



THE REPUBLIC OF UGANDA



Local Government Management of Service Delivery (LGMSD) Performance Assessment 2024 Highlights of the Assessment Results

Presentation to the Fiscal Decentralization Technical
Committee

11th February, 2025



PRESENTATION OUTLINE

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The Assessment Framework and
New Changes in the PA Manual

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2024 Assessment

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2024 Assessment

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the LGMSD exercise - 2024

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Steps

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Prayer

1.0. OVERVIEW OF THE PERFORMANCE ASSESSMENT FRAMEWORK



- The LGMSD PA started in FY 2017/18 as one of the key elements under the Uganda Intergovernmental Fiscal Transfer Reforms coordinated by the Office of the Prime Minister.
- LGMSD PA complements but does not substitute existing monitoring frameworks such as the National Annual Performance Report (NAPR), Barazas, LG Score card, Routine inspection and monitoring by MDAs, Audits by OAG and PPDA among others.
- Other Local Government assessments that do not cover the entire country are also conducted within this performance assessment framework ie. Local Climate Adaptive Living (LoCAL) Facility, GKMA assessment and former USMID assessment.
- The framework addresses three levels:
 - **Level 1: Service Delivery Facility (Primary Schools and Health Centre IIIs & IVs) and LLG Performance;**
 - **Level 2: Local Government Management of Service Delivery (LGMSD); and**
 - **Level 3: Central Government Oversight of Service Delivery**

1.0. MAIN CHANGES IN THE NEW ASSESSMENT MANUAL –Sept 2024



Old Assessment Manual, 2020

▪ Minimum Conditions:

These were core performance indicators which focused on key bottlenecks for service delivery and safeguards management.

(Max Score. 100)

▪ Performance Measures:

These were Departmental assessments, used to evaluate service delivery in the Districts/Municipalities as a whole.

(Max Score. 100)

- **Minimum Conditions:** carried more scoring weights and greatly impacted the overall LG score.

New Assessment Manual, 2024

▪ Asset Result/Outcomes **(Max Score. 40)**

- Quality
- Usable
- Access
- Efficiency

▪ Investment Management Process **(Max Score. 60)**

- Human Resource Mgt
- Planning and Budgeting for Investment
- Procurement
- Contract Management
- Management and functionality of amenities
- Effective Mobilization and Management of financial resources
- Environment and Social Safeguards
- Transparency, Oversight and Support

1.0. MAIN CHANGES IN THE ASSESSMENT MANUAL...CONT'D



- Overall guiding principle – **is to incentivize LGs to deliver quality and usable visible outputs/infrastructure projects as well as quality, accessible and efficient service outcomes;**
- The process indicators that were included were only those that are likely to have a greater marginal impact to infrastructure and service delivery outcomes;
- Introduced assessment of **PRODUCTION SECTOR (For DLGs, Cities and MLGs);**
- Reduced the number of indicators to give them more weight and Graduated indicators that were consistently met by all LGs;
- Raised the bar by introducing the forfeiture principle;
- Made changes to the assessment process to make it more objective and comprehensive i.e.
 - i. *Three days in each LG instead of two;*
 - ii. *Increased scope of sampling and field verification of results*
 - iii. *Debriefing on the third-day including discussion of the tentative findings; and*
 - iv. *Provided a window for LGs on OPAMS to review the draft reports and raise grievances before the LGMSD PA reports are finalized.*

2.0 Overview of the LGMSD 2024 Process



Aspect	Process detail
Timing	<ul style="list-style-type: none">■ The LGMSD PA was conducted from October to December 2024
Assessment Teams	<ul style="list-style-type: none">■ OPM & MoFPED contracted 6 firms, one per Cluster: Promote Uganda (Cluster 1); UPIMAC Consultancy Services (Cluster 2); Pazel Conroy (Cluster 3); ABS Consulting Group (Cluster 4); MES & Partners (Cluster 5); and BDO East Africa (Cluster 6)
IVA Teams	<ul style="list-style-type: none">● OPM contracted Measure Africa Limited to conduct Quality Assurance● In addition, the process was closely monitored by the LGMSD PA Task Force through spot checks in over 40 selected LGs.
Reporting & Harmonization of Results	<ul style="list-style-type: none">● Individual LG specific reports were submitted on OPAMS via https://opams.opm.go.ug● A Taskforce meeting was held on 28th January, 2025 to discuss and harmonize results of the assessment teams and the IVA firm.



3.0 Scope of the LGMSD Assessment-2024

Cluster	District LGs	Municipal LGs	Cities	Total
Cluster 1	23	03	03	29
Cluster 2	25	04	01	30
Cluster 3	24	05	01	30
Cluster 4	21	08	01	30
Cluster 5	20	08	02	30
Cluster 6	22	03	02	27
Overall	135	31	10	176

3.0 SCOPE OF THE LGMSD ASSESSMENT – LEVELS 1 & 3



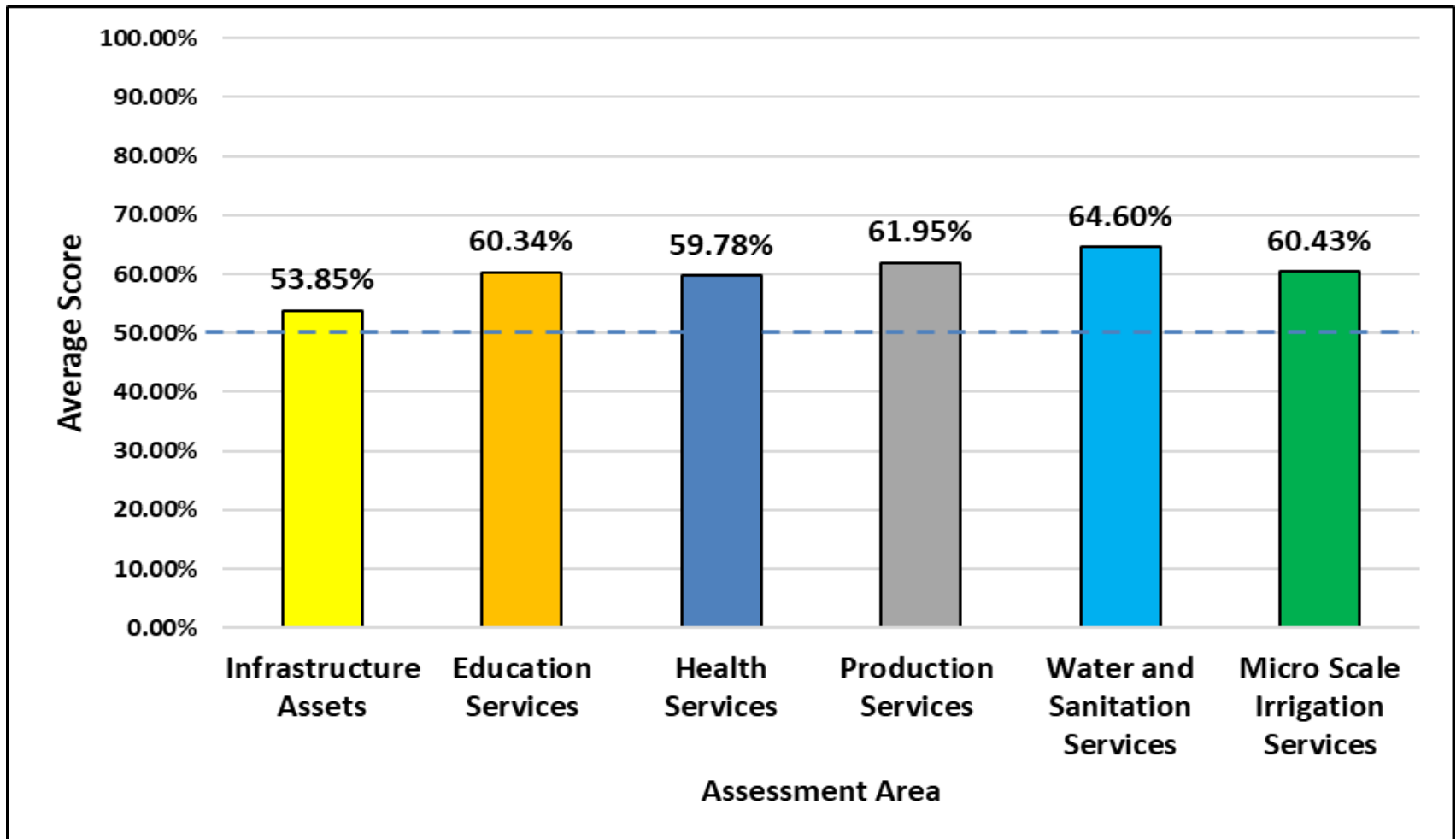
- The assessment also covered level 1 of the framework which is the assessment of service delivery facilities by verifying results/reports for Lower Local Governments, Health Facilities and Primary Schools.
- a) **Lower Local Governments:** The assessment was conducted by trained LG officials across all LGs using the LLG Manual under the guidance of the Office of the Prime Minister and the Taskforce. The assessment teams did verification of the LLG reports by sampling 4 LLGs (3 sub counties and 1 town council) for each district and 2 Divisions for a city/Municipal LG – **part of this presentation.**
- b) **Health Facilities:** This was conducted by the trained LG staff under the guidance of the Ministry of Health and results verified by the assessment teams, by sampling at least 2-4 health facilities as guided by MoH – **to get a detailed presentation from MoH.**
- c) **Primary Schools:** This was also conducted by the trained LG staff (inspection unit) under the guidance of the Ministry of Education and Sports and results verified by the assessment teams, by sampling at least 3 primary schools for each LG as guided by MoES – **to get a detailed presentation from MoES.**
- d) **LoCAL assessment:** Lastly, LGs under Local Climate Adaptive Living (LoCAL) Facility ie. 8 in total were also assessed – **part of this presentation.**
- **Central Government Assessment:** This is the assessment of Level 3 of the framework covering Disbursement Linked Indicators implemented by line MDAs – **to be assessed in March – June, 2025.**



4.0A HIGHLIGHTS OF RESULTS FROM THE LGMSD EXERCISE - 2024

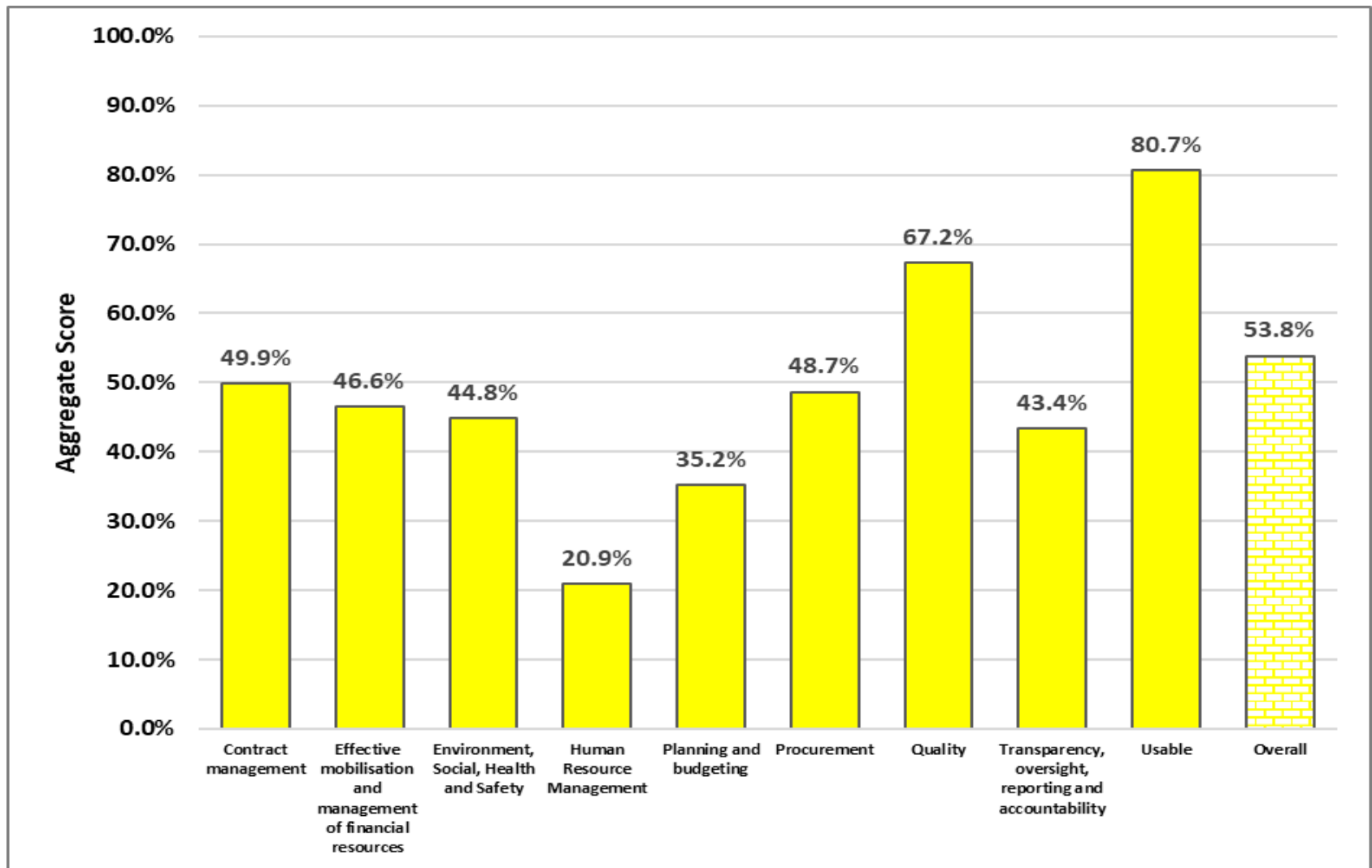


4.0 OVERALL COMBINED AVERAGE SCORES ACROSS ALL THE 176 LGS



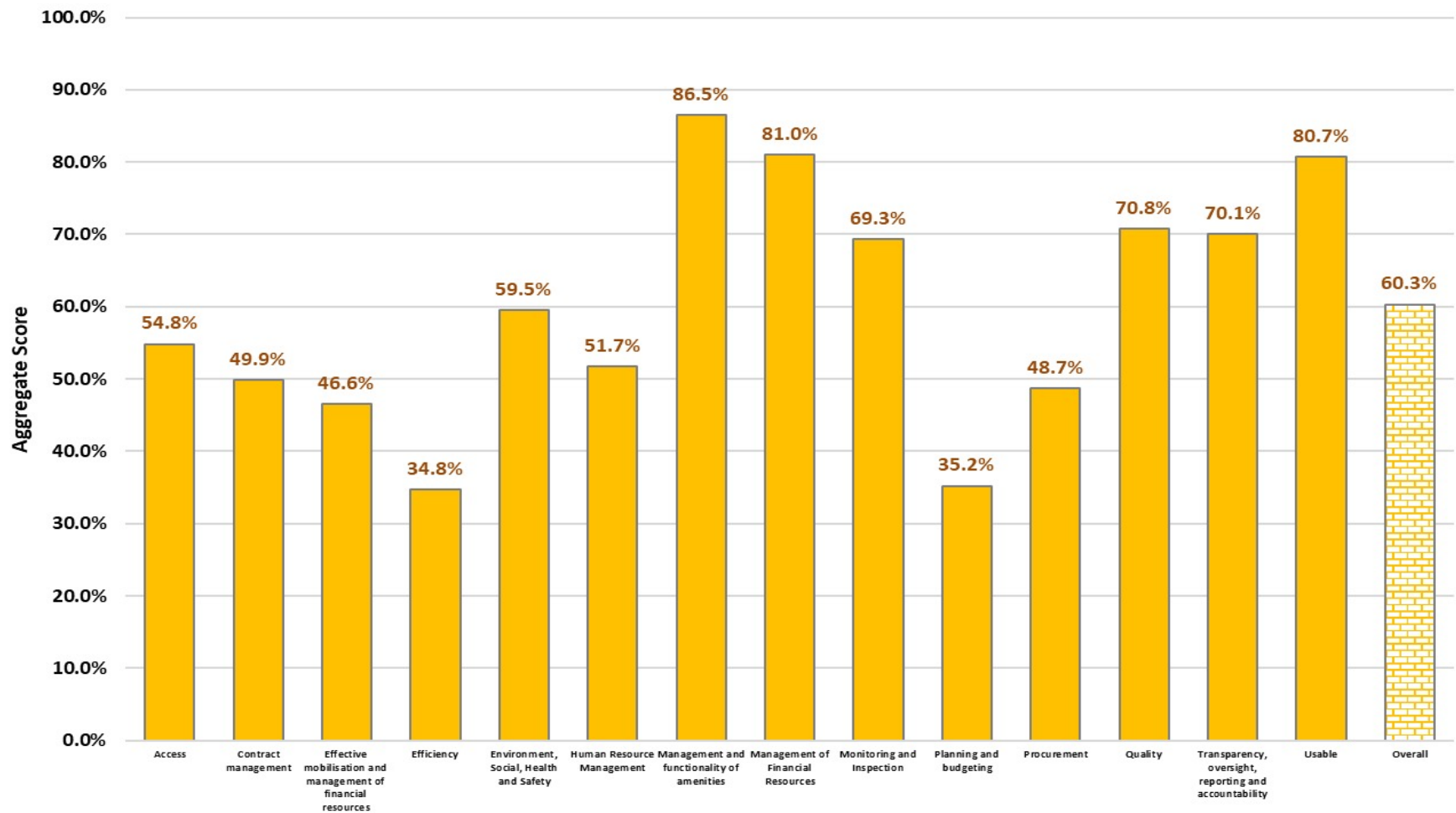


4.0 AGGREGATE SCORES ACROSS ALL THE 176 LGS: INFRASTRUCTURE ASSETS



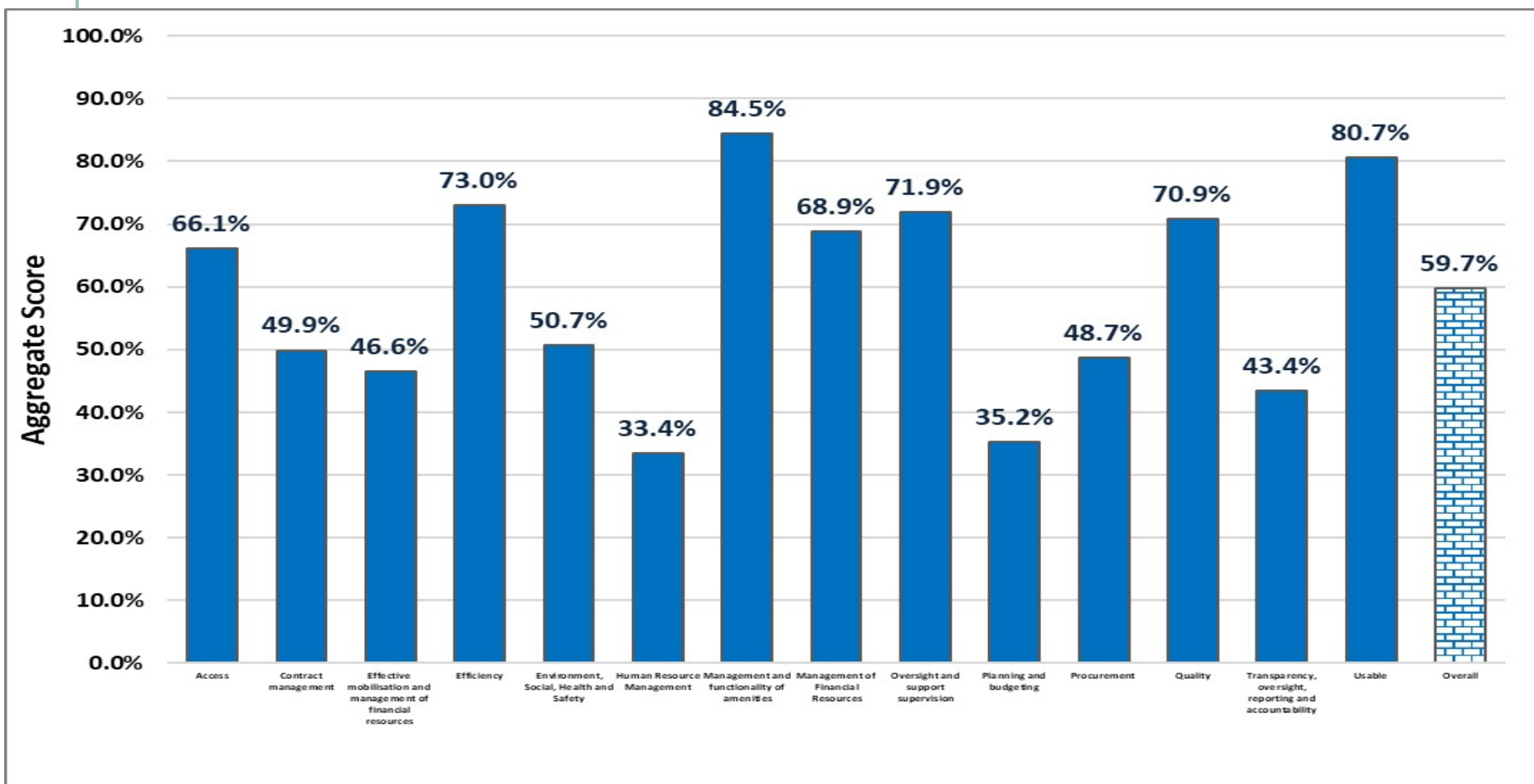


4.0 AGGREGATE SCORES ACROSS ALL THE 176 LGS: EDUCATION SERVICES





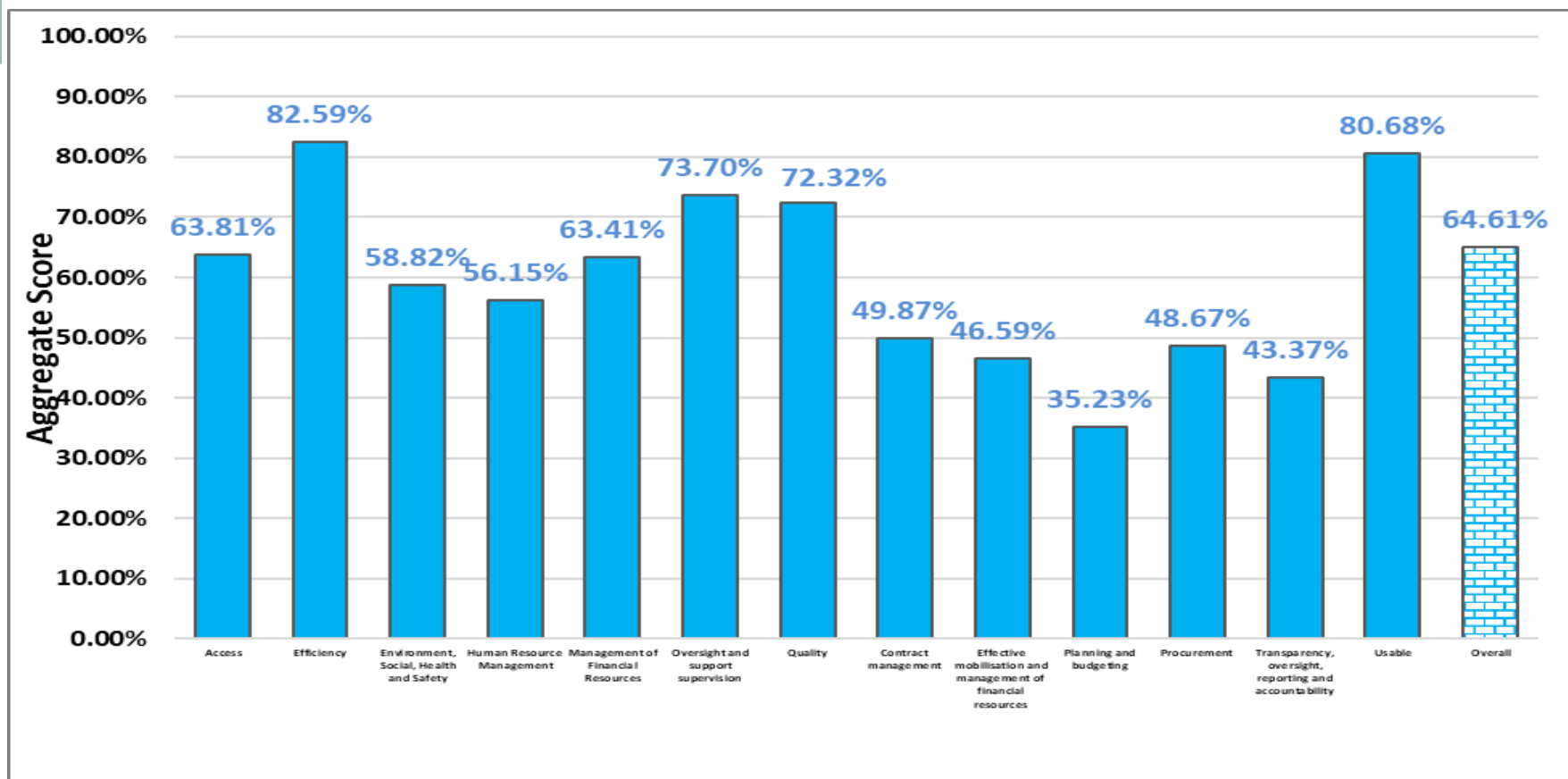
4.0 AGGREGATE SCORES ACROSS ALL THE 175 LGS: HEALTH SERVICES



Note: Nebbi Municipal Local Government was not assessed under Health Services since it had no Health facilities at the time of the assessment.



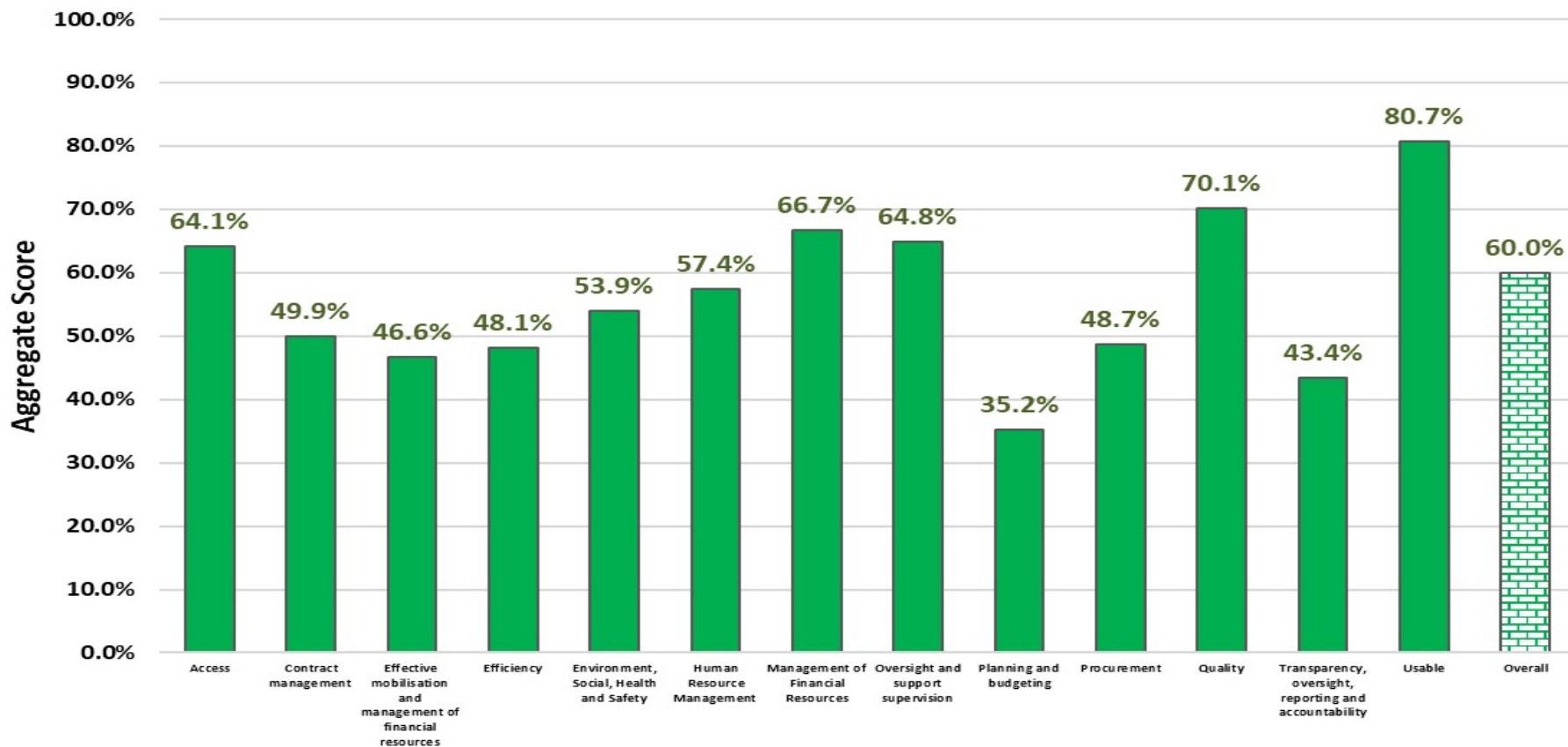
4.0 AGGREGATE SCORES ACROSS ALL THE 135 DLGS: WATER & SANITATION SERVICES



Note: *Cities and Municipal LGs were not assessed for Water & Sanitation Services since the focus of the assessment was on Rural Water Provision and the Urban Areas are covered by National Water and Sewerage Corporation*



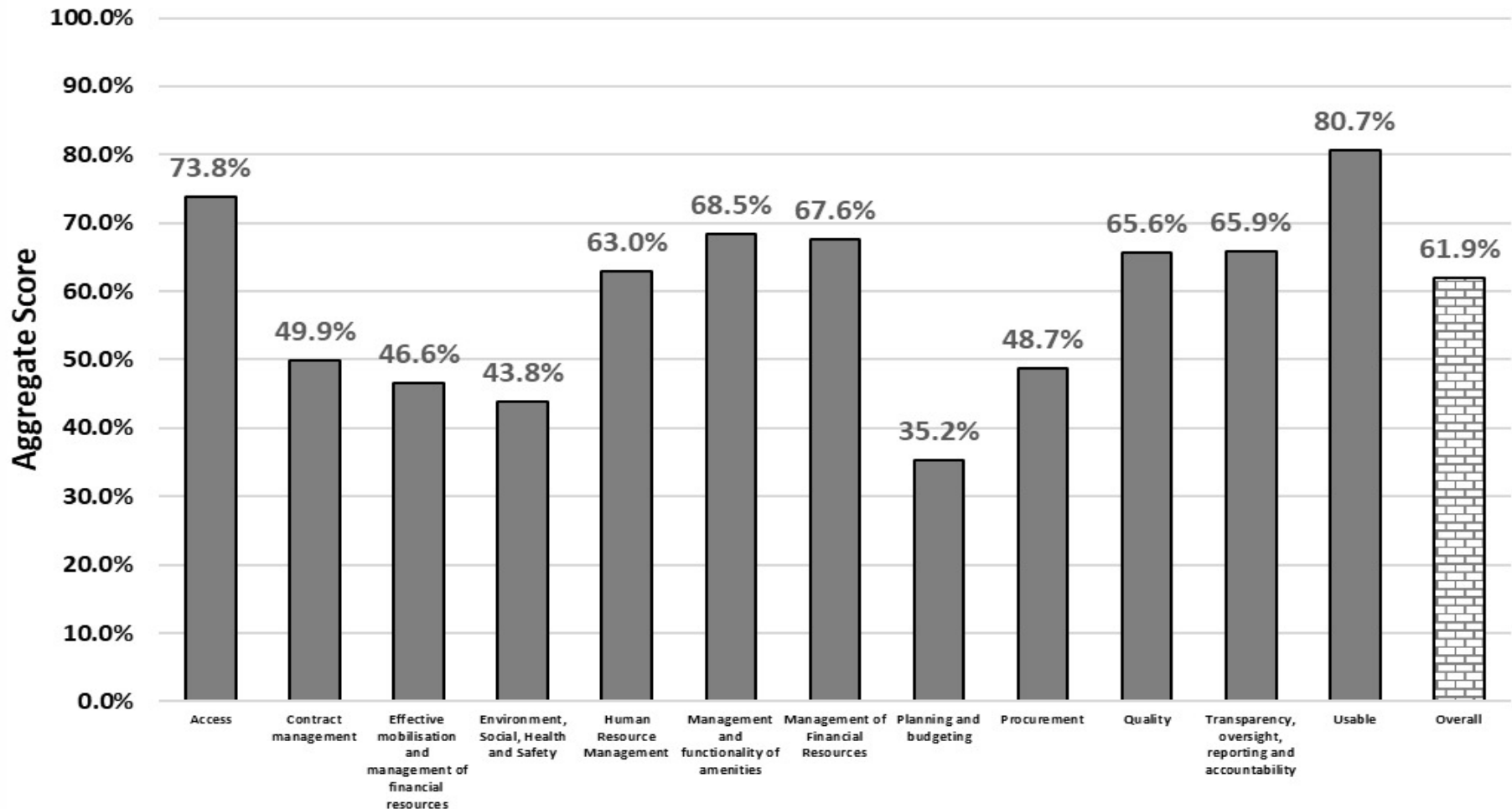
4.0 AGGREGATE SCORES ACROSS ALL THE 135 DLGS: MICRO-SCALE IRRIGATION SERVICES



Note: Cities and Municipal LGs were not assessed for Microscale Irrigation Services since the Programme is being implemented by District Local Governments.



4.0 AGGREGATE SCORES ACROSS ALL THE 176 LGS: PRODUCTION SERVICES





4.0 OVERALL COMBINED SCORES: BEST & WORST 10 LGS

A. Top 10 Performers

Rank 2024	Vote	Score 2024
1	Kiruhura District	95.25
2	Isingiro District	94.72
3	Ibanda District	94.65
4	Kabale District	93.93
5	Kamwenge District	93.37
6	Rukungiri Municipal Council	92.38
7	Bukedea District	90.67
8	Rukungiri District	88.68
9	Kumi District	86.55
10	Kasese District	85.92

B. Worst 10 Performers

Rank 2024	Vote	Score 2024
167	Masaka District	36.12
168	Iganga Municipal Council	35.63
169	Sironko District	34.68
170	Kaliro District	32.90
171	Luuka District	31.92
172	Butebo District	31.80
173	Bugweri District	30.20
174	Tororo Municipal Council	29.75
175	Kibuku District	27.88
176	Kamuli Municipal Council	24.00



4.0 BEST & WORST 10 LGS: INFRASTRUCTURE ASSETS

A. Top 10 Performers

Rank 2024	Vote	Score 2024
1	Bukedea District	96
2	Kiruhura District	95
3	Nakaseke District	94
3	Kisoro Municipal Council	94
3	Kamwenge District	94
3	Kabale District	94
3	Ibanda District	94
8	Isingiro District	92
9	Rukungiri Municipal Council	90
9	Kumi District	90

B. Worst 10 Performers

Rank 2024	Vote	Score 2024
167	Iganga Municipal Council	21
168	Luuka District	17
168	Buvuma District	17
170	Kamuli District	14
171	Tororo Municipal Council	12
172	Bugweri District	11
173	Kaliro District	10
174	Butebo District	9
175	Kamuli Municipal Council	8
176	Kibuku District	4



4.0 BEST & WORST 10 LGS: EDUCATION SERVICES

A. Top 10 Performers

Rank 2024	Vote	Score 2024
1	Isingiro District	96.00
2	Ibanda District	96.00
3	Kiruhura District	95.50
4	Kabale District	95.00
5	Rukungiri Municipal Council	94.00
6	Bukedea District	90.50
7	Kumi District	90.00
8	Rukungiri District	87.00
9	Kabale Municipal Council	86.00
10	Kisoro Municipal Council	85.50

B. Worst 10 Performers

Rank 2024	Vote	Score 2024
167	Kyenjojo District	38.50
168	Mayuge District	37.00
169	Ntoroko District	35.50
170	Butaleja District	34.50
171	Bundibugyo District	34.50
172	Kamuli Municipal Council	34.00
173	Bugweri District	32.50
174	Masaka District	32.00
175	Luuka District	30.50
176	Kibuku District	27.00



4.0 BEST & WORST 10 LGS: HEALTH SERVICES

A. Top 10 Performers

Rank 2024	Vote	Score 2024
1	Kamwenge District	95.00
2	Kabale District	94.50
3	Kiruhura District	93.00
4	Isingiro District	92.50
5	Rukungiri Municipal Council	90.50
6	Rubanda District	89.50
7	Ibanda District	89.50
8	Rukungiri District	88.00
9	Bukedea District	87.50
10	Nakaseke District	86.00

B. Worst 10 Performers

Rank 2024	Vote	Score 2024
166	Bugweri District	31.00
167	Koboko District	30.50
168	Sironko District	29.50
169	Tororo District	28.50
170	Tororo Municipal Council	27.50
171	Butaleja District	27.00
172	Terego District	26.00
173	Maracha District	24.00
174	Kaliro District	20.50
175	Madi-Okollo District	19.50



4.0 BEST & WORST 10 LGS: WATER & SANITATION SERVICES

A. Top 10 Performers

Rank 2024	Vote	Score 2024
1	Kiruhura District	98.00
2	Isingiro District	96.80
3	Ibanda District	96.40
4	Kabale District	94.60
5	Kamwenge District	92.20
6	Rubirizi District	92.00
7	Kasese District	92.00
8	Rukungiri District	91.60
9	Rukiga District	90.40
10	Bukedea District	90.00

B. Worst 10 Performers

Rank 2024	Vote	Score 2024
126	Luuka District	41.00
127	Bududa District	38.60
128	Bukomansimbi District	37.60
129	Pallisa District	37.00
130	Butebo District	34.80
131	Buliisa District	33.80
132	Butaleja District	31.40
133	Tororo District	28.40
134	Kibuku District	20.80
135	Lyantonde District	13.60



4.0 BEST & WORST 10 LGS: MICRO-SCALE IRRIGATION SERVICES

A. Top 10 Performers

Rank 2024	District	Score 2024
1	Kamwenge District	97.00
2	Ibanda District	97.00
3	Isingiro District	96.00
4	Kabale District	93.00
5	Kiruhura District	92.50
6	Nakaseke District	92.00
7	Kumi District	91.00
8	Kazo District	91.00
9	Rukungiri District	89.00
10	Kasese District	88.00

B. Worst 10 Performers

Rank 2024	District	Score 2024
126	Kaliro District	33.50
127	Luuka District	33.00
128	Ntoroko District	32.00
129	Buyende District	32.00
130	Kamuli District	30.50
131	Karenga District	29.50
132	Bundibugyo District	26.00
133	Budaka District	22.50
134	Kibuku District	22.00
135	Bugweri District	13.50



4.0 BEST & WORST 10 LGS: PRODUCTION SERVICES

A. Top 10 Performers

Rank 2024	Vote	Score 2024
1	Kiruhura District	97.50
2	Kamwenge District	97.00
3	Rukungiri Municipal Council	95.00
4	Isingiro District	95.00
5	Ibanda District	95.00
6	Kasese District	93.00
7	Kabale District	92.50
8	Bukedea District	92.00
9	Rukungiri District	91.50
10	Rubirizi District	89.00

B. Worst 10 Performers

Rank 2024	Vote	Score 2024
167	Pader District	35.50
168	Iganga Municipal Council	35.50
169	Tororo Municipal Council	35.00
170	Kaliro District	33.50
171	Bududa District	33.00
172	Mayuge District	32.00
173	Luuka District	31.00
174	Sironko District	26.50
175	Kapchorwa District	19.00
176	Kamuli Municipal Council	7.00



4.0B HIGHLIGHTS OF RESULTS FROM LOCAL ASSESSMENT- 2024



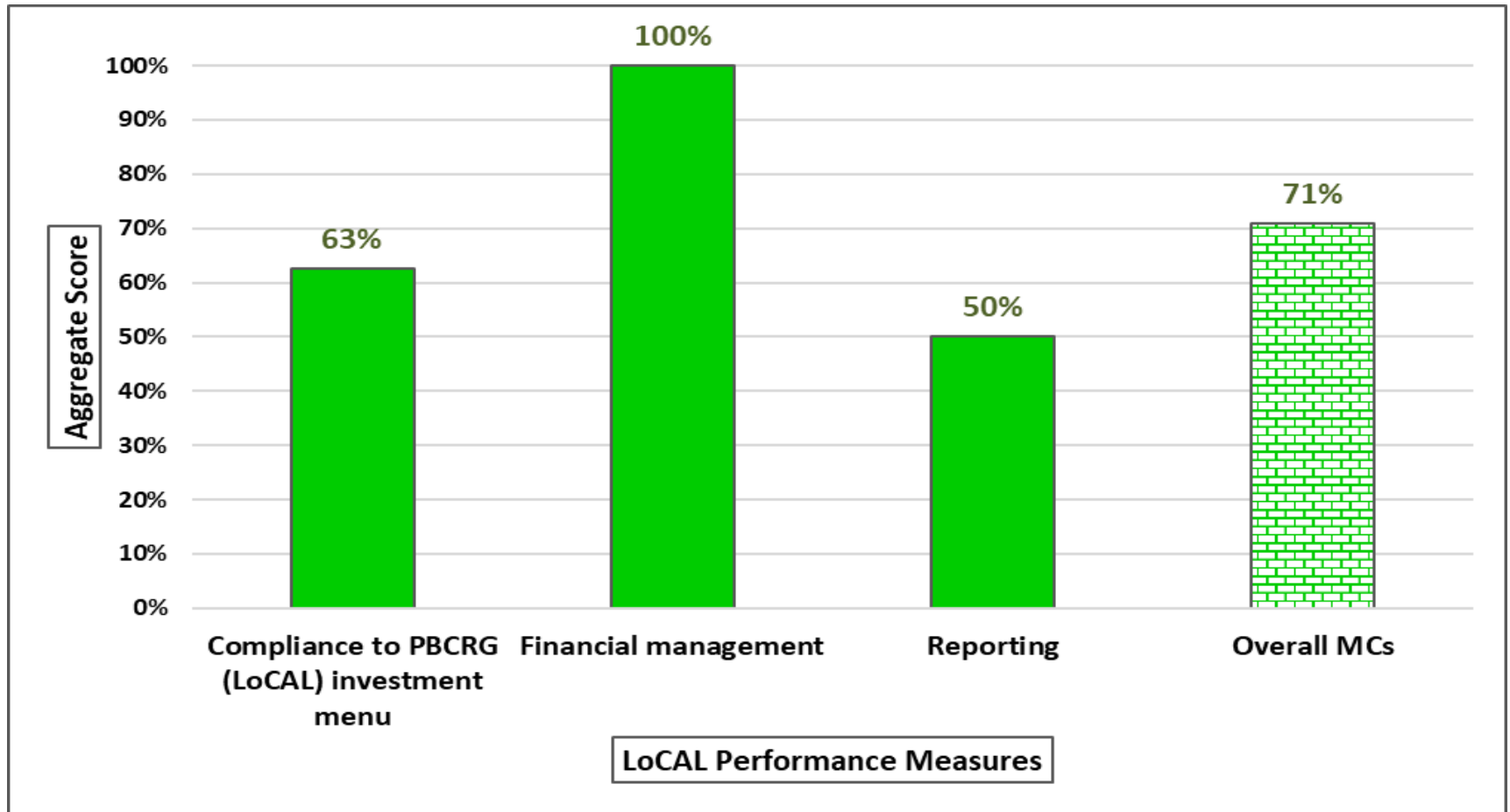
4.0 OVERALL PERFORMANCE FOR 4 PILOT LGS UNDER LOCAL

Rank 2024	Score 2024	Local Government
1	98	Nwoya District
1	98	Kasese District
3	90	Nebbi District
4	86	Zombo District

Note: *The new LoCAL LGs of Nabilatuk, Nakapiripirit, Kitgum and Bulambuli were also assessed. However, most of the indicators were not applicable to them and thus no significant results to inform resource allocation but will inform Performance Improvement Plans (PIPs).*

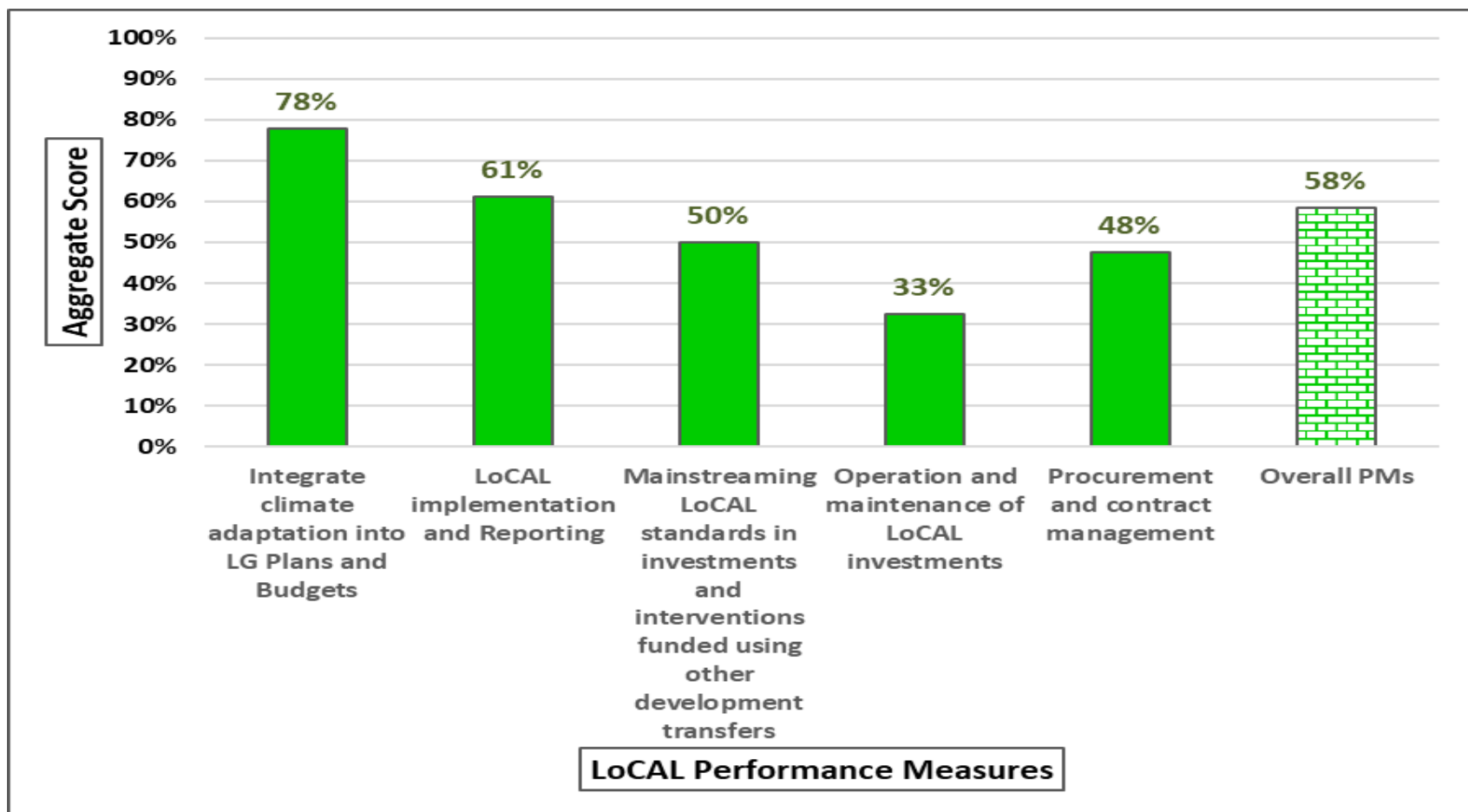


4.0 OVERALL AGGREGATE SCORE: LOCAL MINIMUM CONDITIONS





4.0 OVERALL AGGREGATE SCORE: LOCAL PERFORMANCE MEASURES





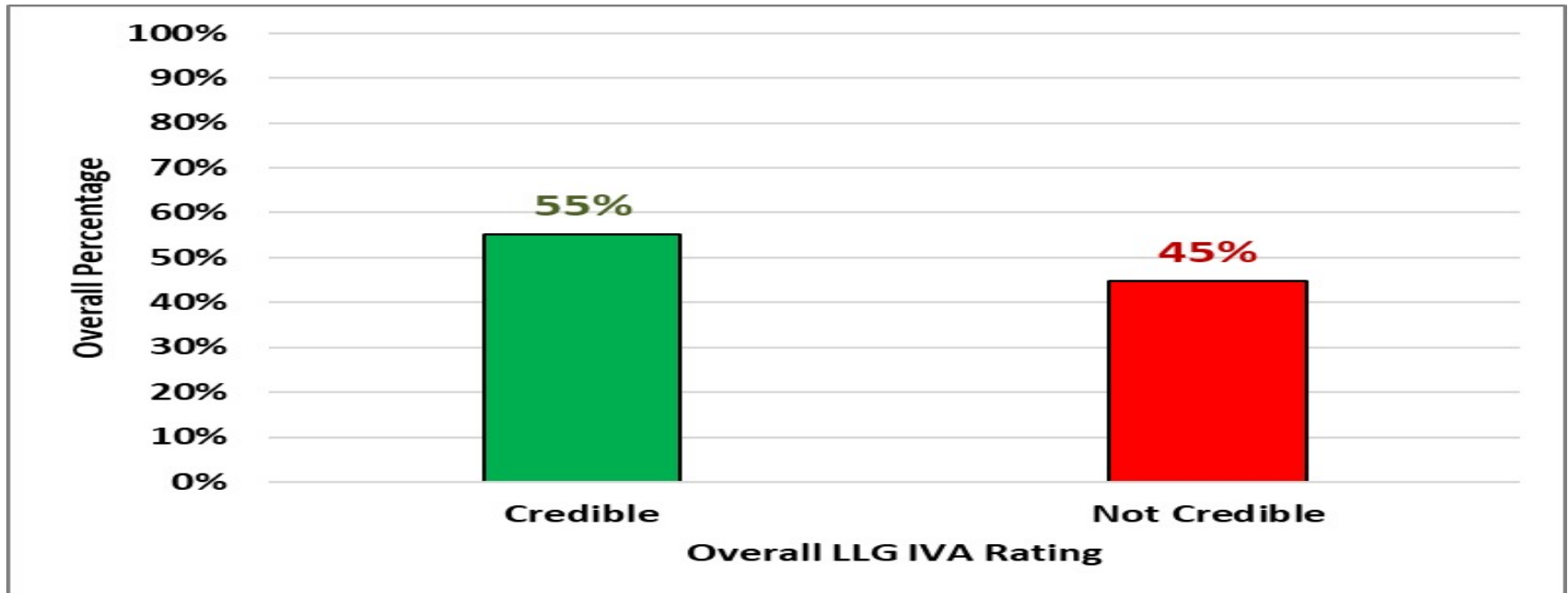
4.0C: HIGHLIGHTS OF RESULTS FROM LLG ASSESSMENT- 2024



4.0 ASSESSMENT OF LOWER LOCAL GOVERNMENTS

The LLG IVA report noted that;

- All LGs conducted assessment of their LLGs; and IVA sampled 4 LLGs in each DLG and 2 LLGs for Cities/MLGs to verify the results.



Based on the verification report, 55% of the LGs had credible LLG assessment results; with their results for all the sampled LLGs falling within a deviation of $\pm 10\%$



4.0 FINDINGS FROM THE LGPA TASKFORCE SPOT-CHECKS

The contracted firms deployed pre-qualified consultants to conduct the assessment exercise in all LGs as verified from albums submitted to LGs.

The LG PA teams complied with the timing and duration of the exercise (3 days) in all LGs

The LG PA team followed the sampling criteria and conducted field visits as prescribed in the assessment manual with more infrastructure facilities and projects visited.

The LG PA teams met all the relevant staff in all LGs as per the requirements of the manual.

In all the LGs sampled for the spot checks, the level of professionalism for the LG PA team members was rated high (4.5 with 5 being the best).



4.0 OPINION BY INDEPENDENT VERIFICATION AGENT (IVA)

An IVA firm (M/s Measure Africa Limited) was contracted to verify the assessment process and results, in addition to assessing DLIs at MDA level.

The firm successfully validated all the 176 LG reports across the country as per the LGMSD manual to confirm **accuracy, completeness** and **reliability** of the results.

Two (2) reconciliation meetings were organized by OPM and the Taskforce on **23rd December, 2024** and **28th January, 2025** to receive feedback from the IVA firm and harmonize with the assessment firms.

After reconciliation process, the IVA firm's overall opinion is that the assessment exercise and results are valid, reliable and hence credible.



5.0 EMERGING ISSUES & RECOMMENDATIONS

- **Use of LLG and SPA Assessment Results:** Decision to utilize the Lower Local Government (LLG) and School Performance Assessment (SPA) Results. *MoFPED should guide whether resources are available to fund the two components of the assessment.*
- **Absence of the Audit Opinion for all LGs:** The audit opinion was not readily available for all the LGs and thus it was not used in generation of LGMSD results. *OAG should always undertake timely audit and reporting for all LGs.*
- **Review of the LLG Manual:** This should follow the one for LGMSD already revised in 2024. *MoFPED should provide resources to review the LLG assessment framework and Manual ahead of this year's assessment.*
- **Timely procurement of the assessment firms.** There were delays in procurement that affected timely implementation of the exercise. *OPM to submit the Terms of Reference (ToRs) by March to allow MoFPED to start the procurement process.*



5.0 NEXT STEPS AND INDICATIVE TIMELINES

Next Steps	Timelines (by)
The assessment results approved by the IGFTTR Technical Committee	February, 2025 <i>(this meeting)</i>
Use of the results to allocate part of the development grants to LGs	2 nd BCC in February, 2025
Dialogue with the respective Ministries and Agencies to discern emerging issues and recommendations	February, 2025
LGMSD Secretariat Produce the detailed National Synthesis Report	Feb-March, 2025
Dissemination of the LGMSD results (websites, feed back to each of the LGs, inclusion in the Annual Performance Report (APR) of Government and a national dissemination event.	April-May 2025



PRAYER:

**TO APPROVE THE RESULTS AND ADOPT THEM
FOR USE IN THE GRANT ALLOCATIONS FOR
FISCAL YEAR 2025/2026 AND PERFORMANCE
IMPROVEMENT PLANS**





THANK YOU!

