	9	2	6	5
113	38	Bukedea DLG	134	23	69	32	16	22	24	4	5	5	19	11	2	6	2
116	36	Kofido DLG	103	31	104	23	16	14	32	11	4	4	13	11	2	2	3
116	36	Kisiro DLG	16	55	69	32	0	22	36	7	4	4	14	11	4	6	5
116	36	Madi-Okello DLG	67	36	153	4	8	24	17	12	6	7	17	10	0	6	7
119	35	Omoro DLG	97	32	93	26	16	22	27	13	2	7	10	11	0	2	3
119	35	Kakumiro DLG	56	42	93	26	16	22	9	8	6	5	17	11	4	8	7
119	35	Manafwa DLG	125	25	82	26	16	14	24	9	4	4	16	11	0	6	5
119	35	Kumi DLG	45	45	51	38	8	14	37	3	5	5	13	11	2	8	3
123	34	Kumi MLG	74	38	69	32	16	18	38	2	5	8	7	11	2	2	3
124	33	Ntoroko DLG	125	25	60	34	14	14	32	11	2	2	13	10	0	6	3



2022		2021		2020		Minimum Conditions				Performance Measures							
Sub 202	Score 202	Sub 201	Score 201	Sub 200	Score 200	Disbursement of Local Government Appropriations (Mk's '00)	Financial Management & Disposal (Mk's '00)	Human Resource Management & Development (Mk's '00)	Procurement and Local Government (Mk's '00)	Physical Management (Monthly)	Human Resource Management and Development (Mk's '00)	Investment Management (Mk's '00)	Local Govt Service Delivery Results (Mk's '00)	Total Revenue (Mk's '00)	Management Supervision Services (Mk's '00)	Procurement Disposal and Development (Mk's '00)	Transport and Accommodation (Mk's '00)
124	33	134	23	145	10	16	24	27	9	3	5	12	4	4	2	2	4
126	31	68	39	93	26	16	17	39	6	2	0	14	6	2	2	4	4
126	31	68	39	82	28	16	14	40	11	2	4	9	7	0	2	2	4
125	31	82	37	145	10	8	22	31	6	5	1	7	14	0	6	4	4
125	31	125	26	110	22	12	22	20	9	2	5	13	8	2	4	4	6
125	31	152	9	122	18	12	22	41	7	4	3	4	9	2	6	0	3
125	31	82	37	80	29	16	14	18	15	3	4	11	11	2	4	2	7
132	30	103	31	104	23	8	14	29	7	3	7	12	11	0	6	4	4
132	30	68	39	127	17	12	22	33	3	2	5	7	11	2	4	2	5
132	30	119	27	104	23	16	22	21	8	4	5	13	4	2	4	2	4
132	30	148	15	141	12	14	27	18	6	0	0	10	11	6	4	2	7
136	29	56	42	29	46	4	14	46	5	2	2	12	11	2	2	2	3
137	26	107	30	117	20	12	22	26	7	3	0	12	11	0	0	4	6
138	27	68	39	64	33	15	14	22	9	4	3	10	11	2	2	4	3
138	27	137	22	77	30	15	14	29	10	2	0	10	11	2	0	2	5
138	27	125	26	77	30	8	14	26	4	2	3	14	11	4	4	4	5
141	24	148	15	163	24	4	22	19	10	5	6	9	11	0	2	2	5
141	24	110	29	80	29	12	17	19	2	4	7	10	11	2	4	2	4
141	24	116	28	40	40	16	14	17	7	2	4	10	11	1	4	4	3
144	23	107	30	117	20	14	14	20	10	1	4	11	6	4	2	2	5
144	23	103	31	150	6	16	14	18	16	0	3	10	9	2	0	2	3
144	23	119	27	122	18	12	22	11	9	0	0	14	10	2	6	2	4
144	23	63	40	148	8	0	22	18	9	2	0	17	6	2	8	2	6
144	23	137	22	55	36	16	24	16	4	2	4	13	4	2	4	2	2
149	22	116	28	40	40	12	14	25	1	2	5	7	11	0	6	4	4
150	21	140	20	139	13	12	22	2	8	4	6	13	9	2	4	2	6
151	20	74	36	82	28	12	22	21	10	4	3	6	2	0	0	4	6
152	19	97	32	150	6	16	17	25	5	3	3	8	2	0	4	2	3
153	18	133	24	9	59	6	14	19	2	3	3	0	11	3	4	4	3
154	8	153	8	150	6	4	10	9	7	3	0	6	6	2	2	2	3

# Annex 3

Annex 3: Ranked Education Performance Assessment Results 2022 in Comparison to 2021 & 2020 Results

Rank 2022	Score 2022	Vote	2021		2020		Minimum Conditions				Performance Measures				
			Rank 2021	Score 2021	Rank 2020	Score 2020	Environment and Social Requirements (max=30)	Human Resource Management and Development (max=70)	Environment and Social Subgoals (max=17)	Human Resource Management and Development (max=14)	Investment Management (max=12)	Local Government Service Delivery Results (max=20)	Management, Monitoring and Evaluation Services (max=20)	Performance Indicators and Performance Improvement (max=16)	
1	90	Lushia District	98	47	89	39	30	70	10	12	12	20	20	16	
2	89	Karunge District	14	81	81	42	30	70	12	16	13	20	16	12	
3	88	Kinshasa District	45	65	103	29	30	70	12	14	11	17	16	16	
3	88	Ingoro District	9	82	5	92	30	70	12	16	12	16	16	16	
5	87	Isanda District	3	87	1	97	30	70	12	12	11	20	10	14	
6	86	Manafwa District	21	77	66	40	30	70	9	16	12	17	16	16	
6	86	Kibuku District	2	89	81	42	30	70	9	16	13	20	12	16	
8	85	Munyeha District	28	74	53	53	30	70	12	14	10	17	16	16	
8	85	Bukedoa District	34	70	73	44	30	70	12	12	12	13	20	16	
10	84	Kibaco District	15	80	16	75	30	70	7	14	12	15	20	16	
11	83	Napak District	4	82	58	49	30	70	8	14	11	18	16	16	
12	82	Yumbo District	23	78	129	19	30	70	12	11	10	19	16	14	
12	82	Iganja Municipal Council	30	69	28	65	30	70	9	14	12	15	16	16	
12	82	Bughi Municipal Council	88	50	34	61	30	70	7	14	10	21	14	16	
15	81	Muroto District	70	55	65	46	30	70	7	16	13	11	18	16	
15	81	Bughi District	78	52	51	54	30	70	10	16	10	13	16	16	
17	80	Patwech District	85	51	148	6	30	70	10	14	12	13	17	14	
17	80	Koboko District	105	44	150	0	30	70	9	16	7	14	10	16	
17	80	Kikumba District	110	38	101	35	30	70	12	14	11	15	16	12	
17	80	Gallo District	8	82	74	43	30	70	11	14	11	15	10	14	

2022		Vote		2021		2020		Minimum Conditions				Performance Measures			
Rank 2022	Score 2022	Rank 2021	Score 2021	Rank 2020	Score 2020	Environment and Social Requirements (max=30)	Human Resources Management and Development (max=70)	Environment and social well-being (max=12)	Human Resource Management and Development (max=10)	Investment Management (max=10)	Local Government Service Delivery Results (max=20)	Management, Accounting and Inquiries of services (max=20)	Performance Reporting and Performance Improvement (max=10)		
21	79	31	73	12	78	30	70	9	16	11	17	16	10		
							Dashoink, Jafoka Municipal Council								
22	77	31	73	116	27	30	70	9	12	12	12	16	16		
							Oyam District								
22	77	78	62	95	37	30	70	11	14	11	14	17	10		
							Nebbi District								
22	77	48	62	65	37	30	70	11	16	12	12	16	10		
							Kisiro Municipal Council								
22	77	72	54	18	71	30	70	12	14	9	15	16	10		
							Kopadi District								
26	76	141	20	98	36	30	70	10	18	10	12	16	12		
							Rukungu District								
26	76	40	67	8	84	30	70	12	16	11	11	14	12		
							Rubanda District								
26	76	58	59	116	27	30	70	7	14	11	14	14	16		
							Nabulak District								
26	76	105	44	28	65	30	70	4	16	8	16	16	16		
							Muberu District								
26	76	23	76	53	68	30	70	9	14	7	17	19	10		
							Mbarizi District								
26	76	63	67	65	37	30	70	8	12	11	17	16	12		
							Janja District								
32	75	151	16	N/A	N/A	30	70	11	12	11	19	12	10		
							Ieroge District								
32	75	118	39	131	17	30	70	6	18	11	17	13	12		
							Rwampara District								
32	75	50	61	6	90	30	70	10	10	9	15	15	16		
							Rubizi District								
32	75	123	36	107	32	30	70	12	16	10	11	14	12		
							Luero District								
32	75	34	70	107	32	30	70	10	16	10	17	12	16		
							Karuli District								
37	74	85	61	102	34	30	70	9	10	8	15	16	16		
							Namuhamba District								
37	74	6	84	55	50	30	70	7	14	10	16	10	12		
							Kole District								
37	74	23	76	56	50	30	70	6	12	10	20	14	12		
							Iganga District								
37	74	78	52	36	60	30	70	9	14	9	16	16	10		
							Ibanda Municipal Council								
37	74	105	44	131	17	30	70	6	12	13	15	16	12		
							Alebong District								
42	73	110	43	43	55	30	70	12	12	12	13	12	12		
							Miyana Municipal Council								
42	73	37	68	8	84	30	70	9	12	12	19	13	8		
							Mbarazi District								
42	73	130	28	13	77	30	70	10	14	8	13	16	12		
							Mnyage District								
45	72	88	60	39	57	30	70	8	12	11	11	16	14		
							Rukungu Municipal Council								
45	72	85	51	71	45	30	70	5	14	13	14	14	12		
							Lwerogo District								

2022		Vote		2021		2020		Minimum Conditions				Performance Measures			
Rank 2022	Score 2022	Rank 2021	Score 2021	Rank 2020	Score 2020	Environment and Social Requirements (max=30)	Human Resources Management and Development (max=20)	Efficient and social standards (max=12)	Human Resource Management and Development (max=10)	Investment Management (max=10)	Local Government Service Delivery (max=15)	Management, Accounting and Support Services (max=20)	Performance Reporting and Performance Improvement (max=10)		
45	72	74	53	13	77	30	70	12	14	7	14	13	12		
46	71	6	84	53	53	30	70	6	14	11	20	16	4		
48	71	74	53	15	76	30	70	9	16	10	12	14	10		
50	70	101	46	58	36	30	70	5	10	8	15	16	16		
50	70	45	65	113	29	30	70	6	10	13	14	12	12		
52	69	101	46	67	48	30	70	11	12	11	11	12	12		
52	69	78	52	89	39	30	70	6	16	11	15	12	8		
54	68	48	62	3	94	30	70	4	10	10	12	18	14		
64	68	9	82	102	34	30	70	6	12	12	14	10	12		
54	68	91	49	11	83	30	70	1	10	9	16	16	16		
57	67	153	0	131	117	30	70	7	10	11	11	12	18		
57	67	137	23	32	62	30	70	4	14	10	11	16	12		
57	67	63	57	41	56	30	70	9	10	11	13	12	12		
60	66	125	35	116	27	30	70	5	14	11	11	16	12		
60	66	76	52	65	48	30	70	2	14	12	14	16	8		
62	65	60	61	58	49	30	70	8	16	9	12	12	8		
62	65	129	29	4	93	30	70	9	12	11	14	12	10		
62	65	141	20	65	46	30	70	6	12	10	11	12	12		
62	65	93	48	126	20	30	70	4	12	11	10	16	12		
62	65	55	60	150	0	30	70	5	12	10	14	16	8		
62	65	93	46	31	64	30	70	3	10	12	13	11	16		
68	63	18	78	18	71	30	70	3	12	12	12	12	12		
68	63	133	24	17	74	30	70	9	14	9	13	12	6		
68	63	17	79	89	39	30	70	4	12	9	14	12	12		
68	63	5	84	28	65	15	70	1	12	12	17	20	12		
72	62	58	58	43	55	30	70	3	14	9	15	15	8		
72	62	119	38	116	27	30	70	6	12	9	9	14	10		

2022		Vote		2021		2020		Minimum Conditions				Performance Indicators			
Rank 2022	Score 2022	Rank 2021	Score 2021	Rank 2020	Score 2020	Environment and Social Requirements (max=30)	Human Resource Management and Development (max=70)	Fire, Non-fire and Social Safety (max=15)	Human Resource Management and Development (max=10)	Investment Management (max=75)	Local Government Service Delivery (max=20)	Management, Monitoring and Evaluation of Services (max=20)	Performance Reporting and Performance Improvement (max=10)		
74	61	40	67	143	11	30	70	3	16	0	10	13	10		
74	61	28	74	83	41	30	70	5	12	7	14	13	10		
76	60	26	75	48	55	30	70	0	10	8	13	17	12		
76	60	76	52	94	38	30	70	2	10	13	15	10	10		
78	59	40	67	74	43	30	70	9	10	12	8	12	8		
78	59	63	67	107	32	30	70	6	10	0	15	14	6		
78	59	131	27	146	10	30	40	9	15	12	20	16	12		
81	58	112	41	39	57	30	70	9	8	13	12	8	8		
81	58	50	61	86	40	15	70	3	12	11	18	12	12		
83	57	89	58	107	32	30	40	7	14	12	19	16	14		
83	57	139	22	51	64	30	40	12	14	13	16	14	12		
83	57	63	46	141	13	30	40	5	14	8	18	20	16		
86	56	37	68	8	84	15	70	3	14	9	14	18	8		
86	56	74	53	130	18	30	40	7	10	13	20	16	14		
88	56	40	67	74	43	30	70	4	10	7	15	14	6		
86	56	59	58	48	55	30	70	3	8	11	17	9	8		
86	56	116	39	121	25	30	70	4	12	0	12	8	12		
91	55	78	52	131	17	30	40	5	14	11	15	18	10		
91	55	63	67	140	14	30	40	12	12	10	14	14	16		
91	55	55	60	102	34	30	40	10	12	10	14	16	16		
91	55	148	12	149	6	30	40	7	16	13	10	16	16		
95	54	47	63	65	46	15	70	8	12	4	14	10	16		
95	54	133	24	21	69	30	40	12	10	11	15	17	12		
97	53	116	39	143	11	30	70	7	10	6	11	9	10		
97	53	60	56	121	25	30	70	9	10	0	6	8	12		
99	52	98	47	71	45	30	70	5	8	7	9	13	10		
99	52	18	78	36	60	30	70	3	9	11	10	13	6		
99	52	50	61	121	25	30	70	8	8	3	16	9	8		

2022		Vote		2021			2020			Minimum Conditions					Performance Measures				
Rank 2022	Score 2022	Rank 2021	Score 2021	Rank 2020	Score 2020	Rank 2020	Score 2020	Rank 2020	Score 2020	Environment and social requirements (max:30)	Human Resource Management and Development (max:30)	Environment and social requirements (max:15)	Human Resource Management and Development (max:15)	Investment Management (max:12)	Local Government Service Delivery Results (max:20)	Management, Monitoring and Supervision Services (max:20)	Performance Reporting and Performance Improvement (max:10)		
102	51	26	74	124	23	30	40	10	12	9	12	10	12	9	12	18	12		
102	51	93	48	74	43	30	70	3	10	10	3	10	10	10	10	10	8		
102	51	44	66	72	43	15	70	1	14	10	1	14	10	10	13	12	10		
105	50	141	20	137	16	30	40	8	10	10	8	10	10	10	14	14	16		
105	50	133	24	126	20	30	40	5	12	12	5	12	12	17	14	14	12		
105	50	59	58	64	47	15	70	5	10	10	5	10	10	14	12	12	8		
105	50	91	48	137	15	30	30	8	16	10	8	16	10	17	16	16	16		
105	50	112	41	86	40	30	40	9	14	9	9	14	9	11	14	14	14		
105	50	15	80	23	68	30	40	8	14	8	8	14	8	13	14	14	14		
111	49	5	94	43	55	30	30	12	16	10	12	16	10	20	16	16	6		
111	49	18	78	34	61	30	70	4	14	7	4	14	7	13	9	9	2		
111	49	112	41	65	46	30	40	10	9	13	10	9	13	14	10	10	8		
114	48	88	50	111	31	15	70	6	10	11	6	10	11	18	8	8	4		
114	48	131	27	89	39	30	40	9	14	9	9	14	9	15	14	14	8		
119	47	1	91	27	66	30	30	7	10	12	7	10	12	16	10	10	12		
116	47	98	47	74	43	30	40	12	10	9	12	10	9	12	12	12	12		
116	47	31	73	36	60	15	70	1	10	10	1	10	10	14	12	12	8		
119	46	148	17	147	9	30	40	11	12	10	11	12	10	13	8	8	12		
120	45	34	70	73	44	30	40	5	8	12	5	8	12	13	14	14	12		
121	44	21	77	58	48	30	30	9	14	12	9	14	12	11	20	20	8		
121	44	72	54	41	56	30	70	0	8	10	0	8	10	9	11	11	6		
121	43	4	85	43	55	30	40	5	9	13	5	9	13	13	14	14	8		
121	43	37	68	48	71	30	30	6	14	12	6	14	12	12	12	12	16		
121	43	4	82	112	30	0	70	5	10	10	5	10	10	14	12	12	10		
121	43	105	44	21	69	0	70	0	8	12	0	8	12	14	11	11	16		
127	42	103	46	116	27	30	40	3	14	10	3	14	10	13	14	14	6		
128	41	50	61	7	86	30	40	3	10	8	3	10	8	15	11	11	12		
129	40	55	60	43	55	30	40	5	14	11	5	14	11	15	10	10	4		

2022		Vote		2021			2020			Minimum Conditions					Performance Measures				
Rank 2022	Score 2022	Rank 2021	Score 2021	Rank 2020	Score 2020	Environment and Social Requirements (max=30)	Human Resources Management and Development (max=70)	Environment and social well-being (max=15)	Human Resource Management and Development (max=70)	Investment Management (max=10)	Local Government Service Delivery Results (max=20)	Management, Accounting and Information services (max=20)	Performance Reporting and Performance Improvement (max=10)						
130	39	151	16	25	67	15	70	2	8	7	11	10	8						
130	39	110	43	100	33	30	40	4	12	0	13	14	0						
132	38	20	78	43	55	30	70	2	6	0	10	6	0						
132	38	119	38	58	48	30	30	6	12	11	14	8	12						
132	38	141	20	55	50	0	70	5	14	4	10	11	10						
135	37	83	57	150	0	30	40	5	10	5	7	14	12						
136	35	105	44	113	29	30	30	0	12	8	11	16	10						
136	35	146	18	131	17	30	30	0	10	0	16	10	16						
138	34	145	19	25	67	30	40	5	12	7	15	6	4						
138	34	70	55	1	97	30	40	3	8	0	15	6	8						
138	34	125	35	143	11	30	30	7	7	9	12	10	12						
138	34	127	34	89	39	30	40	6	10	1	11	12	8						
142	32	103	45	131	17	30	40	0	8	10	11	14	4						
143	27	133	24	150	0	30	0	10	14	12	19	20	14						
144	26	127	34	62	48	15	40	5	8	0	12	6	8						
145	25	93	48	83	41	0	40	0	14	10	15	15	8						
146	23	148	17	83	41	30	0	9	14	11	17	14	12						
147	20	123	36	65	46	0	40	0	10	10	11	12	8						
147	20	153	13	137	15	30	0	6	12	9	14	14	12						
147	20	122	37	125	22	30	0	3	12	0	14	16	12						
150	19	115	40	74	43	30	0	1	12	9	11	16	12						
151	18	137	33	98	36	30	0	4	7	0	14	10	16						
152	10	74	53	126	20	15	0	3	10	11	14	20	8						
153	0	139	22	142	12	0	0	6	10	5	14	13	12						
153	0	146	18	102	34	0	0	5	10	10	18	10	8						

# Annex 4

**Annex 4: Ranked Health Performance Assessment Results 2022 in Comparison to 2021 & 2020 Results**

Rank 2022	Score 2022	Vote	2021		2020		Minimum Conditions 2022					Performance Measures				
			Rank 2021	Score 2021	Rank 2020	Score 2020	Human Resource Management and Development (Max. Score: 20)	Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 15)	Environment and Social Standards (Max. Score: 15)	Human Resource Management and Development (Max. Score: 15)	Investment Management (Max. Score: 14)	Local Government Services Delivery Goals (Max. Score: 14)	Management, Monitoring and Evaluation Services (Max. Score: 20)	Performance Reporting and Performance Improvement (Max. Score: 18)	
1	96	Iainjoro District	3	79	1	81	30	70	15	30	15	14	14	15	18	
2	92	Kiichura District	78	44	18	57	30	70	15	30	13	13	13	18	16	
3	91	Ibenda District	2	80	3	82	30	70	15	30	14	10	16	16	18	
4	90	Kanwenge District	1	85	5	72	30	70	15	30	13	13	16	16	15	
5	83	Kibuku District	14	68	15	59	30	70	13	30	13	12	14	14	16	
6	79	Maracha District	23	59	84	30	30	70	15	30	15	14	13	13	9	
7	78	Mbarara District	21	60	12	65	30	70	13	30	11	8	14	17	12	
7	78	Rubanda District	7	72	3	82	30	60	13	30	15	14	11	15	15	
9	76	Namayingo District	32	55	103	24	30	70	15	30	10	11	14	14	9	
10	75	Rukungu District	128	26	114	21	30	70	13	30	12	12	11	13	11	
10	75	Kyenjojo District	14	65	70	33	30	70	10	30	12	12	13	12	13	
12	74	Ibunda Municipal Council	5	74	61	37	30	70	14	30	11	11	14	8	13	
13	73	Bushenyi District	43	50	24	51	30	60	13	30	11	11	13	15	15	
14	71	Sheema District	115	33	44	43	30	70	9	30	13	8	12	11	15	
14	71	Kiboga District	44	52	31	49	30	70	11	30	11	9	12	10	15	
16	68	Mityana District	144	20	127	17	30	60	15	30	13	9	13	8	14	
16	68	Kalliro District	21	60	25	50	30	60	9	30	11	12	14	13	13	
18	66	Nansana Municipal Council	78	44	114	21	30	70	5	30	7	11	12	11	17	
18	66	Masindi Municipal Council	38	63	2	86	30	40	15	30	15	12	11	19	18	
20	65	Luwero District	149	17	143	10	30	50	13	30	10	13	13	17	12	



2022		Vote		2021		2020		Minimum Conditions 2022					Performance Measures				
Rank 2022	Score 2022	Vote	Rank 2021	Score 2021	Rank 2020	Score 2020	Environment and Social Acquirements (Max. score: 30)	Human Resource Management into Development (Max. score: 70)	Environment and Social Standards (Max. score: 5)	Human Resource Management and Development (Max. score: 10)	Investment Management (Max. score: 14)	Local Government Service Delivery (Max. score: 14)	Management, Monitoring and Supervision Services (Max. score: 20)	Performance Reporting and Performance Improvement (Max. score: 10)			
21	65	Kiryandongo District	53	50	70	33	30	70	8	10	9	10	16	9			
22	64	Oyam District	4	76	95	28	30	60	13	10	11	10	13	11			
22	64	Mandaka District	12	68	98	26	30	70	9	8	11	10	14	9			
24	63	Kisoro Municipal Council	109	34	53	41	30	50	14	13	13	13	9	14			
24	63	Kibaale District	19	61	3	69	30	50	8	12	12	12	14	18			
24	63	Rubirizi District	86	41	6	70	15	70	13	11	9	11	12	15			
24	63	Sembabule District	58	49	49	42	30	50	11	11	12	10	17	14			
28	62	Kabarondo District	38	53	103	24	30	60	2	10	10	10	18	16			
29	61	Kakale District	61	48	75	32	30	70	7	6	11	11	13	11			
29	61	Bududa District	53	50	21	54	30	70	12	12	11	11	7	6			
29	61	Bugiri District	51	51	13	63	30	60	16	10	9	12	14	5			
29	61	Rwampara District	99	38	108	23	30	50	9	11	12	13	15	13			
29	61	Luwero District	38	53	130	15	30	50	11	14	14	11	8	15			
34	60	Bushenyi- Ishaka Municipal Council	109	34	13	63	30	50	13	9	12	12	15	11			
34	60	Budaka District	27	58	25	50	30	60	14	9	13	10	12	6			
34	60	Kapchorwe Municipal Council	23	59	146	8	0	70	10	15	13	12	20	12			
37	59	Itekiso District	109	34	37	48	30	70	3	11	11	9	10	13			
38	58	Kyegegwa District	133	4	88	29	30	40	11	11	12	12	17	17			
38	58	Abim District	91	40	150	5	30	50	9	13	10	10	11	17			
38	58	Kabarole District	141	21	6	70	30	60	11	8	9	13	13	8			
41	57	Kapeese District	149	17	103	24	30	70	7	10	9	9	13	7			
41	57	Jinja District	31	56	75	32	30	70	9	9	9	10	9	9			
41	57	Kole District	7	72	108	23	30	60	13	10	8	10	9	11			
41	57	Karungu District	99	38	68	34	30	60	9	9	11	10	13	9			
41	57	Aduumani District	50	49	98	25	30	60	7	11	7	11	13	12			
46	56	Lwengo District	44	52	65	35	30	70	7	11	12	8	3	13			
46	56	Busia District	145	18	81	31	30	60	11	9	9	8	14	9			

2022		Vote		2021		2020		Mplimuzi Condiitso 2022				Performance Measures			
Rank 2022	Score 2022	Rank 2021	Score 2021	Rank 2020	Score 2020	Environment and Social Acquisitions (Max. Score: 30)	Human Resource Management and Development (Max. Score: 20)	Environment and Social Acquisitions (Max. Score: 10)	Human Resource Management and Development (Max. Score: 10)	Investment Management (Max. Score: 14)	Local Government Service Delivery (Max. Score: 14)	Management, Monitoring and Reporting Services (Max. Score: 20)	Performance Reporting and Performance Improvement (Max. Score: 16)		
46	56	140	22	N/A	N/A	30	40	12	15	12	10	13	15		
46	56	73	45	25	50	30	50	13	10	9	8	11	16		
46	56	86	41	75	32	30	50	4	11	7	9	20	16		
46	56	149	17	66	40	30	50	11	11	11	10	9	15		
52	55	109	34	70	33	30	60	13	9	9	10	11	7		
52	55	19	61	8	69	30	50	7	13	10	13	8	15		
52	55	93	39	44	43	30	50	7	13	10	5	17	14		
52	55	44	62	31	49	30	40	13	13	13	11	15	10		
52	55	64	47	65	35	30	40	2	15	13	12	19	14		
57	54	128	26	53	41	30	60	9	8	12	10	12	7		
57	54	86	41	68	34	30	60	5	11	9	9	12	12		
57	54	84	42	144	9	30	50	9	13	12	10	13	8		
57	54	78	44	40	44	30	40	15	9	12	9	12	17		
57	54	53	50	130	11	30	40	11	12	12	12	13	14		
62	53	78	44	132	14	30	60	5	10	12	11	8	11		
62	53	135	23	137	12	30	50	10	11	7	11	13	11		
62	53	141	21	61	37	30	50	10	10	12	12	5	14		
62	53	99	38	44	43	30	50	15	10	11	12	6	9		
68	52	93	38	139	11	30	40	13	13	13	8	8	16		
68	52	10	70	65	36	30	50	12	11	9	14	8	8		
68	52	9	71	49	42	30	60	11	10	7	11	7	9		
69	51	124	29	88	29	30	40	12	13	11	8	13	13		
69	51	44	62	22	53	30	50	9	11	9	10	14	8		
69	51	17	63	8	69	15	60	2	9	9	11	18	16		
69	51	84	42	81	31	15	50	2	15	12	11	17	18		
73	50	51	61	40	44	30	60	10	10	10	6	3	14		
74	49	53	50	102	26	30	50	9	12	12	9	13	4		
74	49	11	69	16	58	30	70	6	6	12	9	9	5		
74	49	73	45	75	32	30	40	14	10	11	9	12	11		

2022		2021		2020		Ultimum Conditions 2022						Performance Indicators				
Rank 2022	Score 2022	Rank 2021	Score 2021	Rank 2020	Score 2020	Environment and Social Requirements (Max. score: 30)	Human Resource Management and Development (Max. score: 20)	Environment and Social Sub-Indicators (Max. Score: 16)	Human Resource Management and Development (Max. Score: 16)	Investment Management (Max. Score: 14)	Local Government Service Delivery (Max. Score: 14)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Performance Improvement (Max. Score: 10)			
77	48	68	46	111	22	30	40	8	13	10	11	12	12			
77	48	16	65	57	39	30	70	8	10	11	11	1	5			
77	48	78	44	66	26	30	60	7	11	7	9	8	9			
77	48	23	59	60	38	15	60	2	11	11	14	9	14			
81	47	135	23	137	12	30	40	9	11	11	10	11	13			
81	47	121	30	25	50	30	30	11	10	10	12	17	15			
83	46	106	37	31	49	30	40	10	12	11	7	14	9			
83	46	73	45	111	22	30	40	11	8	12	11	10	11			
83	46	91	40	57	39	30	60	11	11	9	7	5	6			
83	46	93	39	84	30	30	50	13	7	12	11	10	2			
83	48	27	58	31	49	30	50	9	7	12	10	8	9			
88	45	23	59	95	28	0	70	7	7	9	10	16	13			
88	45	44	52	139	11	30	50	10	10	8	10	10	6			
88	45	73	45	88	39	30	50	5	13	7	10	13	6			
88	45	146	18	84	30	30	30	7	13	9	12	16	15			
88	45	83	43	114	21	0	50	13	15	13	13	17	15			
88	45	27	58	31	49	15	50	5	15	9	13	13	10			
94	44	117	31	130	15	30	30	11	11	13	8	11	17			
94	44	64	47	19	56	30	50	11	10	11	11	4	6			
96	43	99	38	98	26	30	30	9	12	10	12	11	15			
96	43	38	53	6	69	30	30	2	13	11	12	18	12			
96	43	108	35	121	19	30	30	8	15	11	12	9	13			
99	42	127	27	124	18	30	20	12	13	12	12	15	17			
99	42	68	46	124	18	30	30	11	13	11	11	11	10			
99	42	128	26	88	29	30	30	14	9	11	10	14	9			
99	42	61	48	75	32	30	70	6	4	11	12	5	2			
99	42	44	52	49	42	30	50	7	9	10	12	5	7			

Rank 2022	Score 2022	Vote	2021		2020		Mplimayi Constituency 2022				Performance Measures				
			Rank 2021	Score 2021	Rank 2020	Score 2020	Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 20)	Employment and Social Assignments (Max. Score: 10)	Human Resource Management and Development (Max. Score: 10)	Investment Management (Max. Score: 14)	Local Government Service Delivery (Max. Score: 14)	Management, Monitoring and Evaluation Services (Max. Score: 20)	Performance Reporting and Performance Improvement (Max. Score: 16)	
99	42	Bulilisa District	124	29	70	33	30	40	2	9	7	12	13	14	
105	41	Oluka District	86	41	114	21	30	40	6	13	10	11	7	9	
105	41	Nwosya District	32	55	25	50	30	50	7	14	5	11	8	4	
105	41	Bukomansambi District	116	32	128	16	30	50	7	7	11	13	6	5	
108	40	Mashi-Okollo District	135	23	153	0	30	20	13	13	14	11	13	13	
108	40	Palwachi District	35	44	144	9	30	30	11	12	8	10	15	8	
108	40	Kalungu District	68	48	81	31	15	50	7	12	10	13	10	7	
108	40	Kumi District	30	57	44	43	0	50	3	14	11	12	20	16	
112	39	Karenga District	109	34	150	5	30	40	14	9	10	8	4	9	
112	39	Koboko District	117	31	111	22	30	20	15	15	12	10	15	8	
112	39	Mpigi District	32	55	49	56	30	30	11	13	9	7	11	11	
112	39	Kira Municipal Council	17	63	44	43	30	30	13	7	14	10	8	10	
116	38	Mungano District	107	36	67	39	30	30	9	7	9	8	15	13	
116	38	Nakasongola District	141	21	132	12	30	30	11	8	11	10	7	14	
116	38	Bunyangabu District	117	31	75	32	30	30	11	8	7	10	13	12	
119	37	Buwura District	133	24	25	50	30	50	9	5	10	9	8	3	
119	37	Kalungala District	121	30	88	29	15	50	5	14	7	11	8	9	
121	36	Zombo District	68	46	148	8	30	30	3	12	11	7	13	11	
122	36	Dokoto District	12	68	40	44	30	50	13	8	5	6	8	2	
122	36	Koboko Municipal Council	64	47	84	30	30	20	8	13	9	14	11	12	
124	34	Anelelar District	73	45	111	22	30	50	8	6	6	8	7	6	
124	34	Kitgum District	58	49	120	20	30	60	8	6	3	10	7	2	
126	33	Kwana District	64	47	103	44	30	50	11	6	4	5	8	6	
126	33	Sironko District	135	23	103	24	30	30	12	5	7	6	9	14	
126	33	Kumi Municipal Council	38	53	22	53	0	40	6	12	11	12	20	17	
129	31	Kisoro District	95	54	39	45	0	60	4	6	9	11	15	5	

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2022		Vote		2021		2020		Ultimum Conditions 2022					Performance Indicators				
Rank 2022	Score 2022	Vote	Rank 2021	Score 2021	Rank 2020	Score 2020	Environment and Social Requirements (Max. score: 30)	Human Resource Management and Development (Max. score: 20)	Environment and Social Sub-Indicators (Max. Score: 16)	Human Resource Management and Development (Max. score: 16)	Investment Management (Max. score: 14)	Local Government Service Delivery Results (score: 14)	Management, Monitoring and Supervision of Services (Max. score: 20)	Performance Reporting and Performance Improvement (Max. score: 10)			
129	31	Arua District	99	38	134	13	30	20	8	14	13	10	9	5			
131	30	Amudat District	117	31	139	11	30	10	12	13	10	12	13	13			
131	30	Serere District	86	41	31	49	0	40	5	13	9	11	18	16			
131	30	Amuru District	38	53	121	19	0	60	7	9	7	11	8	6			
131	30	Lira District	5	74	16	58	0	20	2	8	8	12	7	6			
135	29	Gomba District	93	39	88	29	30	50	2	1	11	8	10	3			
135	29	Kilube District	135	23	124	18	30	10	6	11	12	10	15	15			
137	28	Mukindya-Ssabagabo MC	132	25	63	36	30	20	8	9	13	11	6	6			
138	27	Sheema Municipal Council	153	9	97	27	30	20	9	7	10	9	7	9			
139	26	Buhweju District	145	19	114	21	30	20	4	7	6	12	11	10			
140	24	Butambala District	36	54	37	48	0	40	6	7	11	10	11	13			
140	24	Namisingwa District	121	30	128	16	30	30	5	7	11	10	0	4			
142	22	Iganga Municipal Council	146	18	146	8	30	0	9	13	13	12	12	12			
142	22	Amuria District	109	34	63	36	0	40	0	12	6	12	11	11			
144	21	Rukungiri Municipal Council	44	52	31	49	30	0	9	9	13	12	14	9			
145	20	Kyotera District	128	26	40	44	15	20	2	7	13	13	12	9			
146	19	Bukwo District	152	16	88	29	30	50	4	7	1	4	5	2			
147	18	Ntoroko District	153	9	150	5	15	20	5	6	6	7	12	13			
148	17	Pader District	93	39	149	7	15	20	9	8	8	10	7	5			
149	16	Kakuli District	96	38	121	19	0	30	2	10	10	9	11	8			
150	15	Kapelebyong District	126	28	70	33	15	10	4	12	7	5	16	14			
151	13	Lamwo District	93	39	134	13	30	10	6	8	4	4	6	4			
151	13	Bulambuli District	105	37	55	40	0	20	5	15	6	11	17	8			
163	11	Kaboli Municipal Council	68	46	49	42	15	0	13	10	11	10	9	17			
163	11	Bugweri District	61	48	134	13	0	20	6	8	8	9	14	6			

## Annex 5

Annex 5: Ranked Water and Environment Performance Assessment Results 2022 in Comparison to 2021 & 2020 Results

Rank 2022	Score 2022	2021			2020			Minimum Conditions 2022					Performance Measures				
		Rank 2021	Score 2021	Rank 2020	Score 2020	Rank 2020	Score 2020	Environment and Social Requirements (May-21)	Financial Management and Reporting (March/1)	Environment & Social Requirements (March/1)	Human Resource Management & Development (March/1)	Investment Management (March/21)	Local Govt. Service Delivery (March/1)	Management, Monitoring & Reporting of Services (March/21)	Performance Rating & Performance Improvement (March/1)		
1	88	109	27	50	40	30	70	14	10	28	9	19	8				
2	84	3	75	4	72	30	70	16	10	28	7	15	8				
3	80	6	68	95	26	30	70	16	4	26	9	17	8				
4	76	7	67	9	63	30	70	13	7	28	6	14	8				
5	71	58	42	48	42	30	60	14	8	26	7	16	8				
6	70	2	77	2	76	20	70	14	10	24	5	17	8				
6	70	10	65	121	17	30	70	11	7	18	7	19	8				
8	69	31	50	70	32	30	55	16	10	28	9	13	5				
9	68	27	52	28	50	30	55	16	10	24	8	14	8				
10	67	45	47	82	29	30	55	10	7	26	8	20	8				
10	67	43	48	46	43	30	55	14	10	20	8	19	8				
10	67	105	28	11	61	30	55	16	4	26	8	17	8				
13	66	27	52	21	55	30	60	18	7	22	8	12	8				
13	66	14	60	6	66	30	50	11	7	26	11	19	8				
15	65	31	50	23	54	30	60	11	8	24	7	16	6				
15	65	38	49	17	58	30	45	16	7	24	11	20	8				
17	64	80	36	39	46	30	45	13	10	26	10	18	8				
18	63	22	55	70	32	30	55	13	5	24	9	17	6				
19	62	45	47	70	32	30	45	16	4	26	10	19	8				
19	62	75	37	41	44	30	55	16	4	22	12	14	5				
19	62	90	33	7	65	30	55	13	10	28	5	12	5				
22	61	31	50	7	65	30	45	16	7	26	8	19	5				

Index 2022	Vote	2021			2020			Ultimum Conditions 2022					Performance Measures				
		Rank 2021	Score 2021	Rank 2020	Score 2020	Environment and Social Requirements (Max=30)	Financial Impairment and Reporting (Max=20)	Environment & Social Requirements (Max=16)	Human Resource Management & Development (Max=11)	Investment Management (Max=20)	Local Govt Service Delivery Results (Max=16)	Management, Monitoring & Supervision of Services (Max=20)	Public Issues Reporting & Remedial Improvement (Max=10)				
23	60	113	25	57	38	20	55	16	5	26	11	14	8				
24	59	66	40	28	50	30	45	14	4	33	8	19	8				
24	59	13	63	64	36	30	55	13	4	24	8	12	8				
26	58	81	35	103	23	20	55	14	7	24	9	15	8				
27	57	75	37	79	30	20	60	14	8	24	5	12	8				
27	57	130	11	34	48	30	35	16	10	28	7	18	8				
29	56	70	39	86	29	30	55	9	7	18	7	17	8				
29	56	43	48	74	31	20	45	13	10	28	10	17	8				
31	55	101	30	95	26	20	60	13	7	20	9	12	8				
31	55	7	67	11	61	30	45	14	4	24	7	16	8				
31	55	75	37	60	37	30	35	14	7	26	9	20	8				
34	54	113	25	64	36	30	45	13	7	24	6	14	8				
34	54	113	25	74	31	30	60	8	4	16	7	17	8				
34	54	113	25	26	50	30	70	5	4	24	6	10	5				
34	54	22	55	119	18	30	45	16	2	26	8	12	8				
34	54	9	66	99	25	30	55	16	7	18	7	10	5				
39	53	66	40	99	25	30	45	11	4	24	7	17	8				
40	52	15	59	67	34	30	45	16	0	18	10	17	8				
41	51	25	53	67	34	20	45	16	7	24	8	19	5				
41	51	73	38	24	53	30	60	3	7	22	5	15	5				
41	51	52	46	11	61	30	45	10	7	24	6	13	8				
41	51	81	35	125	14	30	55	8	4	22	6	14	6				
45	50	55	45	40	45	30	45	7	4	26	9	13	8				
45	50	30	51	27	51	20	55	10	2	24	10	16	5				
45	50	5	70	5	67	20	55	9	10	24	8	13	3				

2022		Vote			2021			2020			Minimum Conditions 2022					Performance Measures				
Rank 2022	Score 2022	Vote	Rank 2021	Score 2021	Rank 2020	Score 2020	Environment and Social Requirements (Nov-21)	Financial management and reporting (Mar-21)	Environment & Social Requirements (Mar-20)	Human Resource Management & Development (Mar-19)	Investment Management (Nov-23)	Local Govt. Service Delivery Indicators (Mar-19)	Management, Monitoring & Supervision of Services (Mar-21)	Performance Reporting & Performance Improvement (Mar-18)						
45	50	Bulawa District	62	41	21	55	30	45	4	7	24	9	15	8						
45	50	Nakasale District	31	50	130	8	20	45	8	10	26	6	19	8						
50	49	Atua District	94	32	130	8	30	30	13	8	28	7	17	8						
51	48	Kaabong District	57	44	106	22	30	35	16	5	25	7	12	8						
51	48	Kapchorwa District	94	32	80	37	20	60	6	7	24	7	11	5						
53	47	Kabarole District	10	65	2	76	20	55	13	7	18	5	12	8						
53	47	Waabiso District	4	71	34	48	20	45	9	10	26	9	15	3						
53	47	Ibanda District	1	80	1	79	20	45	13	7	24	6	14	8						
53	47	Bugweri District	104	29	134	0	30	35	6	4	26	10	20	6						
53	47	Kibaale District	75	37	91	27	20	55	13	4	24	7	9	5						
53	47	Karungu District	15	59	91	27	30	45	8	7	24	7	8	8						
53	47	Kapadi District	85	34	74	31	20	55	16	0	20	9	11	6						
60	46	Rukiga District	133	9	132	7	30	35	14	7	22	7	13	8						
60	46	Kumi District	110	26	33	49	20	45	3	10	24	9	17	8						
60	46	Mbarara District	10	66	15	69	20	55	16	4	18	7	8	8						
60	46	Rubinzi District	85	34	26	52	20	45	11	7	24	7	13	8						
60	46	Lwengo District	81	35	50	40	30	35	7	7	26	9	13	8						
60	46	Agago District	45	47	124	15	30	35	16	5	22	6	13	8						
66	45	Kabale District	94	32	90	25	30	55	2	4	24	7	11	5						
65	45	kole District	58	42	82	29	30	60	14	3	12	7	8	6						
66	45	Kyoga District	90	33	19	57	10	55	13	4	24	8	14	8						
66	45	Kwana District	38	49	82	29	30	35	16	0	24	7	14	8						
66	45	Abim District	105	28	67	34	30	35	11	6	24	8	12	8						
71	44	Luwero District	73	38	88	28	30	45	5	5	25	7	13	3						
71	44	Karonga District	25	53	106	22	30	45	10	2	20	7	12	8						
71	44	Rwompera District	38	49	91	27	10	55	11	7	24	8	10	8						
71	44	Madi-Okollo District	119	23	133	5	20	45	16	2	22	6	19	3						
71	44	Nakapiripiti District	38	49	50	40	20	35	16	8	20	12	16	8						
71	44	Koboko District	45	47	82	29	20	45	8	7	28	8	10	8						
77	43	Jinja District	75	37	41	44	20	35	8	10	26	8	19	8						



2022		Vote		2021		2020		Minimum Conditions 2022				Performance Measures			
Rank 2022	Score 2022	Vote	Rank 2021	Score 2021	Rank 2020	Score 2020	Rank 2020	Environment and social requirements (Max=30)	Financial management reporting (Max=10)	Environment & social requirements (Max=10)	Human Resources Management & development (Max=10)	Infrastructure Management (Max=30)	Local cost service delivery (Max=10)	Management, Monitoring & Reporting (Max=20)	Verb liaison regarding performance improvement (May=10)
77	43	Kiboga District	18	75	50	40	40	20	45	14	4	16	5	19	8
79	42	Aduani District	70	39	121	17	17	30	55	6	4	14	9	8	8
79	42	Kabarole District	15	59	96	25	25	20	60	9	2	16	7	10	8
81	41	Busia District	85	34	74	31	31	30	20	18	4	28	8	18	8
81	41	Bundugyo District	31	50	28	50	50	10	55	14	4	20	5	15	5
81	41	Bualeja District	45	47	41	44	44	10	45	6	7	22	11	20	8
81	41	Kitale District	127	17	125	14	14	20	55	3	3	20	10	13	5
86	40	Mubende District	19	56	34	48	48	20	35	5	7	24	11	18	8
86	40	Buyende District	45	47	110	21	21	30	36	14	4	22	8	8	5
86	40	Soroti District	130	11	79	30	30	30	26	16	5	18	8	17	8
88	38	Rakai District	27	52	19	57	57	10	60	3	7	20	8	12	8
88	38	Kikuta District	113	25	74	31	31	20	45	10	4	24	10	5	5
88	38	Masaka District	85	34	10	62	62	30	50	8	7	16	4	7	5
88	38	Gomba District	94	32	41	44	44	20	55	2	7	18	7	8	8
92	37	Mesiti District	31	50	34	48	48	30	35	16	0	22	6	8	5
92	37	Amuru District	94	32	82	29	29	30	35	8	4	14	6	17	8
92	37	Terego District	125	19	N/A	N/A	N/A	10	36	13	10	28	9	14	8
92	37	Amudat District	121	22	115	20	20	30	26	13	8	18	7	15	8
92	37	Nwoya District	31	50	79	30	30	30	45	8	4	10	8	13	6
92	37	Kasese District	94	32	127	12	12	20	55	6	4	16	5	10	8
92	37	Buliwo District	101	30	86	28	28	20	55	7	4	14	6	13	5
92	37	Kyankwandi District	90	33	103	23	23	30	30	13	2	22	8	13	3
100	36	Kiryandongo District	110	26	103	23	23	20	35	8	3	24	9	13	8
101	35	Mtotooma District	105	28	67	34	34	30	45	5	7	16	3	11	5
101	35	Kakali District	105	26	110	21	21	30	36	6	5	16	8	14	5
103	34	Namindwa District	121	22	110	21	21	30	30	9	0	20	10	13	5
103	34	Mara District	85	34	110	21	21	20	25	13	3	26	8	17	8
103	34	Lamu District	22	55	95	25	25	30	45	8	4	14	4	12	3
106	33	Luuka District	110	26	128	11	11	20	25	8	7	26	7	18	8

2022		Vote		2021		2020		Minimum Conditions 2022			Performance Measures				
Rank 2022	Score 2022	Rank 2021	Score 2021	Rank 2020	Score 2020	Environment and Social Requirements (Mar-21)	Financial management and reporting (Mar-21)	Environment & Social Requirements (Mar-20)	Human Resource Management & Development (Mar-19)	Investment Management (Mar-20)	Local Govt. Service Delivery Indicators (Mar-19)	Management, Monitoring & Reporting of Service Indicators (Mar-20)	Performance Reporting & Performance Improvement (Mar-18)		
106	33	66	40	64	36	30	35	6	0	24	5	8	6		
108	32	38	49	70	32	20	35	5	4	22	6	14	8		
108	32	58	42	60	37	30	45	5	4	14	5	10	5		
108	32	55	45	56	39	30	45	3	3	16	5	10	5		
108	32	52	46	41	44	30	45	10	0	14	10	5	3		
112	31	62	41	82	29	20	35	6	4	20	7	15	5		
112	31	45	47	38	47	20	25	13	4	24	12	10	6		
112	31	119	23	91	27	20	25	14	4	24	8	14	5		
115	30	125	19	50	49	30	40	8	3	20	5	5	2		
115	30	90	33	24	53	30	35	6	4	18	7	8	3		
115	30	81	35	106	22	30	25	10	4	20	9	8	3		
118	28	118	24	118	19	30	15	7	7	24	8	9	8		
119	27	19	56	60	37	20	30	6	4	16	8	11	8		
120	26	94	32	46	43	20	55	2	4	10	3	7	8		
121	25	58	42	57	38	30	15	6	5	16	8	13	5		
122	24	101	30	110	21	30	20	5	4	20	3	8	8		
123	23	70	39	17	58	20	45	3	5	12	5	6	5		
124	20	62	46	15	59	20	35	0	4	16	7	5	5		
124	20	124	20	26	50	10	20	6	7	20	8	18	8		
124	20	135	2	106	22	30	25	3	0	12	9	7	5		
127	19	129	15	59	38	30	10	3	0	22	8	12	5		
128	18	62	41	49	41	20	10	8	0	26	7	10	8		
129	17	121	22	115	20	20	10	11	3	20	6	8	8		
130	16	19	56	55	39	0	40	0	4	18	8	6	5		
130	16	62	41	11	61	30	0	10	5	22	7	7	3		
132	13	134	6	119	18	10	45	3	0	10	3	5	3		
133	9	128	16	115	20	20	0	8	3	12	8	13	2		
134	7	66	40	95	26	10	0	10	4	36	9	12	8		
135	4	132	10	121	17	10	10	0	5	6	4	0	3		

## Annex 6

**Annex 6: Ranked Microscale Irrigation Performance Assessment Results 2022 in Comparison to 2021 & 2020 Results for 40 Piloted LGS**

Rank 2022	Score 2022	Year	Rank 2021	Score 2021	Rank 2020	Score 2020	Environment & Social Requirements (Max=30)	Human Resources Management & Development (Max=70)	Environment and Social Sub-sectors (Max=6)	Human Resources Management and Development (Max=10)	Investment Management (Max=30)	Joint Government Service Delivery Results (Max=10)	Management, Monitoring and Supervision of Services (Max=22)	Performance Reporting and Performance Improvement (Max=10)
1	89	Kyegwaka District	10	70	11	16	30	70	6	7	26	14	18	10
2	88	Banda District	20	63	5	20	30	70	2	10	22	14	22	10
3	86	Muale District	15	63	7	18	30	70	2	10	24	15	20	10
4	85	Luwero District	11	69	16	10	30	70	6	7	24	11	20	10
5	83	Bulambala District	5	79	2	36	30	70	6	7	26	14	16	8
6	82	Wakiso District	24	44	24	0	30	70	2	6	36	13	20	10
7	81	Nakasongola District	29	22	24	0	30	70	6	7	17	13	20	10
8	80	Kamwenge District	5	79	3	29	30	70	6	7	20	13	18	10
9	77	Rukungiri District	11	69	23	3	30	70	0	10	22	14	16	8
10	76	Mityana District	22	48	24	0	30	70	4	7	15	15	16	10
11	75	Kibale District	16	59	18	8	30	70	0	6	20	16	18	6
12	74	Sembabule District	1	90	8	17	30	70	0	8	20	12	22	8
13	74	Faisal District	4	80	10	16	30	70	5	5	17	12	20	10
14	74	Kalungu District	29	22	24	0	30	70	1	7	21	11	20	8
15	74	Bukomansimbi District	8	74	24	0	30	70	6	6	16	15	20	8
16	73	Mayuge District	25	40	9	17	30	70	6	5	15	15	16	8
17	73	Kyotera District	32	20	24	0	30	70	4	7	17	11	22	9



## Annex 7

**Annex 7: Ranked Overall Performance Results and Scores Per Performance Area for USMID Cities and MLGS 2022**

Rank 2022	Score 2022	Vote	Education Measures 2022	Health Measures 2022
1	73	Kabale Municipal Council	78	67
2	58	Mubende Municipal Council	71	45
3	49	Apac Municipal Council	42	56
4	45	Entebbe Municipal Council	39	50
5	41	Ntungamo Municipal Council	60	22
6	40	Hoima City	53	26
7	39	Mbarara City	39	38
7	39	Lugazi Municipal Council	28	50
9	38	Fort-Portal City	61	15
10	37	Jinja City	41	34
10	37	Masaka City	40	33
12	35	Kasese Municipal Council	37	32
13	31	Lira City	46	15
14	30	Gulu City	40	19
15	29	Kitgum Municipal Council	29	29
16	28	Busia Municipal Council	13	43
17	27	Mbale City	25	30
18	26	Arua City	21	30
19	25	Kamuli Municipal Council	25	25
20	20	Moroto Municipal Council	6	35
20	20	Tororo Municipal Council	20	20
22	19	Soroti City	24	14

## Annex 8

Annex 8: Ranked Education Performance Assessment Results for USMID Cities and Municipal Local Governments 2022

Rank 2022	Score 2022	Vote	Minimum Conditions				Performance Measures					
			Environment and Social Requirements (max=30)	Human Resource Management and Development (max=70)	Environment and Social Safeguards (max=12)	Human Resource Management and Development (max=10)	Investment Management (max=13)	Local Government Service Delivery (max=23)	Management, Monitoring and Supervision of Services (max=20)	Performance Reporting and Performance Improvement (max=10)		
1	78	Kabale Municipal Council	30	70	12	16	13	10	14			
2	71	Mubende Municipal Council	30	70	12	14	11	12	8			
3	61	Fort-Portal City	30	70	12	10	10	12	8			
4	60	Nungono Municipal Council	30	70	9	12	11	8	8			
5	53	Holma City	30	70	7	10	11	6	8			
6	46	Ura City	30	70	1	13	7	12	0			
7	42	Apac Municipal Council	30	70	2	7	7	10	4			
8	41	Jinja City	30	40	6	8	11	8	8			
9	40	Masaka City	30	30	12	10	12	12	12			
9	40	Gulu City	30	70	0	13	5	8	4			
11	39	Eriebbe Municipal Council	30	30	11	10	11	12	8			
11	39	Mbarara City	30	30	10	12	11	10	8			
13	37	Kasese Municipal Council	30	30	10	12	10	10	8			
14	29	Ritgam Municipal Council	30	30	5	9	8	12	4			
15	28	Lugazi Municipal Council	30	30	9	3	10	6	12			
16	25	Kamuli Municipal Council	30	30	5	10	6	2	6			
16	25	Mbale City	30	30	3	5	6	8	8			
18	24	Soroti City	15	40	0	12	8	6	6			
19	21	Arua City	30	30	2	9	6	6	4			
20	20	Tororo Municipal Council	15	30	1	14	7	6	6			
21	13	Busia Municipal Council	30	0	3	7	6	16	4			
22	6	Moroto Municipal Council	15	0	2	5	7	5	8			

## Annex 9

Annex 9: Ranked Health Performance Assessment Results for USMID Cities and Municipal Local Governments 2022

Rank 2022	Score 2022	Vote	Minimum Conditions				Performance Measures					
			Environment and Social Requirements (Max. Score:30)	Human Resource Management and Development (Max. Score:20)	Environment and Social Safety nets (Max. Score:16)	Human Resource Management and Development (Max. Score:15)	Investment Management (Max. Score:14)	Local Government Service Delivery Results (Max. Score:14)	Management, Monitoring and Supervision of Services (Max. Score:20)	Performance Reporting and Performance Improvement (Max. Score:18)		
1	67	Kabale Municipal Council	30	70	15	11	11	12	10	8		
2	56	Ariac Municipal Council	30	50	8	14	13	15	7	13		
3	50	Ertobbe Municipal Council	30	50	13	11	10	14	11	4		
3	50	Lugazi Municipal Council	30	50	15	11	13	10	9	4		
5	45	Mubende Municipal Council	30	50	13	5	12	12	5	9		
6	43	Busa Municipal Council	30	50	4	11	8	13	6	12		
7	38	Mbarara City	30	50	9	9	11	12	2	5		
8	35	Moroto Municipal Council	30	20	12	13	13	16	8	7		
9	34	Jinja City	30	40	9	8	8	16	4	4		
10	33	Masaka City	30	50	13	2	13	8	3	2		
11	32	Kasese Municipal Council	30	30	12	5	13	14	3	7		
12	30	Arua City	30	50	8	0	6	12	6	6		
12	30	Mbale City	30	50	2	6	9	14	4	2		
14	29	Mogum Municipal Council	30	20	10	9	8	14	8	0		
15	26	Holma City	30	20	14	5	11	10	5	8		
16	26	Kamuli Municipal Council	30	20	0	11	8	14	8	5		
17	22	Ntungano Municipal Council	30	20	10	6	9	11	5	3		
18	20	Tororo Municipal Council	30	20	0	9	7	13	9	2		
19	19	Gulu City	0	50	8	3	5	12	8	4		
20	16	Fort Portal City	30	0	15	8	10	13	2	2		
20	15	Lira City	30	30	0	2	2	12	7	2		
22	14	Soroti City	0	40	4	7	5	12	5	2		

## Footnotes

- 1 All the health facilities to have atleast 75% of staff required in accordance with the staffing norms.
- 2 The Project Implementation Team comprises of; i) Contract Manager; ii) Project Manager; iii) Clerk of Works; iv) Environment Officer; v) Community Development Officer; and vi) Labour Officer.
- 3 Proof of Land Ownership includes; Land Title, Agreement, Consent Forms, MoUs, among others.
- 4 This excludes USMID Cities and MLGs presented separately.
- 5 All health facilities to have at least 75% of staff required in accordance with the staffing norms.
- 6 The guidelines prescribe the reporting format to include; a) highlights of performance, b) reconciled cash flow statement, c) annual expenditure and budget report, d) asset register and e) endorsed by the in charge and chair HUMC/Hospital Board.










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