



OFFICE OF THE PRIME MINISTER

**LOCAL GOVERNMENT MANAGEMENT
OF SERVICE DELIVERY PERFORMANCE
ASSESSMENT REPORT 2021**



NATIONAL SYNTHESIS REPORT

MAY, 2022



THE REPUBLIC OF UGANDA

**LOCAL GOVERNMENT MANAGEMENT
OF SERVICE DELIVERY
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Foreword

The 2021 Local Government Management of Service Delivery (LGMSD) Performance Assessment is the second 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 2021 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 2021 assessment results indicate an improvement in average performance of Local Governments to 44% in both minimum conditions and performance measures, compared to 36% in 2020. It should be noted that the above improvement was registered amidst the COVID 19 pandemic and its related challenges, which in a way restrained some of the LGs' functions.

The improvement in performance is largely attributed to enhanced achievement in the core performance measurements that principally focused on LG staffing, environment and social safeguards; which significantly determine the overall score. Also, efforts aimed at capacity building including; vigorous and continuous orientation of LGs on the assessment process and LGMSD Manual, as well as development and implementation of the Performance Improvement Plans coordinated by the Ministry of Local Government that 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



Keith Mahakanizi

PERMANENT SECRETARY



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List of Acronyms/Abbreviations

AO	Accounting Officer
APA	Annual Performance Assessment
AWP	Annual Work Plan
BFP	Budget Framework Paper
BoQs	Bills of Quantities
BTI	Budget Transparency Initiative
CAO	Chief Administrative Officer
CB	Capacity Building
CC	Contracts Committee
CD	Capacity Development
CFO	Chief Finance Officer
CMU	Construction Management Unit
CGRC	Centralized Grievance Redress Committee
CTL	Cluster Team Leader
DCAO	Deputy Chief Administrative Officer
DCDO	District Community Development Officer
DDEG	Discretionary Development Equalisation Grant
DE	District Engineer
DEC	District Executive Committee
DEO	District Education Officer
DES	Directorate of Education Standards
DHMT	District Health Management Team
DHO	District Health Officer
DHT	District Health Teams
DIS	District Inspector of Schools
DLGs	District Local Governments
DPO	District Production Officer
DPs	Development Partners
DPU	District Procurement Unit
DSC	District Service Commission
DTPC	District Technical Planning Committee
DWO	District Water Officer
DWSCC	District Water and Sanitation Coordination Committee
EIAs	Environmental Impact Assessments
EMIS	Education Management Information System
ENR	Environment and Natural Resources
ESIAs	Environmental Social Impact Assessments
ESM	Environment and Social Management
ESMPs	Environment and Social Management Plans
FDA	Fiscal Decentralisation Architecture
FDS	Fiscal Decentralisation Strategy
FD-SC	Fiscal Decentralisation Steering Committee
FD-TC	Fiscal Decentralisation Technical Committee
FY	Financial Year
GAPP	Governance Accountability Participation Programme
GAPR	Government Annual Performance Report
GoU	Government of Uganda
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism

H/T	Head Teacher
HC	Health Centre
HLG	Higher Local Government
HMIS	Health Management Information System
HoD	Head of Department
HRIS	Human Resource Information System
HRM&D	Human Resource Management and Development
HSD	Health Sub-District
HUMC	Health Unit Management Committee
IA	Internal Audit
IFMIS	Integrated Financial Management Information System
IGFT	Intergovernmental Fiscal Transfer
IGFTR	Intergovernmental Fiscal Transfer Reform
IGG	Inspector General of Government
IPFs	Indicative Planning Figures
IPPS	Integrated Personnel Payroll System
IVA/F	Independent Verification Agent/Firm
LG	Local Government
LG PAC	Local Government Public Accounts Committee
LGDP	Local Government Development Plan
LG FAR	Local Governments Financial and Accounting Regulations
LGFC	Local Government Finance Commission
LGMSD	Local Government Management of Service Delivery
LGPA	Local Government Performance Assessment
LGPAM	Local Government Performance Assessment Manual
LGPATF	Local Government Performance Assessment Task Force
LGPIP	Local Government Performance Improvement Plan
LLGs	Lower Local Governments
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MCs	Minimum Conditions
MDAs	Ministries Departments and Agencies
MEO	Municipal Education Officer
MHT	Municipal Health Team
MIS	Management Information System
MLGs	Municipal Local Governments
MMOH	Municipal Medical Officer of Health
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
MoLG	Ministry of Local Government
MoLHUD	Ministry of Lands Housing and Urban Development
MoPS	Ministry of Public Service
MOU	Memorandum of Understanding
MoWE	Ministry of Water and Environment
MTEF	Medium-Term Expenditure Framework
MTPC	Municipal Technical Planning Committee
NDP	National Development Plan
NEMA	National Environment Management Authority
NMS	National Medical Stores
NPA	National Planning Authority

NWR	Non-Wage Recurrent
O&M	Operation and Maintenance
OAG	Office of the Auditor General
OBT	Output Budgeting Tool
ODI-BSI	Overseas Development Institute - Budget Strengthening Initiative
OPAMS	On-line Performance Assessment Management System
OPM	Office of the Prime Minister
OSR	Own Source Revenue
OTIMs	Online Transfer Information Management System
PAC	Public Accounts Committee
PAT-F	Performance Assessment Taskforce
PBB	Program Based Budgeting
PBS	Programme Budgeting System
PDU	Procurement and Disposal Unit
PEAP	Poverty Eradication Action Plan
PFM	Public Finance Management
PFMA	Public Finance Management and Accountability Act
PFO	Principal Finance Officer
PforR	Program for Results
PHC	Primary Health Care
PHRO	Principal Human Resource Officer
PIP	Performance Improvement Plan
PIT	Project Implementation Team
PMO	Principal Medical Officer
PMs	Performance Measures
PPC	Physical Planning Committee
PPDA	Public Procurement and Disposal of Public Assets Authority
PRDP	Peace, Recovery and Development Plan for Northern Uganda
PS	Permanent Secretary
PWDs	Persons with Disabilities
QA	Quality Assurance
QBPR	Quarterly Budget Performance Report
RBF	Result Based Financing
SAA	Senior Account Assistant
SAS	Senior Assistant Secretary
SFO	Senior Finance Officer
SMC	School Management Committee
STL	Sub-Team Leader
TEC	Technical Evaluation Committee
TF	Task Force
ToR	Terms of Reference
TPC	Technical Planning Committee
TSU	Technical Support Unit
UAAU	Urban Authorities Association of Uganda
UBOS	Uganda Bureau of Statistics
ULGA	Uganda Local Government Association
UPE	Universal Primary Education
USE	Universal Secondary Education
USMID	Uganda Support to Municipal Infrastructure Development
WSCs	Water and Sanitation Committees
WSSS	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 2021; conducted between October - December 2021. This assessment is the second edition under the revised 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 2021.

Table 1: LGs assessed in LGMSD 2021

No. of LGs assessed	District Local Governments (DLGs)	135
	Municipal Local Governments (MLGs)	19
	Total Local Governments	154

The assessment for 2021 was conducted in 154 of the 176 LG Votes (District and Municipal Local Governments), of which 135 were DLGs and 19 were MLGs that were operational as at July, 2020. The remaining 22 MLGs were assessed under the Uganda Support to Municipal Infrastructure Development (USMID) program in the areas of Education and Health, which results are presented in a separate report (due to varying timing of the assessments).

The assessment results have been used to inform, among others: allocation of development grants for FY 2022/23, and development of the Performance Improvement Plans for the weakest performing LGs and assessment areas, which is coordinated by the Ministry of Local Government. The results will also be used to inform the Government Annual Performance Report (GAPR) for FY 2021/22 and future NDP-III Programme guidelines to support LGs.

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 2021 across the four dimensions improved from 36% in 2020 to 44% in 2021. Education was the best performed area at 53% having improved from 44% in 2020 followed by Health which improved from 35% to 44%, Crosscutting from 32% to 38% and finally Water and Environment performance areas from 36% to 40% 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.

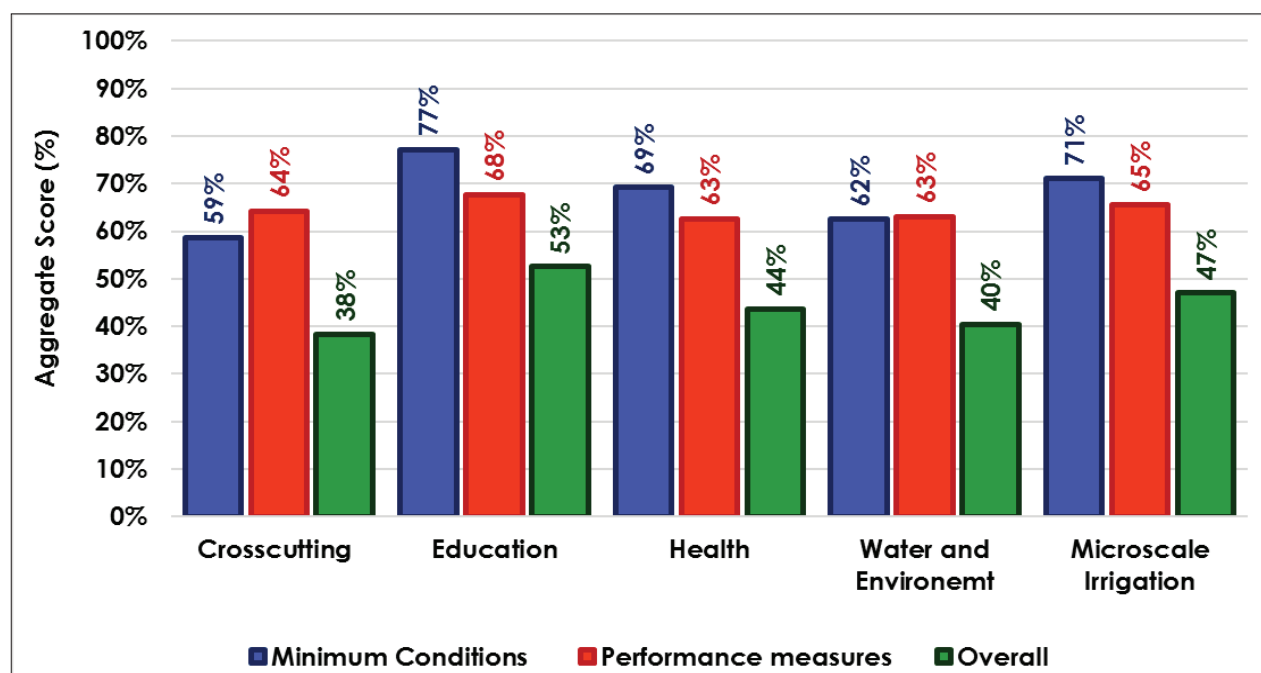
Microscale Irrigation (MSI) performance greatly improved in 2021 assessment from 9% in 2020 to 47%. However, results for MSI were not considered in overall performance of LGs since the assessment was only conducted in 40 piloted Micro-Scale Irrigation LGs, and since the indicators are progressively enrolled in the system.

Ibanda district still emerged the overall best performer in 2021 scoring 82% as was the case in 2020. Isingiro district was ranked number 2 scoring 77% having improved from number 3 in 2020. Kira Municipal Council scoring 70%, Mpigi 68%, Gulu district and Njeru Municipal Council 67% complete the list of top 5 performers. Five LGs of Ibanda, Isingiro, Rubanda, Mpigi districts and Masindi Municipal Council featured among the top 10 LGs in both the 2020 and 2021 assessments.

The worst performers on the other hand were; Ntoroko District (15%), Buliisa district (16%), Kitagwenda (17%), Rukiga district (18%) and Bukwo district (19%) average score as the bottom 5 performers overall. In comparison to the 2020 assessment, only Obongi district appeared again in the worst 10 LGs for 2021; although it registered a slight improvement from 15% to 25%, indicating the possibilities to progressively improve performance and ranking over time.

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

Tables 2 and 3 below show the top 10 and the bottom 10 performing LGs in the 2021 LGMSD assessment, including their ranks and scores, and reveals a significant variation in performance across LGs for 2020.

Table 2: Top 10 performing LGs in 2021

Vote	Rank 2021	Score 2021	Rank 2020	Score 2020
Ibanda District	1	82%	1	82%
Isingiro District	2	77%	2	79%
Kira Municipal Council	3	70%	40	46%
Mpigi District	4	68%	9	62%
Gulu District	5	67%	78	35%
Njeru Municipal Council	5	67%	41	45%
Kamwenge District	7	65%	30	49%
Rubanda District	8	64%	4	69%
Sembabule District	9	63%	18	56%
Masindi Municipal Council	10	62%	7	65%
Kole District	10	62%	83	32%

No. of LGs assessed = 154 (Note: Terego DLG was not assessed in 2020)

Table 3: Bottom 10 performing LGs in 2021

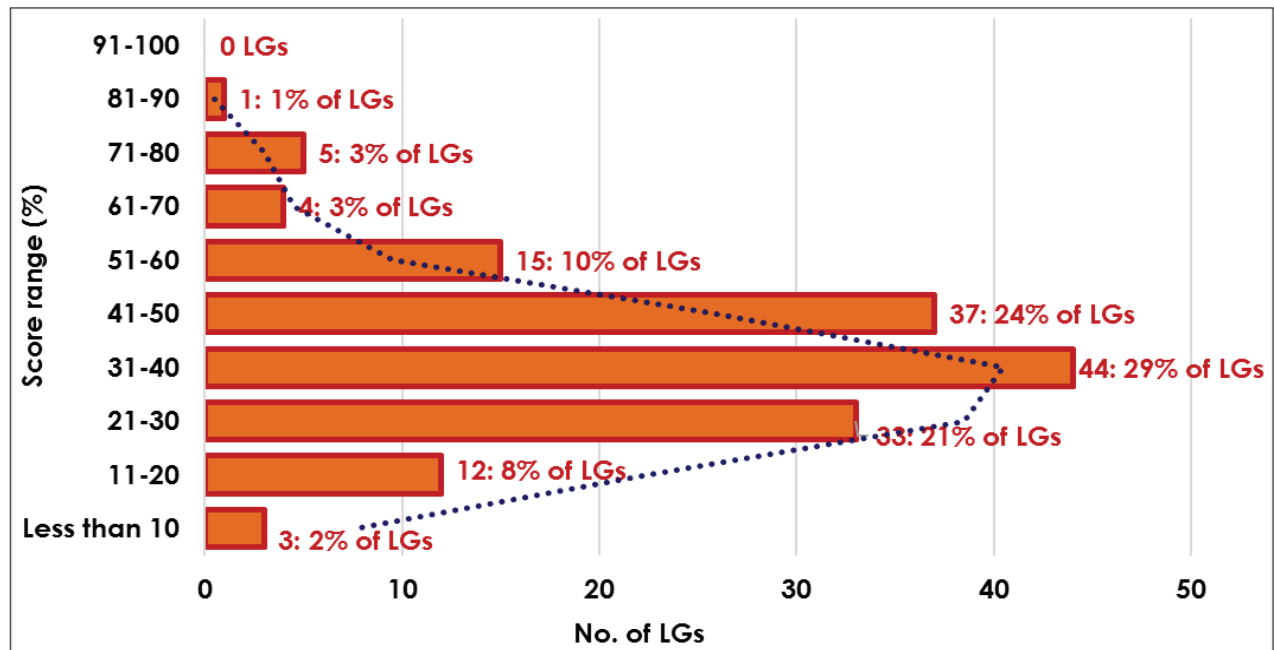
Vote	Rank 2021	Score 2021	Rank 2020	Score 2020
Obongi District	144	25%	144	15%
Kapelebyong District	144	25%	83	32%
Kalaki District	144	25%	120	24%
Busia District	147	23%	126	23%
Terego District	148	21%	N/A	N/A
Namisindwa District	148	21%	139	20%
Bukwo District	150	19%	86	31%
Rukiga District	151	18%	132	21%
Kitagwenda District	152	17%	86	31%
Buliisa District	153	16%	132	21%
Ntoroko District	154	15%	86	31%

No. of LGs assessed = 154 (Note: Terego DLG was not assessed in 2020)

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 2 below;

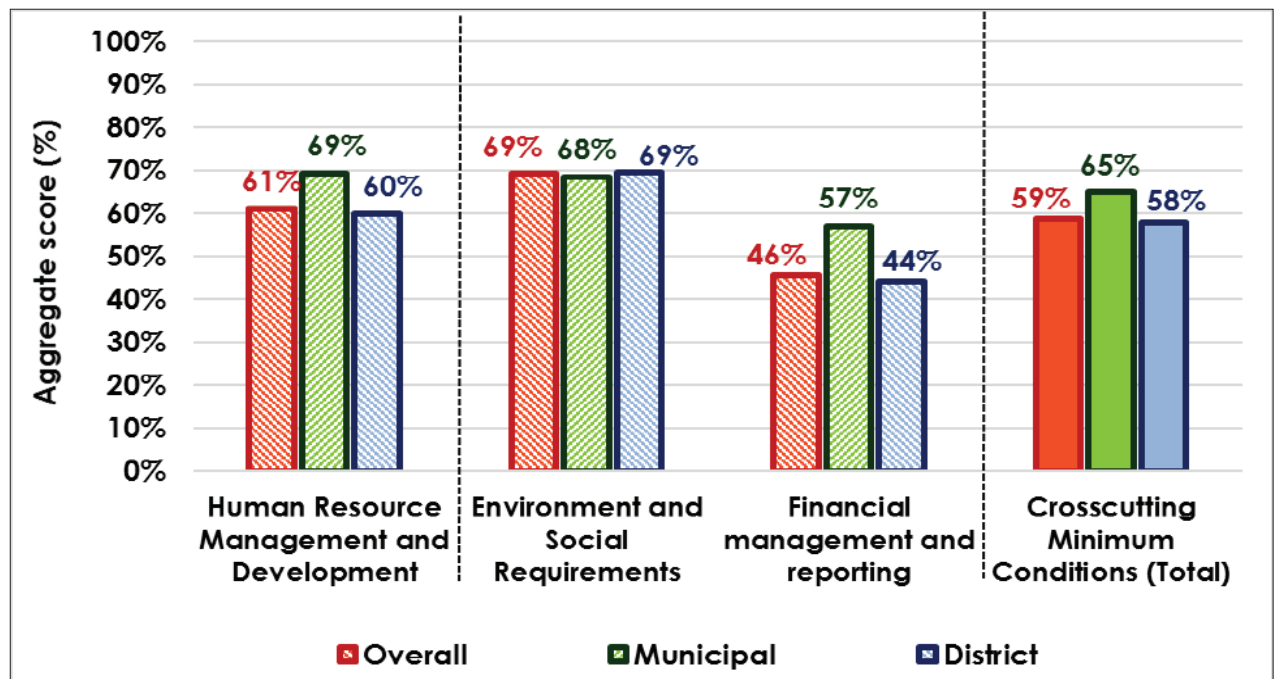
Figure 2: Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures (combined)



No. of LGs assessed = 154

From the figure above, only 10 (7%) of the LGs assessed scored above 60%, while 15 (10%) scored between 51% - 60%. Majority (53%) of the LGs scored between 31% - 50%, while 33 (21%) of the LGs scored between 21%-30%. Ibanda District registered the highest score of 81%, followed by Makindye-Ssabagabo MLG (78%) and Isingiro District (74%) while Namisindwa and Kitagwenda districts registered the lowest score of 8%, followed by Bukwo (9%), Sironko 13% and Bududa 14%. Figure 3 below focuses on the Minimum Conditions separately.

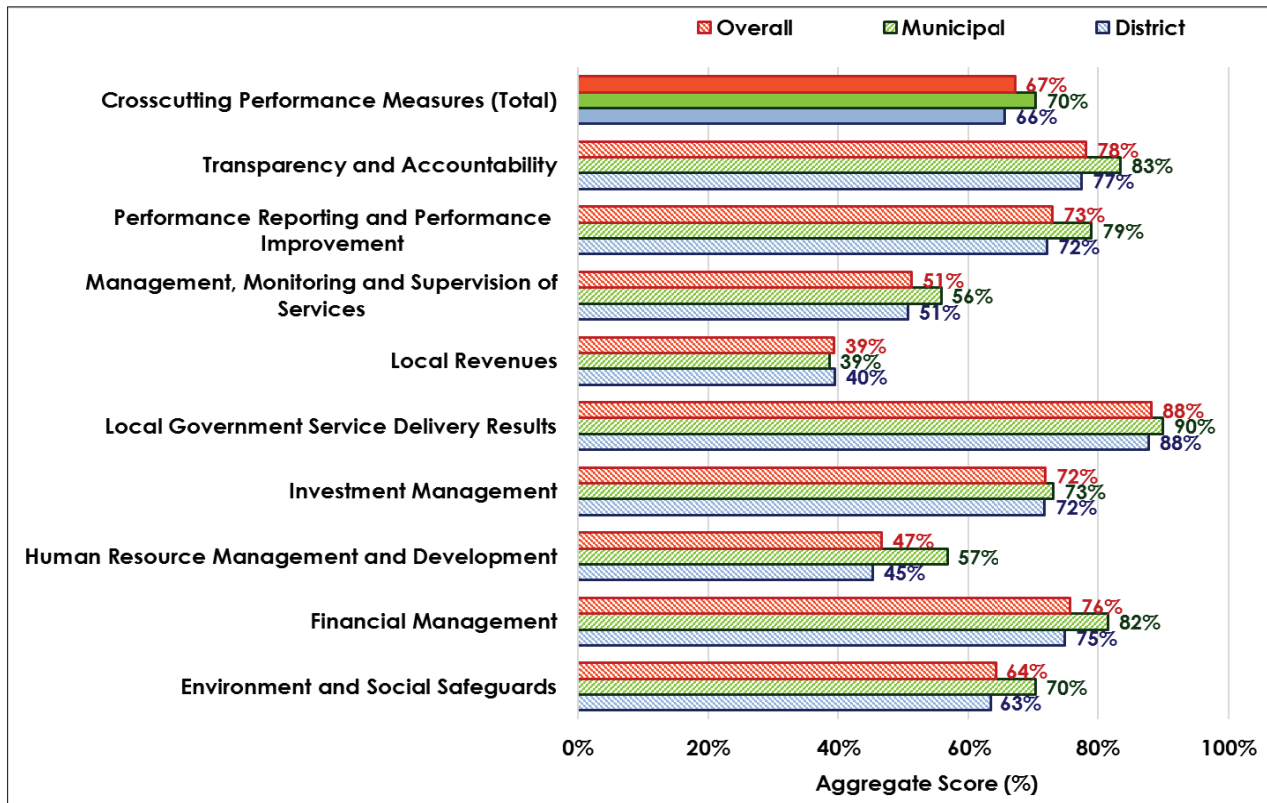
Figure 3: Aggregate scores for Crosscutting Minimum Conditions per Assessment Area



No. of LGs assessed = 154

Performance in Minimum Conditions was moderate for both DLGs and MLGs, with the aggregate scores ranging between 44% and 69% in all the three thematic areas. Environment and Social Requirements (scoring 69% overall), and Human Resource Management and Development (61% overall score) were the best performed areas. Continuously low performance has been registered under Financial Management and Reporting scoring 46%, with DLGs scoring only 44%. LGs' implementation of the audit recommendations (32%) remained the most poorly performed indicator under Financial Management and Reporting assessment area.

Figure 4: Aggregate scores per thematic area for Crosscutting Performance Measures



No. of LGs assessed = 154

Largely, MLGs edged DLGs with an aggregate score of 70% compared to 66% for the latter. The best performed area was delivery of Local Government Service Delivery with an aggregate score of 88%, followed by Transparency and Accountability with an aggregate score of 78% and Financial Management with a score of 76%. The lowest scores were registered in Local revenue management, with an overall score of 39%, and which is an area, which has consistently created challenges for the LGs since the first assessment, but which was also severely impacted by Covid 19 and its related effects during the assessment period.

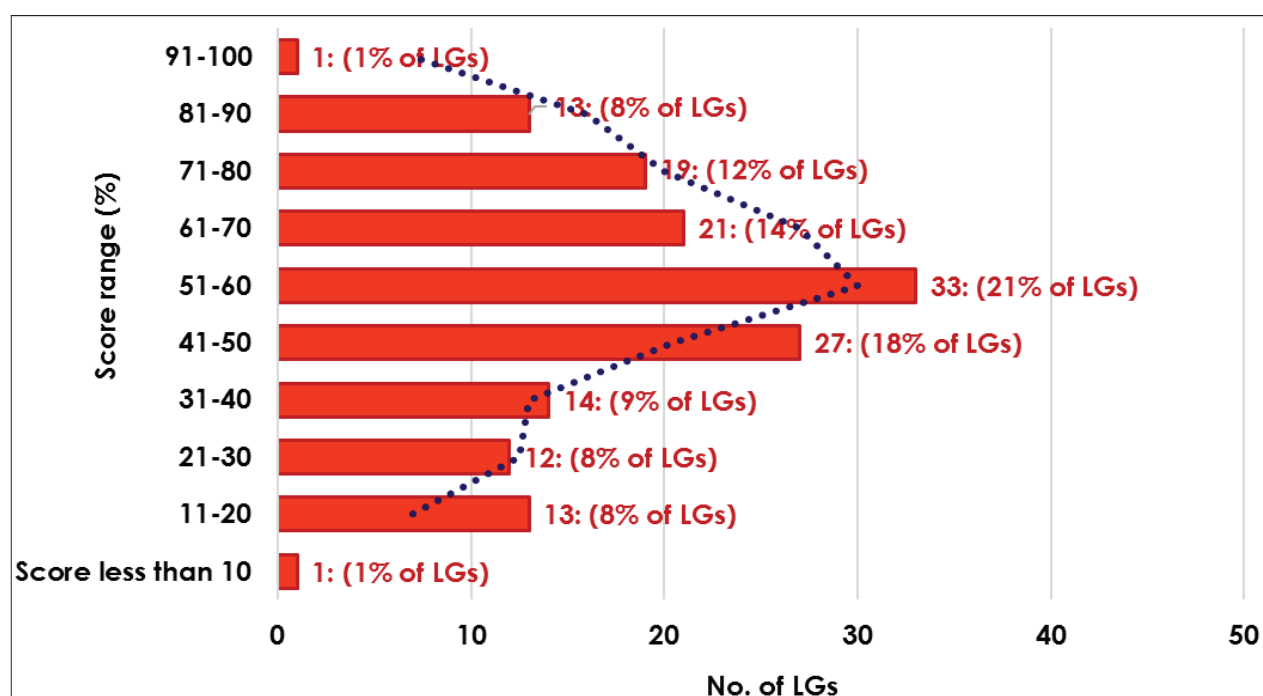
Notably good performance was registered in indicators related to: having complete procurement files (97%); DDEG projects being implemented in line with the Engineer's estimates (95%); DDEG grants being spent on eligible activities (94%), which is important for targeting of the use of funds towards development oriented areas); incorporation of projects in Annual Work Plan, budget and procurement plan (93%); timely submission of annual performance contract (92%); conducting Environment and Social Impact Assessments (90%); and recruitment of the Principal Human Resource Officer (87%).

LGs performed poorly on indicators related to; timely invoicing and communication of DDEG transfers (13%), timely warranting of DDEG grants (27%), release of budgeted allocations to Natura Resources and Community Based Services Departments (22% and 21% respectively), recruitment of the District Engineer (29%), reporting on status of implementation of audit recommendations (32%), establishing grievance redress committees (34%), local revenue planning and collection (39%), and submission of staff requirements to Ministry of Public Service (43%).

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.

Figure 5: Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures (combined scores)

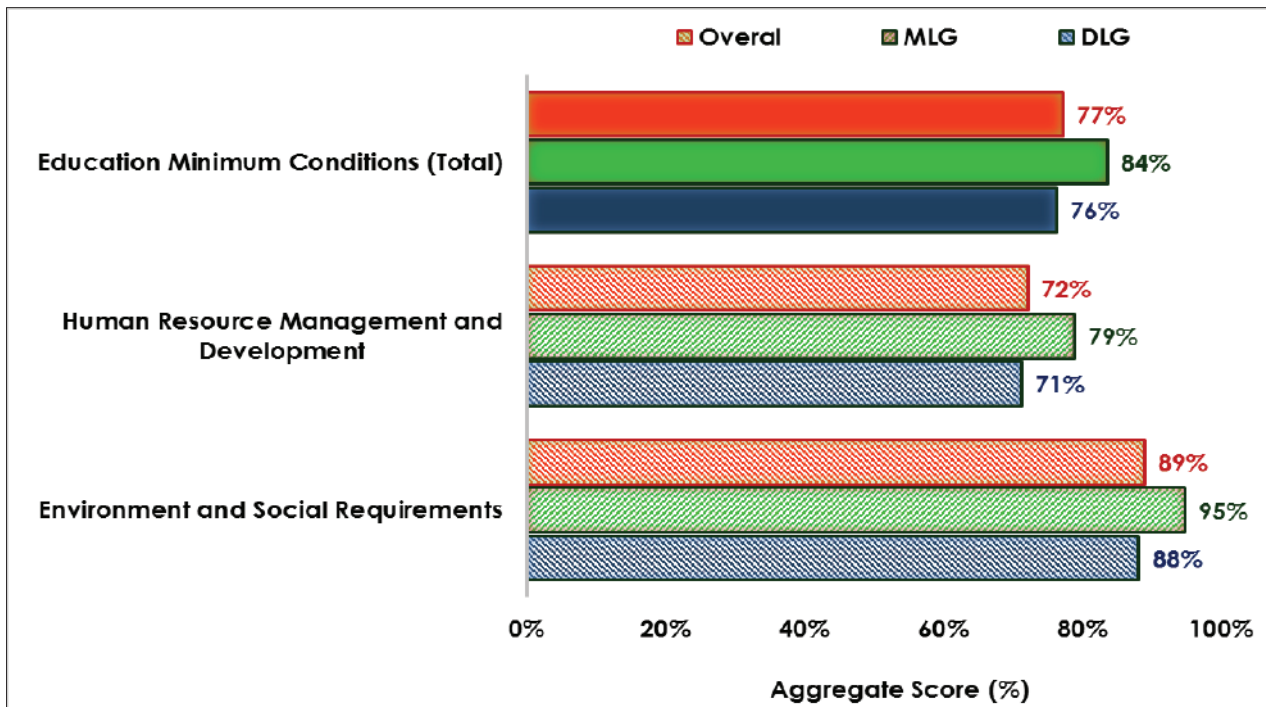


No. of LGs assessed = 154

From figure 5 above, there were significant variations noted in performance across all the LGs, with only 1% of the LGs scoring above 90%, while 8% of the LGs scored between 81%-90%. More LGs (21%) scored in the range of 51%-60% than in other score ranges, whereas 18% of the LGs scored in the range of 41% - 50%, and 14 LGs scored 20% and below.

The top performing LGs in the Education assessment were Njeru Municipal Council (91%), Kibuku district (88%), Ibanda district (87%), and Rakai district (85%); closely followed by Masindi Municipal Council, Kumi district, Kole district and Kapchorwa Municipal Council that each scored 84%. Kyankwanzi district scored the lowest at 0% due to failure to meet any of the minimum conditions, followed by Nakapiripirit District (13%), Ntoroko and Terego Districts each scoring 16%.

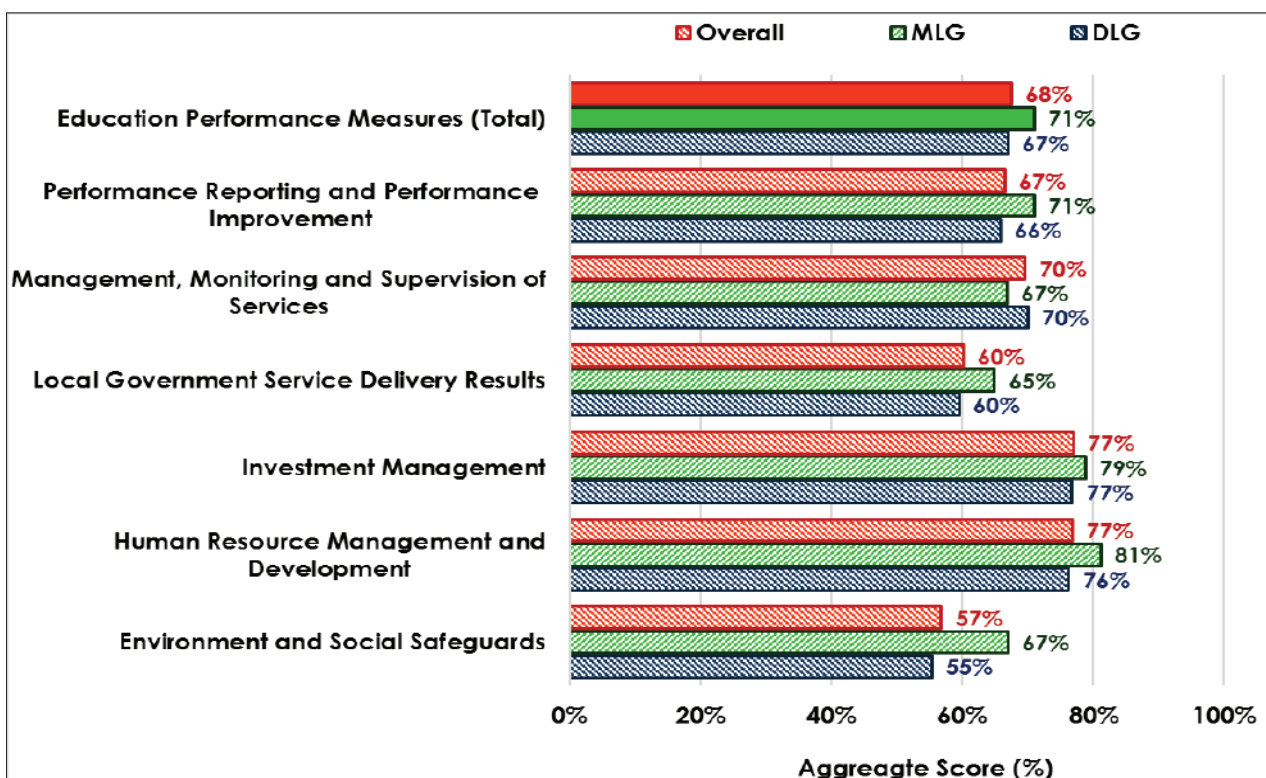
Figure 6: Aggregate scores for Education Minimum Conditions per Assessment Area



No. of LGs assessed = 154

From Figure 6 above, LGs performed fairly well under Education Minimum Conditions with an overall score of 77%, with DLGs scoring 76% and MLGs 84%. LGs performed better in Environment and Social Requirements with an overall score of 89%, as compared to 72% for Human Resource Management and Development. Figure 7 below shows the performance in the thematic areas under the Education Performance Measures.

Figure 7: 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 the Education assessment. The overall performance score for LGs' compliance to PMs was 68% with DLGs scoring 67% and MLGs 71%. LGs performed better in areas of; Investment Management and Human Resource Management and Development, both scoring 77%; followed by Management, Monitoring and Supervision scoring 70%. Local Government Service Results and Environment and Social Safeguards were the least performed areas with scores of 60% and 57% respectively.

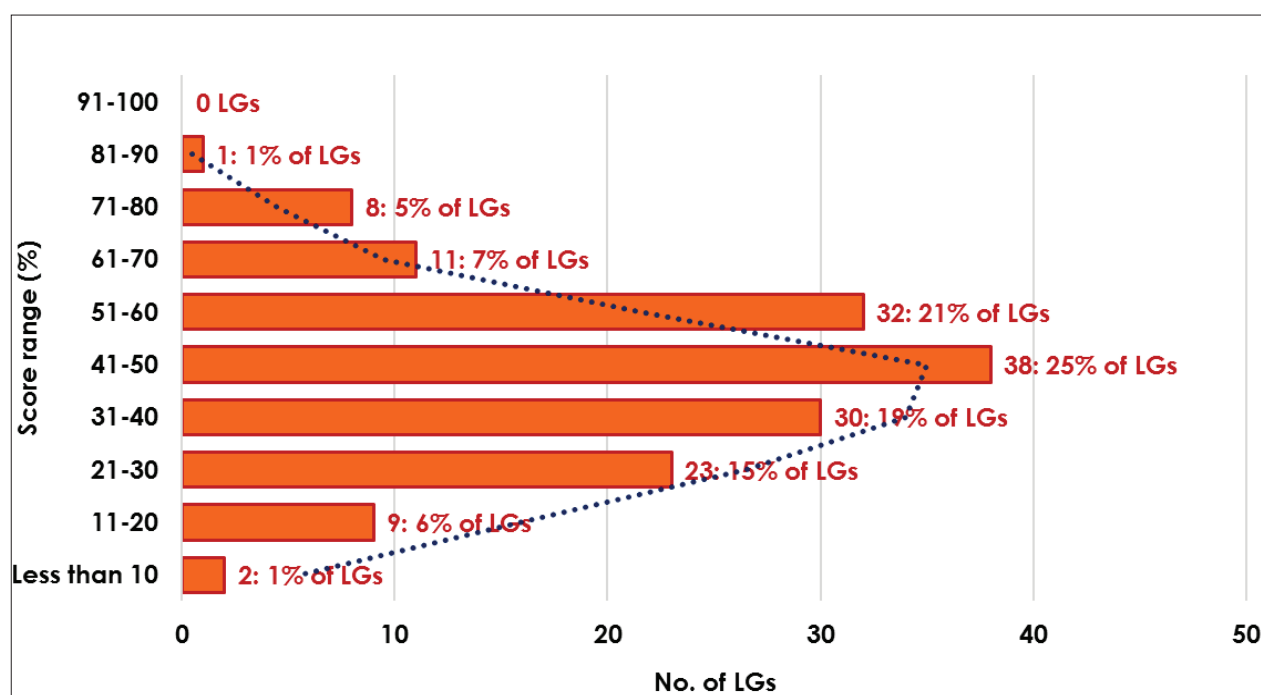
Best performed indicators included; Education projects approved by the contracts' committee or cleared by Solicitor General if above threshold, Complete procurement files, Education development grant spent on eligible activities, and Allocations towards inspection and monitoring (all of which scored 97%); followed by School infrastructure followed standard technical designs by MoES, and Contract price being within engineer's estimates (both with an aggregate score of 96%).

The worst scoring indicators included: Timely invoicing and communication of capitation grants to schools (25%); Change in PLE rate (29%) - an area which is also expected to take time for improvements, and which was adversely impacted by COVID-19); Appraisal of secondary school head-teachers (31%), Timely submission of warrants for school's capitation (32%); School compliance with MoES budgeting and reporting guidelines (37%); and Dissemination of guidelines on proper school siting (44%).

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, although this was still below the score for other assessments like Education. Details are highlighted in Figure 8 below.

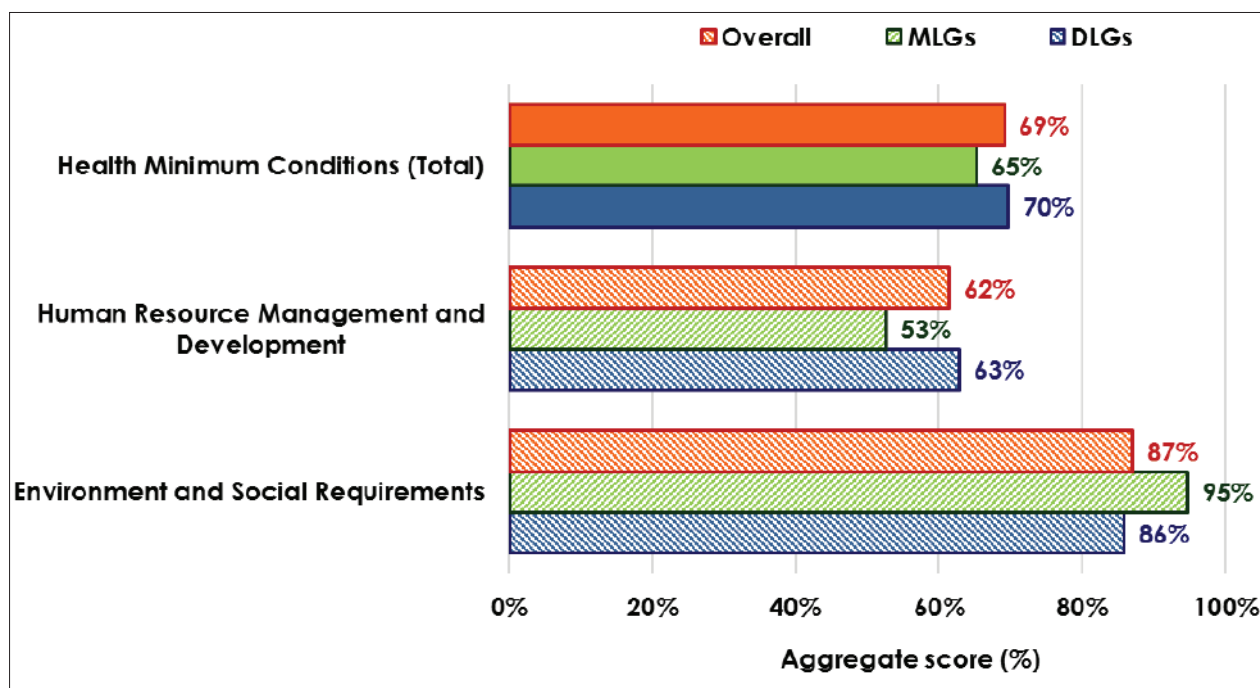
Figure 8: Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures (combined score)



No. of LGs assessed = 154

The greater number of LGs (38) scored in the range of 41% - 50%, while 32 LGs (21%) scored between 51% - 60%, another 30 LGs (19%) scored between 31% and 40%, and 34 LGs had scores of 30% and below. 52 LGs scored above 50% of the maximum attainable score for the Health assessment. Kamwenge district obtained the highest score of 86%, followed by Ibanda district (80%), Isingiro district (79%), Oyam district (76%), Lira district and Ibanda Municipal Council each scoring 74%. Sheema Municipal Council and Ntoroko district scored the lowest at 9%, followed by Bukwo District (16%), Kasanda, Luuka and Kasese Districts each scoring 17% respectively.

Figure 9: Aggregate scores for Health Minimum Conditions per assessment area

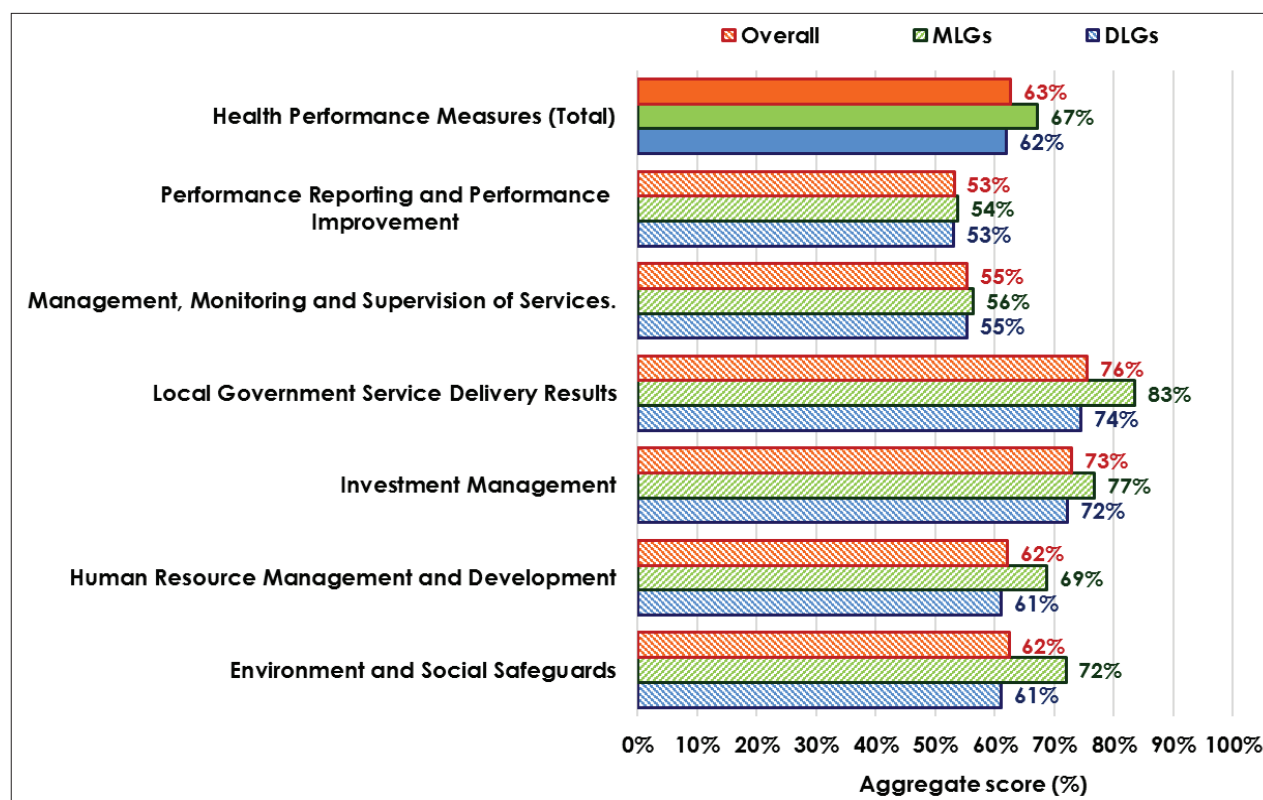


No. of LGs assessed = 154

The overall aggregate score for LGs' compliance to Health MCs was 69%, with DLGs scoring 70% and MLGs 65%. LGs performed better in Environment and Social Requirements with an aggregate score of 87%, as compared to 62% for Human Resource Management and Development.

Figure 10 below shows the results in the thematic areas under the Health Performance Measures.

Figure 10: Aggregate scores per assessment area for Health Performance Measures



No. of LGs assessed = 154

The overall performance score for LGs' compliance to PMs was 63%, with DLGs scoring 67% and MLGs 62%. LGs performed better in thematic areas of: Local Government Service Delivery Results scoring 76%, followed by Investment Management scoring 73%, while Performance Reporting and Performance Improvement (53%) and Management, Monitoring and Supervision of Services (55%) were the least performed areas.

Health Departments performed well in indicators related to; Projects being approved by the contracts committee prior to construction, and following standard technical designs (both scoring 97%); Having complete procurement files (96%); Contract prices being within the Engineer's estimates (93%); Development grants being spent on eligible activities (92%); and Conducting ESIA's (90%).

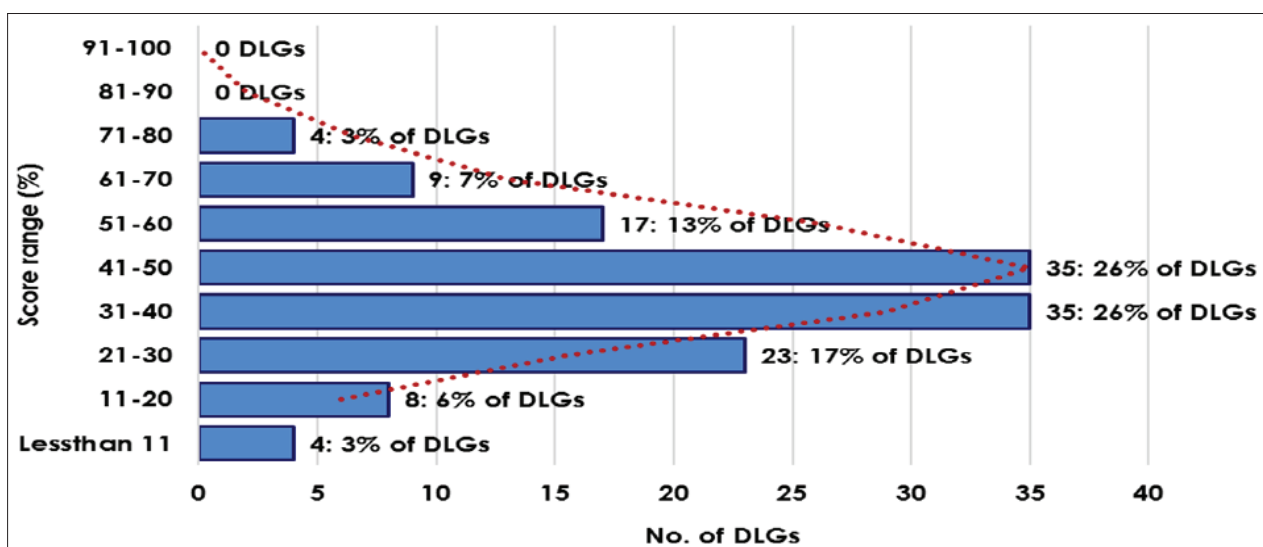
On the other hand, the least performing indicators included: Timely invoicing and communication of health facility transfers (15%); Taking corrective action based on health worker appraisal reports (17%); Compliance to Ministry of Health budgeting and reporting guidelines (25%); Timely submission of RBF invoices and warrants for health facility transfers (25%); and Timely submission of budget performance reports (29%).

Water and Environment – Key results

Unlike Education and Health performance areas, Water and Environment was only assessed in DLGs, since MLGs are served by National Water and Sewerage Corporation. 135 LGs were therefore assessed both on Minimum Conditions and Performance Measures. The assessment results showed a slight improvement in overall performance of LGs from

36% in 2020 to 40% in 2021, although this was still below the overall aggregate scores in the other assessment areas.

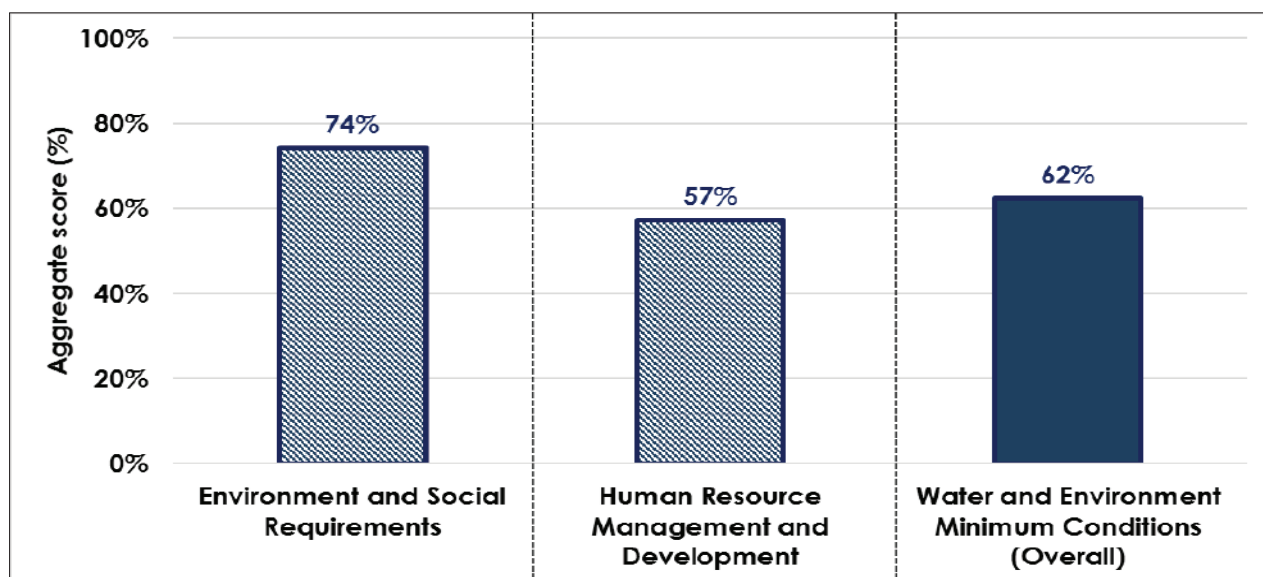
Figure 11: Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures (combined scores)



No. of LGs assessed = 135

None of the DLGs scored above 80%, which was attributed to the poor performance in the Minimum Conditions, and these significantly impact on the overall combined score for a LG. Generally, 3% (4) of the districts (i.e. Ibanda, Mpigi, Isingiro and Wakiso DLGs) scored between 71% - 80%, while, 7% (9) of the districts scored between 61% - 70%. The majority of the DLGs (70) registered scores between 31% - 50%. The lowest performing districts were Bulisa, Amuria, Rukiga and Ntoroko, which all scored less than 11% of the maximum score

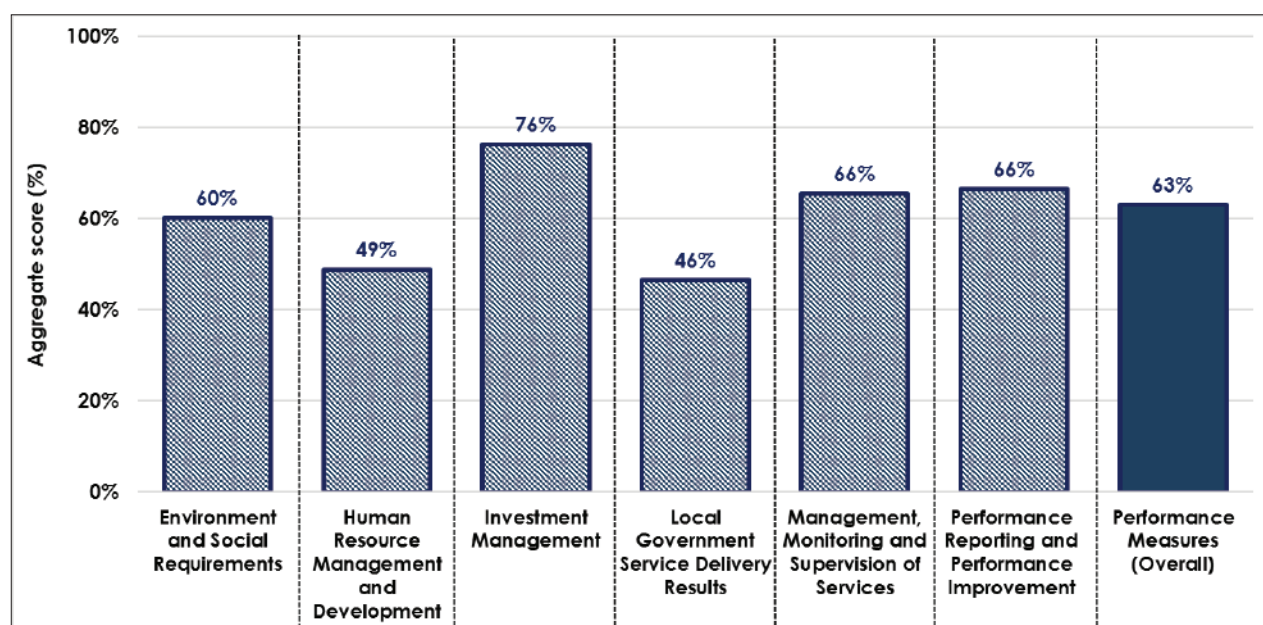
Figure 12: Aggregate scores for Water and Environment Minimum Conditions per assessment area



No. of LGs assessed = 135

The overall aggregate score for LGs' compliance to Water and Environment MCs for 2021 was 62%. LGs performed better in Environment and Social Requirements with an aggregate score of 74%, as compared to 57% for Human Resource Management and Development.

Figure 13: Aggregate scores per assessment area for Water and Environment Performance Measures.



No. of LGs assessed = 135

LGs had an improvement in the overall aggregate score across the six performance measures in Water and Environment from 56% in 2020 to 63% in 2021. The most significant improvement was registered under Environment and Social Requirements with a 20-percentage point improvement between 2020 and 2021; followed by Investment Management that improved by 10 percentage points over the same period. Performance in Human Resource Management and Development remained low despite the marginal improvement from 45% in 2020 to 49% in 2021.

The best performed indicators under Water included; Approval of WSS infrastructure by the Contracts Committee (99%); Complete Water project procurement files (98%); Water infrastructure projects following standard technical designs (96%); Incorporation of water infrastructure investments in AWP (96%); Accuracy of information on WSS facilities constructed (96%); and Training of WSCs on O&M (95%).

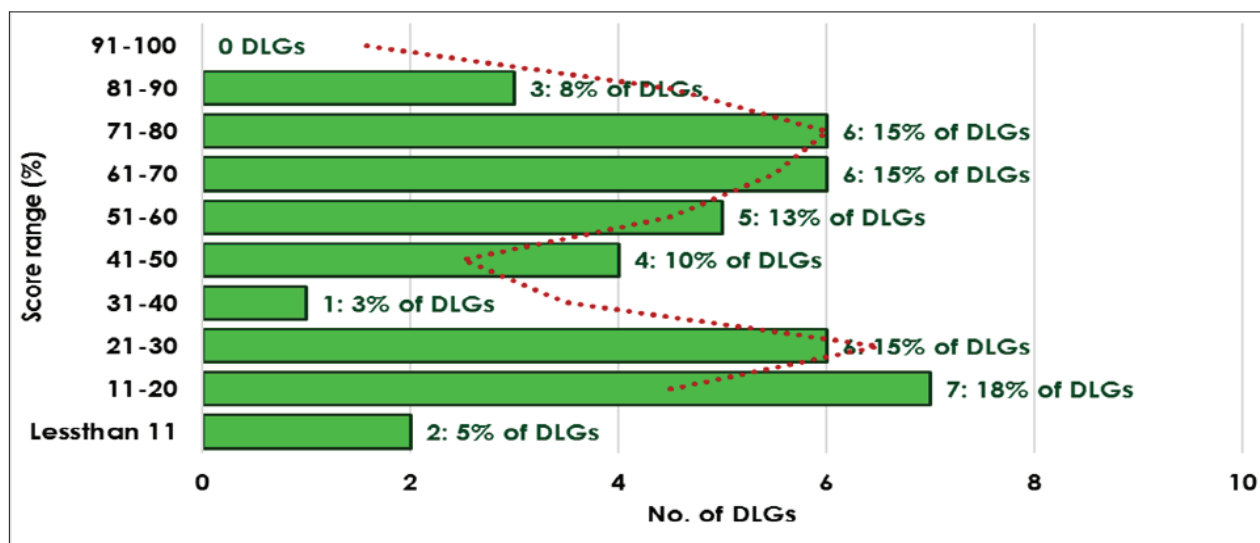
Inadequate performance was however registered on indicators related to; Increased functionality of WSCs (16%); Recruitment of the Natural Resources Officer (17%); Preparation of a training plan for water staff (18%); Budgeting for water projects in Sub counties below the district average (26%); and increase in functionality of water supply facilities (27%).

Microscale Irrigation – Key results:

The Microscale Irrigation assessment covered only 40 district LGs in which the intervention has been piloted; and was also based on two components of: 1) Minimum Conditions and 2) Performance Measures. In comparison to the 2020 assessment, there was a great improvement from 9% to 47% in 2021. This was largely because more indicators were applicable and could be assessed in 2021 as compared to 2020. Details of the same are highlighted in Figure 14 below.

Figure 14 shows the distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures.

Figure 14: Distribution of LGs across aggregate score categories for both Minimum Conditions and Performance Measures

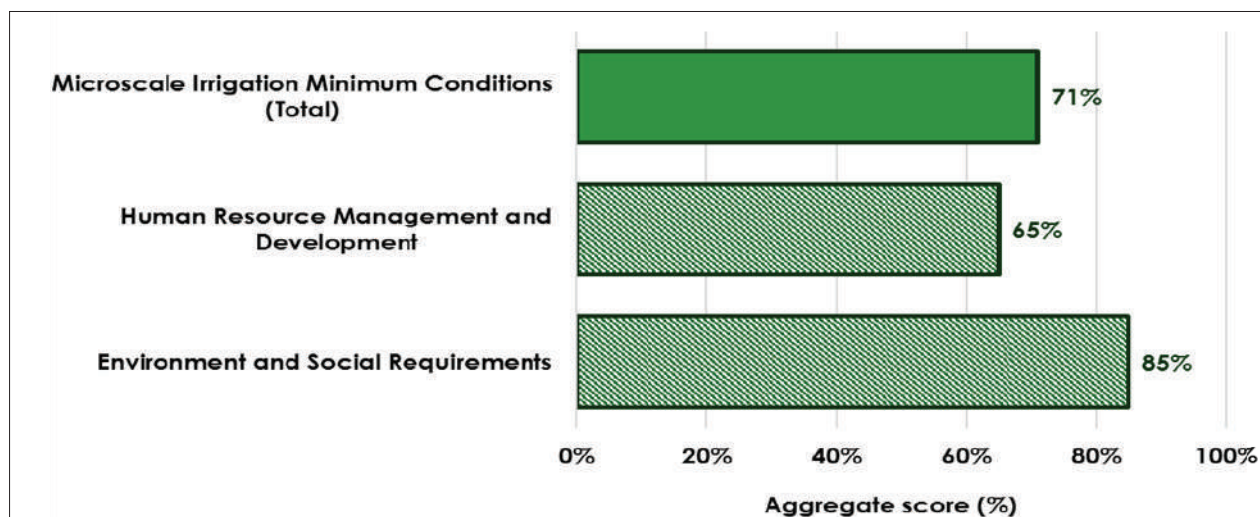


No. of LGs assessed = 40

Of the 40 assessed LGs, only one LG (Sembabule DLG) scored in the range 90% -100%. The highest number of LGs (7 LGs) scored in the range 71% - 80%, while 6 LGs registered scores between 61%-70%. The best performing LGs were Sembabule District (90%), Lwengo District (83%), Mpigi District (81%) and Rakai District (80%).

The lowest scoring LGs were Mubende and Sironko districts which registered 0% scores; followed by Ntungamo District (11%), Bududa District (16%) and Kapchorwa District (18%).

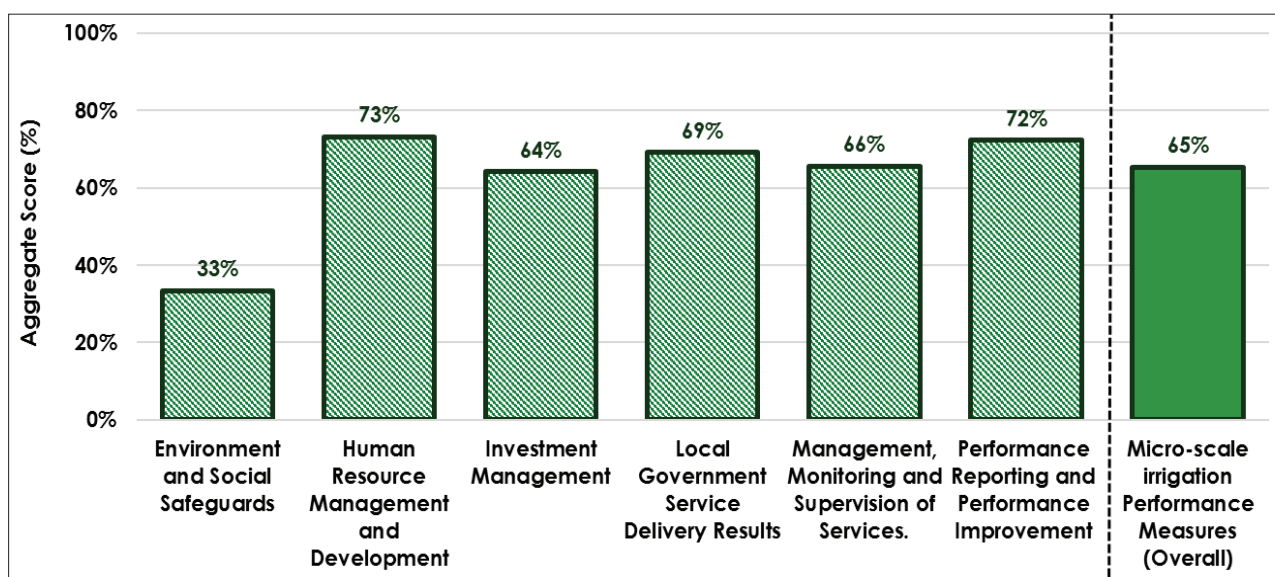
Figure 15: Aggregate scores for assessment areas under the Micro Scale Irrigation Minimum Conditions.



No. of LGs assessed = 154

The overall aggregate score for LGs' compliance to MCs for Microscale Irrigation was 71%; with Environment and Social Requirements scoring 85% compared to 65% for Human Resource Management and Development (which only specifically looked at the recruitment of the Senior Agricultural Engineer). Since Microscale projects are small in nature, LGs were only assessed on undertaking Environment, Social and Climate Change screening for investments, while the indicator on conducting Environment and Social Impact Assessments (ESIAs) was left out.

Figure 16: Aggregate scores per assessment area for Micro Scale Irrigation Performance Measures.



No. of LGs assessed = 40

The overall aggregate score across performance measures in Micro Scale Irrigation was 65%. The best-performed area was Human Resource Management and Development with an aggregate score of 73%; while the worst performed area was Environment and Social Safeguards with an aggregate score of 33%.

The best performing indicators included: Mobilization activities for farmers conducted (95%); Undertaking awareness training on micro-irrigation (95%); An up-to-date database of farmer applications (95%); Up-to-date data into MIS (93%); LG visits to farmers (93%); Preparation of a micro-irrigation training plan (90%); and producing quarterly reports based on information from LLGs (90%).

The worst performed indicators were: Use of the farmer co-funding as per guidelines (7%); Irrigation co-funding and allocations as per guidelines (12%); Taking corrective action on extension worker appraisal reports (29%); Investigation of micro-scale irrigation grievances (29%); and Reporting on irrigation grievances (29%).

Most indicators performed poorly due to the phased manner in which the Micro scale irrigation project is being implemented. Therefore, the activities within the areas of low performance had just commenced as per the design of the project; nonetheless the 2021 performance is better than that of the 2020 assessment.

PART A: INTRODUCTION

1.0 Background and Overview

1.1 Structure of the Synthesis Report

This Local Government Management of service delivery Report 2021 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;

- i. Restore adequacy in financing of decentralized service delivery;
- ii. Ensure equity in allocation of funds to LGs for service delivery; and
- iii. 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

- i. **Level 1;** focuses on service delivery facility and LLG performance; however, the assessment process for the latter is currently being developed.
- ii. **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.
- iii. **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 Local Governments; i.e. 135 districts and 19 Municipal Local Governments. It is important to note is 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 manual in its final stages of completion and the LLG assessment is expected to commence in FY 2022/23.

1.5. New Edits in the LGMSD manual

Following last year's assessment, some Measures (MCs & PMs) have been clarified and improved in consultations with Local Governments, relevant MDAs and lessons learned. Some of these corrections among others include;

- i. Under Human Resource Management; The issue of formally requesting for secondment of staff for the LG to score has been changed to the seconded staff is in place.
- ii. Management, Monitoring and Supervision of Services: Timely warranting has changed to within 5 working days from the date of receipt of expenditure limits from MoFPED.
- iii. Management, Monitoring and Supervision of Services: Timely invoicing and communication of grants to LLGs has changed to within 5 working days from the date of receipt of the funds release in each quarter.
- iv. Investment Management: Having a functional physical planning committee in place which has submitted at least 4 sets of minutes of Physical Planning Committee to the MoLHUD-Minutes received by the Ministry's Regional Offices are valid and should be considered.

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 the assessment process including the manual during the regional Budget consultative workshops held in September, 2021 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 Cluster); Promote Uganda Limited (Central Cluster) and BDO East Africa (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 QA firms were trained and oriented on 25th-27th October, 2021.

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 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 28th and 29th October, 2021.

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 1st November to 18th December, 2021 across the country as per the schedule that was officially communicated to the LGs.

2.2.4 Compilation of LG-specific reports

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

2.3 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 1st November to 18th December, 2021. 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 firms¹, LGs appreciated them for being comprehensive. In addition, majority of the LG staff were physically available for the assessment exercise.

2.4 LGMSD Quality Assurance Process

A comprehensive system of Quality Assurance was introduced at the beginning of 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 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 LGs² sampled from the various regions and clusters. The QA team conducted an independent assessment of the selected LGs, to adduce whether the assessment exercise was credible, reliable and hence valid. The criteria for sampling was as follows; i) selected LGs from each 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.

¹ Which were captured during the validation and QA process, and corrected before finalization of the LGMSD Report.
² Nakaseke, Makindye-Ssabagabo, Kiboga, Kyotera, Kaberamaido, Kapchorwa, Kaliro, Kumi, Obongi, Kitgum, Oyam, Kotido, Ntoroko, Masindi, Sheema MLG and Rukiga.

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 29th and 30th November, 2021 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, 2021. 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	0 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 does'nt meet all the Minimum Conditions.

2.6 Review and approval of the LGMSD Results

The Performance Assessment Task Force (PA TF) has finalised the results and produced the National Synthesis report. Approval of the LGMSD results is the responsibility of the Fiscal Decentralization Technical Committee. The LGMSD results were presented to the FD – TC meeting on 8th February, 2022 and approved for use in the allocation of FY 2022/23 conditional grants to LGs.

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 development grants for FY 2022/23 for Health, Water, Education and DDEG.

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 Government Annual Performance Report (GAPR):

The results of the LGMSD assessment will be captured in the GAPR for FY 2021/22 to be discussed by Cabinet. Issues requiring policy actions will be established and discussed with the concerned MDAs and LGs representatives.

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 in the revised manual. The LGMSD report will be published on the OPM website as well as on OPAMS

PART B: FINDINGS FROM THE 2021 LGMSD ASSESSMENT

The LGMSD 2021 covered five assessment areas³, 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 the OPAMS.

Each section covers:

- a) Introduction to the area and the purpose
- b) Overall performance of the LGs
- d) Results on each minimum condition /performance indicator
- e) Performance trends for 2020 and 2021

³ 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 and 9 performance measures to give a total of maximum of 100 percent points as shown in Tables 4 and 5 below:

Table 4: Scoring guide for Crosscutting Performance Minimum Conditions for LGMSD 2020

Number	Performance Area	Designation	Percentage of overall Score (Maximum Score)
A	Human Resource Management and Development (Maximum Score is 52)	Chief Finance Officer/Principal Finance Officer	3 percentage points
		District Planner/Senior Planner	3 percentage points
		District Engineer/Principal Engineer	3 percentage points
		District Natural Resources Officer/Senior Environment Officer	3 percentage points
		District Production Officer/Senior Veterinary Officer	3 percentage points
		District Community Development Officer/Principal CDO	3 percentage points
		District Commercial Officer/Principal Officer	3 percentage points
		Senior Procurement Officer/Municipal Procurement Officer	2 percentage points
		Procurement Officer/Municipal Assistant Procurement Officer	2 percentage points
		Principal Human Resource Officer	2 percentage points
		Senior Environment Officer	2 percentage points
		Senior Land Management Officer	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 Secretaries in all LLGs	5 percentage points
		Community Development Officer/Senior CDO for TCs in LLGs	5 percentage points
		Senior Accounts Assistant/Accounts Assistant	5 percentage points

B	Environment and Social Requirements	100% release of funds allocated to Natural Resources Department	2 percentage points
	<i>(Maximum Score is 16)</i>	100% release of funds allocated to Community Based Services department	2 percentage points
		Environmental, Social and Climate Change screening	4 percentage points
		Environment and social impact assessments	4 percentage points
		Costed ESMPs using DDEG	4 percentage points
C	Financial Management and Reporting	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
	<i>(Maximum Score is 32)</i>	Submitted an annual performance contract by August 31 st of the current FY	4 percentage points
		Submitted the annual performance report for the previous FY or before August 31 of the current FY	4 percentage points
		Submitted quarterly budget performance reports for all the four quarters of the previous FY by August 31 of the current FY	4 percentage points
Total			90 percentage points

Table 5: Scoring guide for Crosscutting Performance Measures

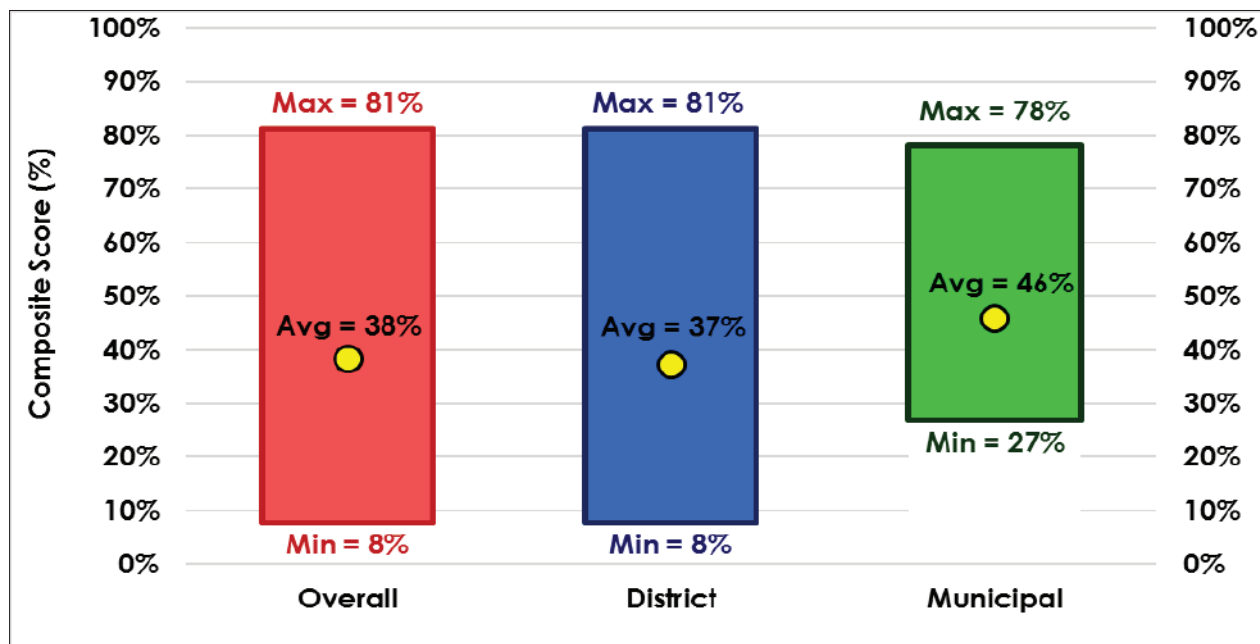
Number	Performance area	Percentage of Overall maximum score for this thematic area
1	Local Government Service Delivery Results	14 percentage points
2	Performance Reporting and Performance Improvement	4 percentage points
3	Human Resource Management and Development	9 percentage points
4	Management, Monitoring and supervision of Service	10 percentage points
5	Investment Management	20 percentage points
6	Environment and Social Safeguards	16 percentage points
7	Financial Management	6 percentage points
8	Local Revenues	6 percentage points
9	Transparency and Accountability	7 percentage points
Total		92 percentage points

3.2 Overall Results for Crosscutting Measures for Districts and MLGs

3.2.1 Crosscutting Performance for Districts and MLGs

Figure 17 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 17: Polarity of composite scores for LGs in the Crosscutting performance assessment



No. of LGs assessed = 154

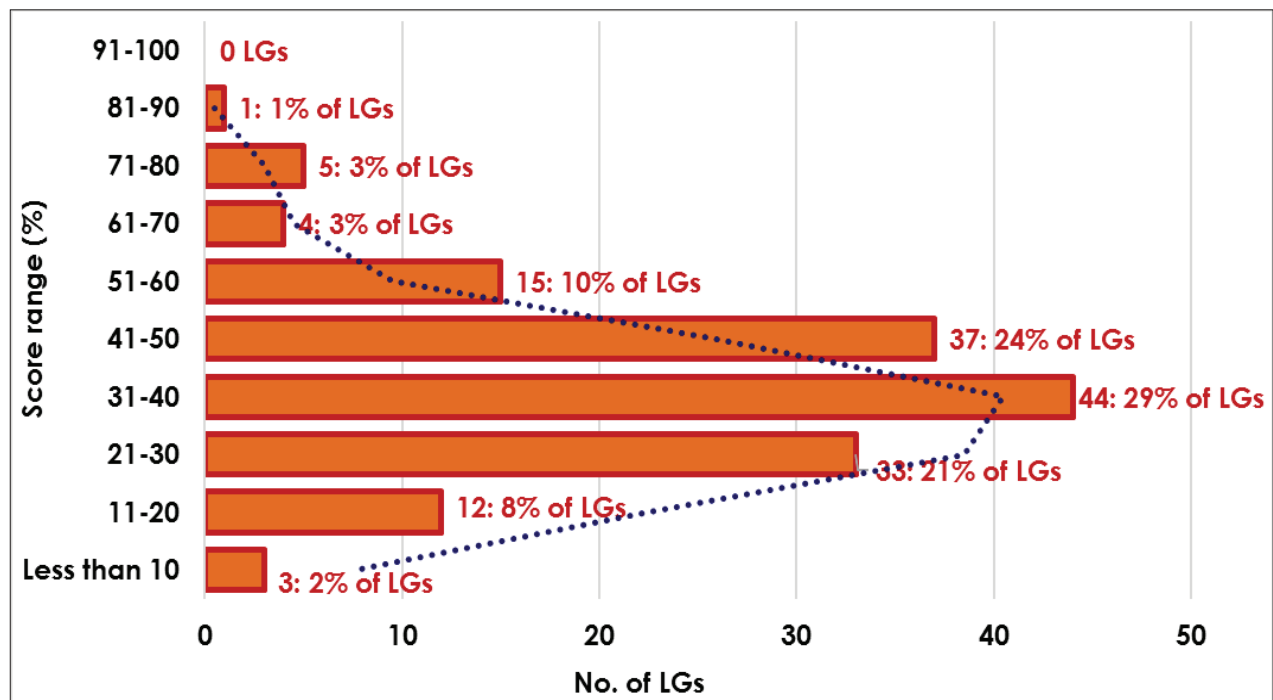
The overall average score for all the 154 LGs (Minimum Conditions and Performance Measures combined) for the Crosscutting performance assessment was at 38%, with the worst performing LG scoring 8%; while the best scored 81%. MLGs had an average composite score of 46%, and were performing better than DLGs that had an average composite score of 37%. Ibanda DLG was the best performing DLG in the Crosscutting assessment with 81%, while the best performing MLG was Makindye-Ssabagabo with 78%.

However, whereas DLGs registered the highest score, they also registered the lowest score (8%); compared to MLGs whose lowest score was 27%, hence there was less variation in scores across the MLGs.

3.2.2 Distribution of LGs across composite score ranges - LGMSD 2021

Figure 18 illustrates the distribution of all LGs across different score ranges for the Crosscutting performance assessment for the LGMSD 2021 assessment.

Figure 18: Distribution of all LGs across score ranges for the Crosscutting performance assessment

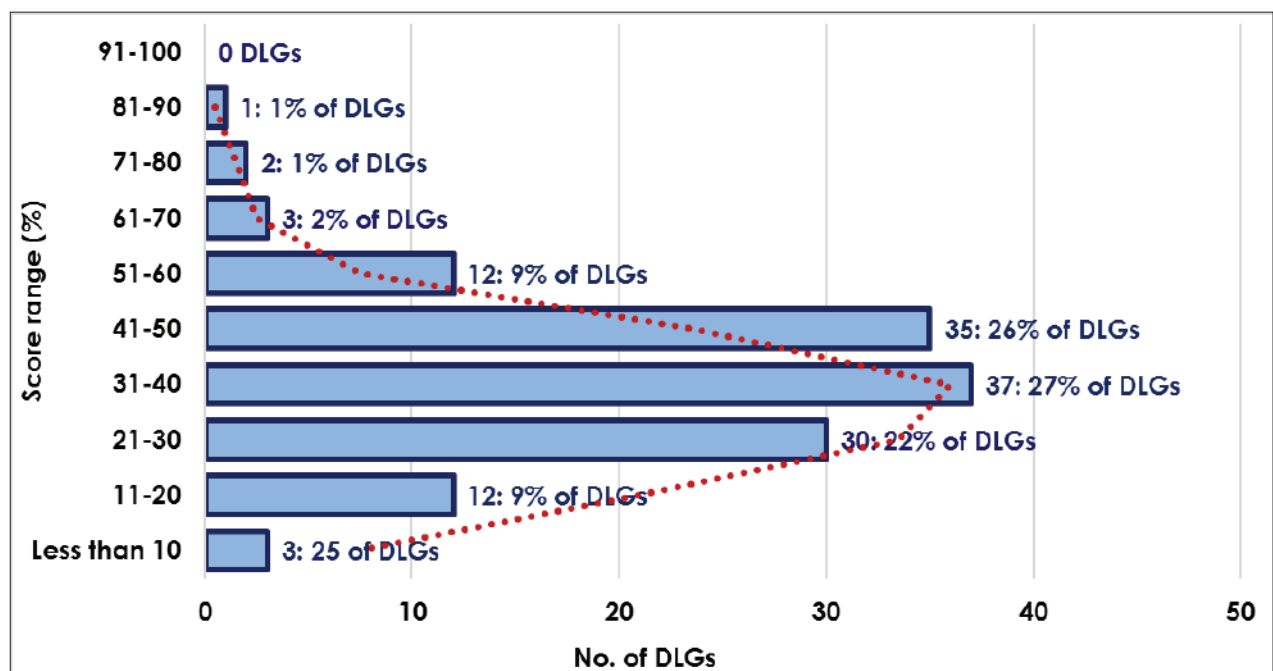


No. of LGs assessed = 154

The majority of LGs scored below 50%, with only 7 of the 154 LGs scoring above 60%; while 39 scored between 41% - 50% and 41 LGs scoring between 31% - 40%. A notable 15 LGs registered scores of 20% and below.

Figure 19 illustrates the distribution of DLGs across different score ranges for the Crosscutting performance assessment for the LGMSD 2021 assessment.

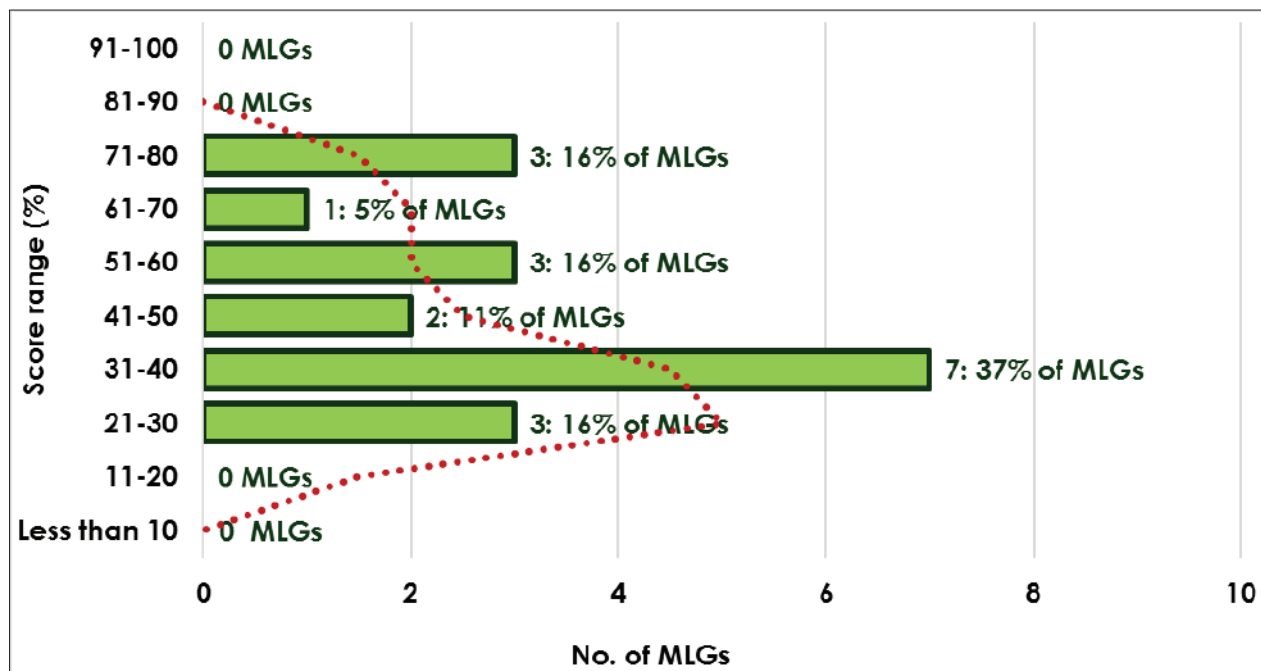
Figure 19: Distribution of DLGs across score ranges for the Crosscutting performance assessment



No. of LGs assessed = 135

Only 6 of the 135 DLGs scored above 60% in the Crosscutting performance assessment (combined MCs and PM scores), while another 12 scored between 51% - 60%. The majority (117) of the DLGs registered scores of 50% and below, which represents 87% of the DLGs assessed. Figure 20 illustrates the distribution of MLGs across different score ranges for the Crosscutting performance assessment for the LGMSD 2021 assessment

Figure 20: Distribution of MLGs across score ranges for the Crosscutting performance assessment



No. of LGs assessed = 19

Eight (08) of the 19 MLGs scored above 50% in the Crosscutting performance assessment, with the rest scoring between 21% - 50%. The highest number (07) of MLGs registered scores between 31%-40%, which represents 37% of the MLGs assessed.

3.3 Ranking of LGs under the Crosscutting performance assessment

3.3.1 Top 10 and Bottom 10 performing LGs in LGPA 2021 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 during the 2021 LGMSD.

Table 6: Ten (10) Overall Highest Scoring LGs in Crosscutting Performance (Minimum conditions & Performance measures combined)

Rank 2021	Score 2021(%)	Vote Name	Rank 2020	Score 2020 (%)
1	81	Ibanda District	2	70
2	78	Makindye-Ssabagabo Municipal Council	26	48
3	74	Isingiro District	9	59
4	72	Rubanda District	26	48
5	71	Kira Municipal Council	31	45
5	71	Njeru Municipal Council	51	38
7	65	Nebbi District	110	22
7	65	Mpigi District	3	62
9	62	Bukomansimbi District	13	55
10	61	Mukono Municipal Council	39	41

No. of LGs assessed = 154 and 153 in 2020

Ibanda District registered the highest score of 81%, followed by Makindye-Ssabagabo MC (78%), Isingiro District (74%); and Rubanda District, Kira MC and Njeru MC with 71% each. Mpigi and Nebbi districts obtained 65% while Bukomansimbi DLG 62% and Mukono MC scored 61% correspondingly.

There was a marginal performance over the two years' assessments evidenced by LGs paving their performance into the quartile of 10 best ranking like; Makindye-Ssabagabo MC, Rubanda DLG, Kira MC, Njeru MC, Nebbi DLG and Mukono MC. The table shows a great mobility across the two years, with some low performing LGs improving significantly from 2020 to 2021 (e.g. Nebbi and Njeru).

Table 7: Ten (10) Overall Lowest Scoring LGs in Crosscutting Performance (Minimum conditions & Performance measures combined)

Rank 2021	Score 2021 (%)	Vote Name	Rank 2020	Score 2020 (%)
145	18	Luuka District	144	11
145	18	Rukiga District	122	18
147	16	Kagadi District	89	27
148	15	Kalaki District	103	24
148	15	Bullisa District	141	12
150	14	Bududa District	104	23
151	13	Sironko District	127	17
152	9	Bukwo District	122	18
153	8	Kitagwenda District	119	19
153	8	Namisindwa District	150	6

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

Namisindwa and Kitagwenda districts registered the lowest score of 8%, followed by Bukwo (9%), Sironko (13%) and Bududa (14%).

All the bottom 10 LGs declined in rank between the 2020 and 2021 assessments; while 06 of them also declined in score; specifically, Kagadi and Kitagwenda (which declined by 11 percentage points), Kalaki, Bududa and Bukwo (declined by 09 percentage points) and Sironko (that declined by 4 percentage points). This highlights the importance of strengthening performance improvement support in these critical areas.

3.3.2 Best and Worst scoring indicators in LGMSD 2021 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 2021 LGMSD.

Table 8: Overview of the top 10 scoring indicators under the Crosscutting performance assessment - 2021

Rank 2021	Performance Indicator	Score 2021
1	Complete DDEG project procurement Files	95%
1	Incorporation of DDEG projects into AWP	95%
3	Execution of DDEG transfers to LLGs	94%
3	Published procurement plan & awarded contracts	94%
5	Quarterly Internal Audit reports	92%
6	DDEG contract price within +/-20 of Engineers estimates	91%
7	DDEG funded projects approved by Contracts Committee	90%
7	Budgeted and spent DDEG on eligible projects	90%
7	Timely submission of Annual Performance Contract	90%
7	Carried out ESAs for DDEG projects	90%

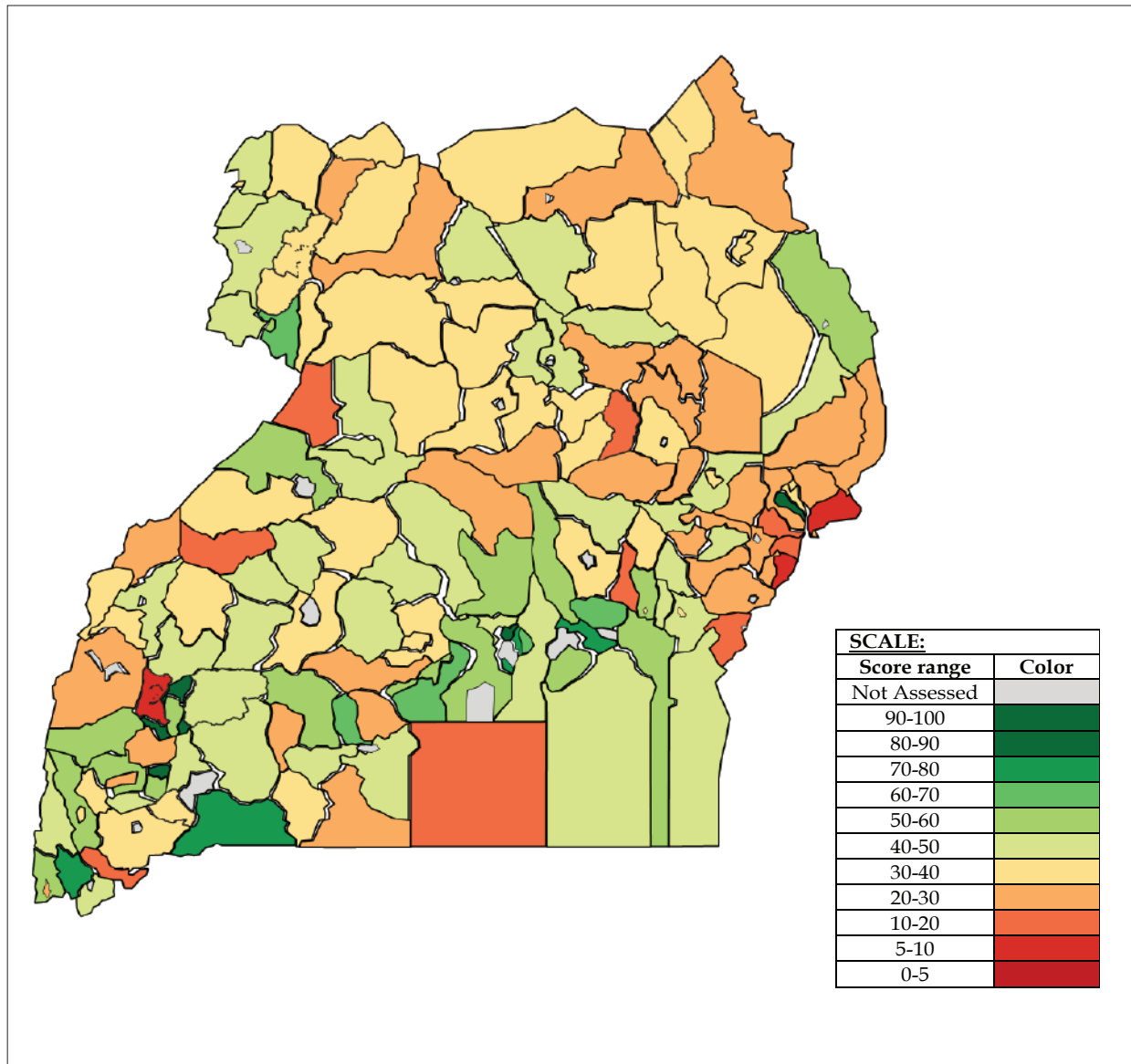
Table 9: Overview of the bottom 10 scoring indicators under the Crosscutting performance assessment - 2021

Rank 2021	Performance Indicator	Score 2021
72	Access to pension payroll	41%
73	District/Principal Commercial Officer	38%
74	Consultative grievance redress committee	31%
74	Released 100 of funds allocated to NRS	31%
76	Released 100 of funds allocated to CBS	29%
77	Timely warranting of direct DDEG transfers	27%
77	District/Principal Engineer	27%
79	Status of implementation of Audit recommendations	21%
80	Revenue collection ratio within +/- 10 of planned	15%
81	Invoicing & communication of DDEG transfers	10%

3.3.3 Analysis of Crosscutting Performance assessment scores across the county

Figure 21 illustrates the geographical distribution of composite scores for all the LGs across the country in the Crosscutting performance assessment.

Figure 21: Map of Crosscutting performance assessment composite scores across LGs



No. of LGs assessed = 154

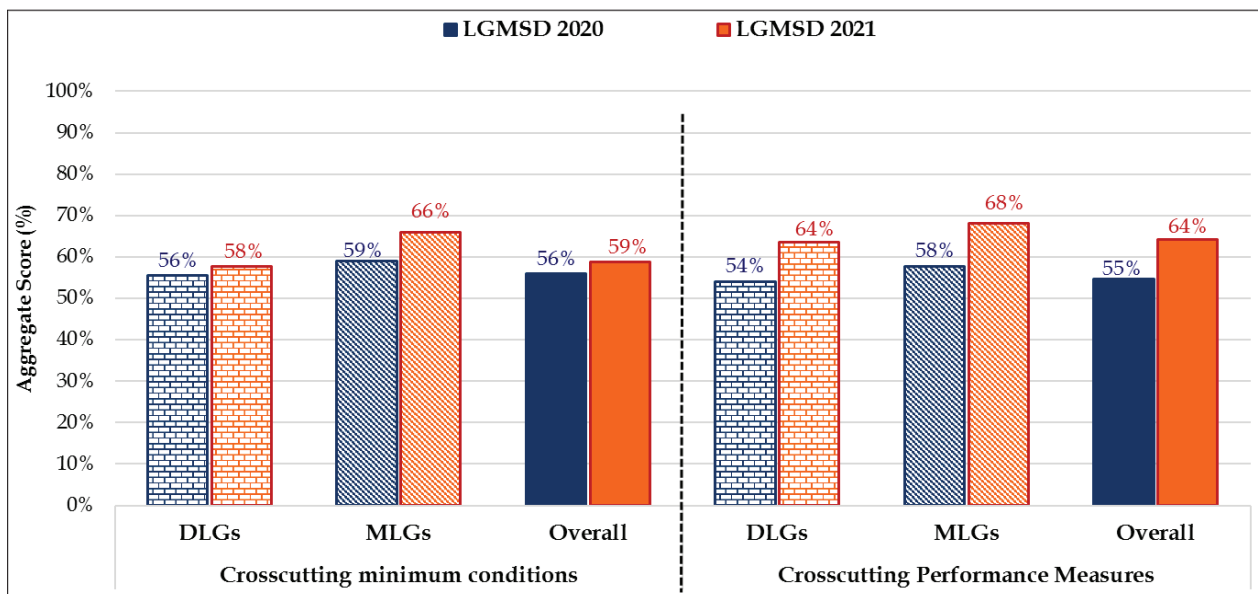
Performance was generally modest across board, though the lower scores dominated somehow the Northern and Eastern region LGs (with notable exemptions). The higher scores (above 60%) were thinly but evenly spread across the Central and South Western region LGs.

3.4 Performance Trends in the Crosscutting Performance Assessment

3.4.1 Comparing performance between LGMSD 2020 and 2021 Assessment

Figure 22 shows the trends in performance for crosscutting minimum conditions and performance measures for 2020 and 2021 LGMSD assessments.

Figure 22: Comparing the Crosscutting Performance Assessment Scores between LGMSD 2020 and 2021

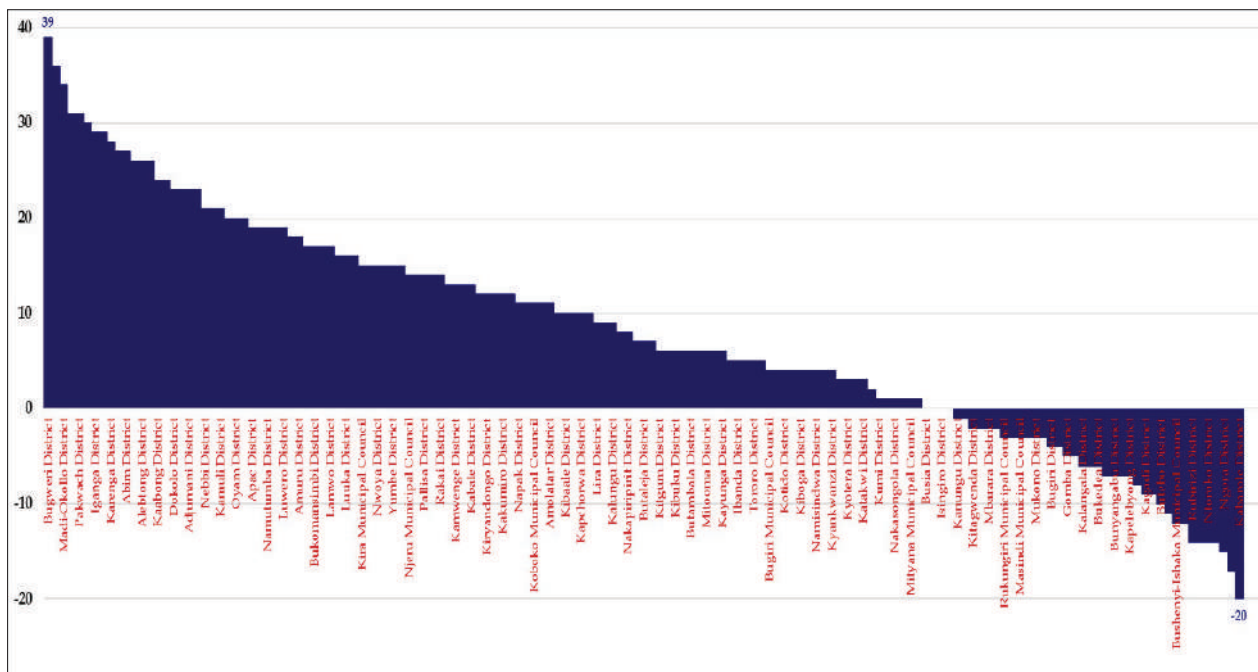


No. of LGs assessed = 154

Performance in the Crosscutting assessment generally improved in the LGMSD 2021 compared to LGMSD 2020, with the percentage gains in Performance Measures doubling those within the Minimum Conditions.

The improvement in Performance Measures was similar for DLGs and MLGs, which both improved by ten (10) percentage points; while it was greater for MLGs (up by 7%) than for DLGs (up by 2%) in the Minimum Conditions.

Figure 23: Comparing aggregate scores in the Crosscutting Performance assessment between LGMSD 2020 and 2021



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 23 above, there were more LGs that realized an improvement than those whose performance declined, as illustrated by the larger coverage of LGs on the left region of the graph than on the right. The highest improvement (39%) was registered by Bugweri DLG while the sharpest decline (-20%) was registered by Kabarole DLG.

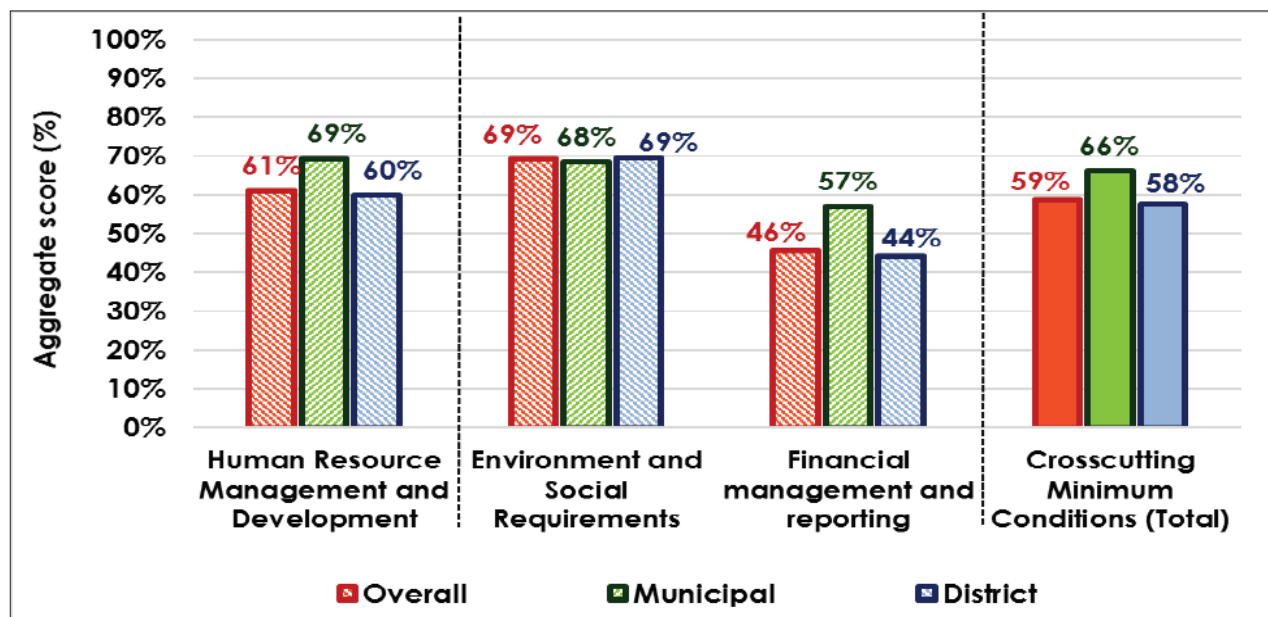
3.5 Overall Performance in crosscutting - Minimum conditions

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

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

Figure 24 shows the aggregate scores for the three performance areas under Crosscutting minimum conditions.

Figure 24: 2021 Performance in Crosscutting - Minimum conditions

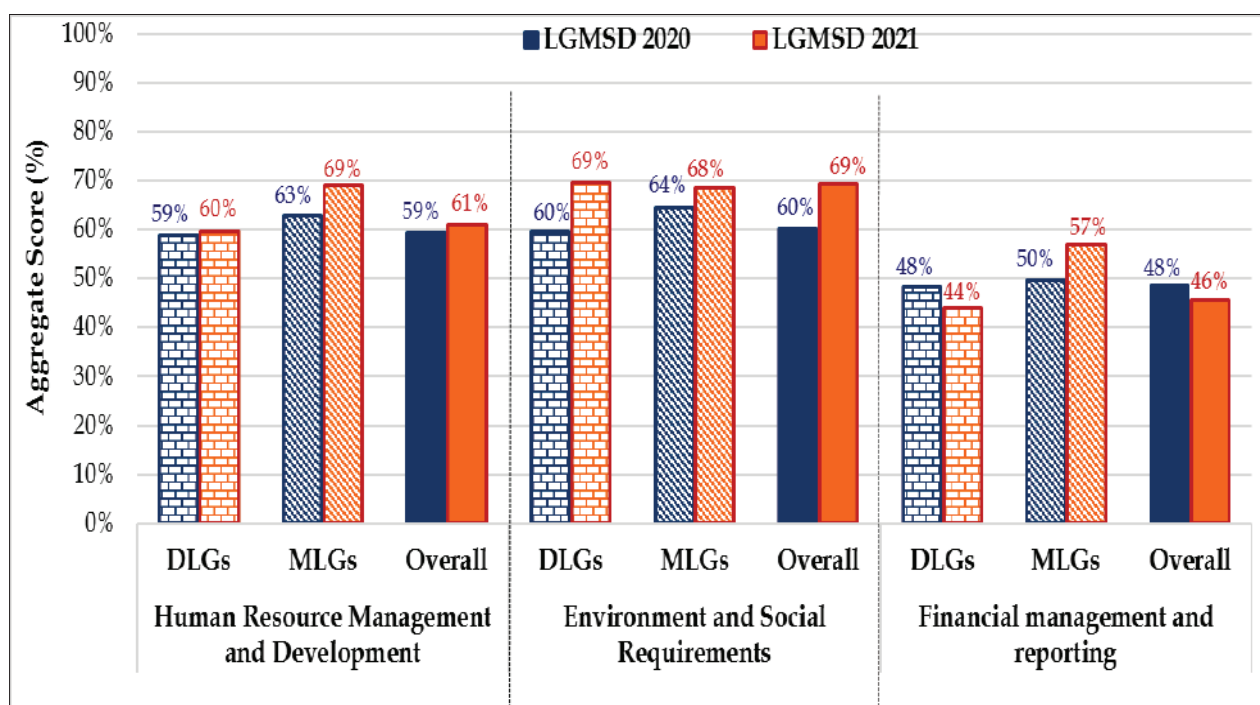


No. of LGs assessed = 154

Performance in minimum conditions was moderate for both DLGs and MLGs, with MLGs outperforming DLGs in two of the three performance areas. An overall aggregate score of 61% was registered in Human Resource Management and Development, with MLGs scoring 69% compared to 60% for DLGs. Environment and Social Requirements was the best performed area under Minimum conditions with an overall aggregate score of 69%; while the overall score under Financial Management and Reporting was 46% with MLGs outperforming DLGs with scores of 57% and 44% respectively.

Figure 25 shows trends in performance across the three thematic areas under crosscutting minimum conditions

Figure 25: Trends in performance across the three thematic areas under crosscutting minimum conditions.



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

There was a marginal improvement two of the three performance areas; with a nine percentage point improvement in Environment and Social Requirements (up from 60% to 69%), and a two-percentage point improvement in Human Resource Management and Development (from 59% to 61%). The improvement was however greater in MLGs than in DLGs; with the highest improvement registered by MLGs in Financial Management (up by thirteen percentage points).

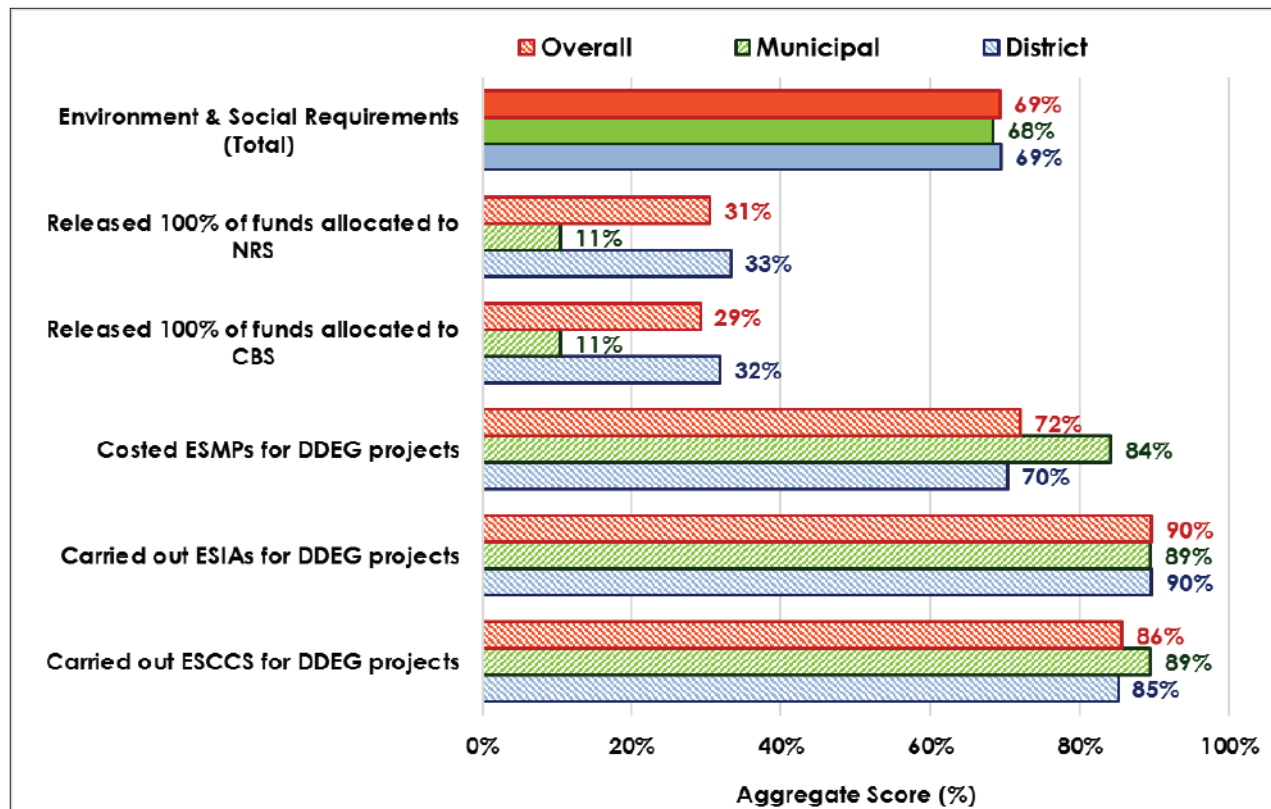
There was however a decline registered in Financial Management and Reporting from 49% to 46% overall; which is attributed to the decline in score for DLGs in the performance area.

3.5.1 Environment and Social Requirements (Minimum conditions)

These seek to establish whether LGs released all funds allocated for the implementation of environmental and social safeguards in the previous FY, to the Natural Resources and the Community Based Services departments, and indicators to measure whether LGs conducted Environment and Climate Change Screening as well as Environment and Social Impact Assessment for DDEG projects.

Figure 26 shows the performance of LGs in regard to releasing the funds allocated for the implementation of environmental and social safeguards as per the guidelines and screening for DDEG projects.

Figure 26: Aggregate scores per Indicator for Environment and Social Requirements under Minimum Conditions.



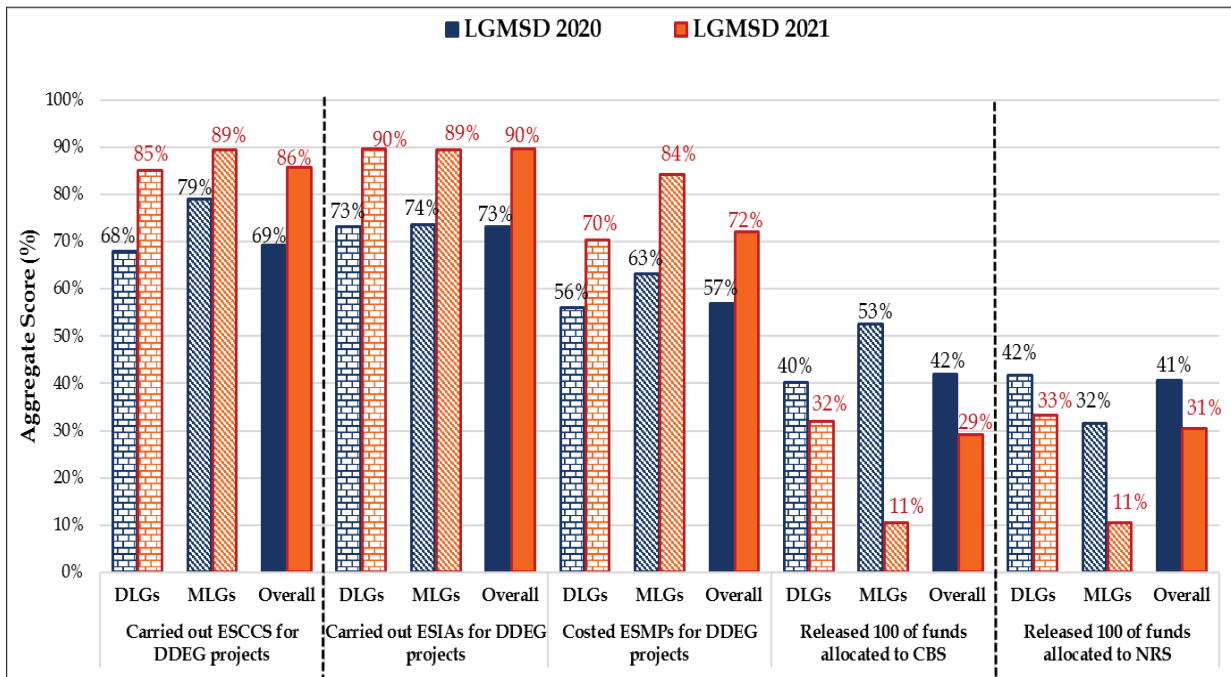
No. of LGs assessed = 154

The overall score for all LGs was 69%, with DLGs edging MLGs with scores of 68% and 69% respectively. The best performed area was Carrying out ESIA for DDEG projects, with an overall score of 90%; followed by Carrying out of ESCCS for DDEG projects with an overall score of 86%.

The lowest scoring areas were: Release of all funds for NRS (22% overall score), and Release of all funds for CBS (overall score of 21%).

Figure 27 below shows the trend of scores under Environment and Social Requirements (Minimum Conditions) for the 2020 and 2021 LGMSD assessment.

Figure 27: Trend (2020-2021) of scores under Environment and Social Requirements (Minimum Conditions)



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

Improvements were registered in Carrying out ESCCs from 69% to 86%; while carrying out ESIA for DDEG projects improved from 73% to 90%; and Costing of ESMPs improved from 57% to 72%.

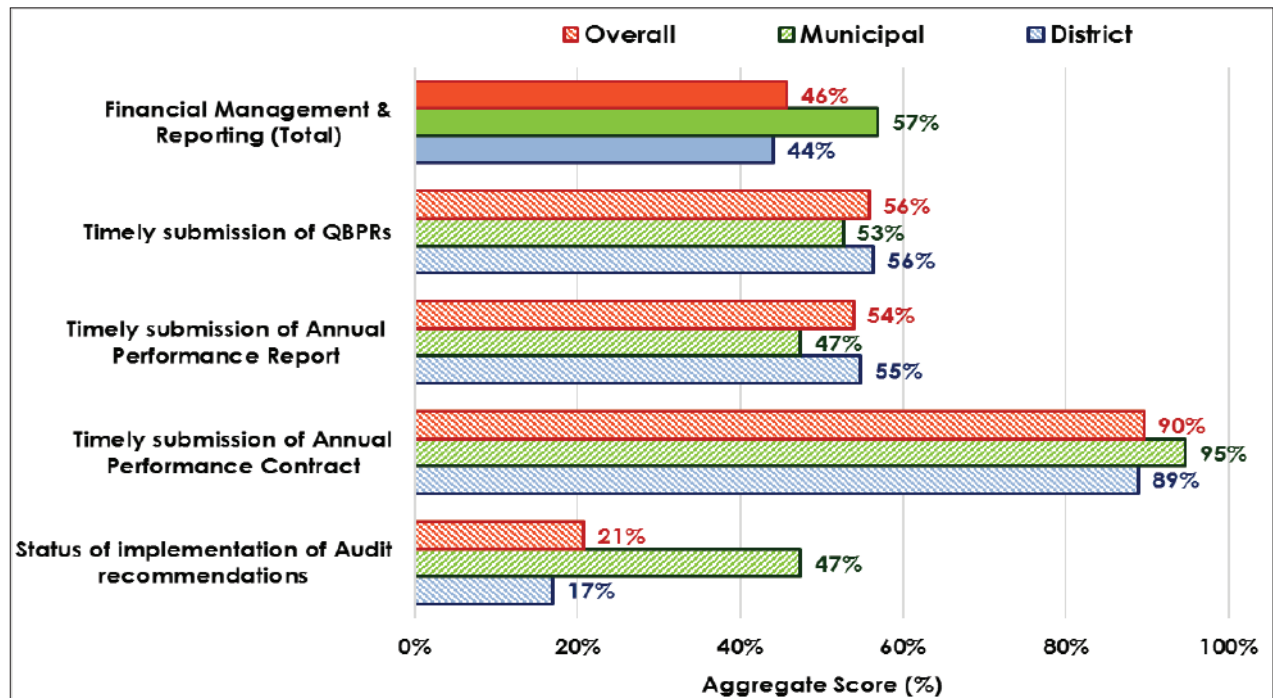
Declines were however registered in Release of funds to Community Based Services (down from 42% to 29%), and Release of funds from Natural Resources (from 41% to 31%). The declines were also more significant for MLGs than for DLGs.

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 contract and reports by LGs. The area of status of audit opinion for the previous FY was not included in the 2021 assessment.

Figure 28 shows the performance of LGs in regard to releasing all funds allocated for the implementation of environmental and social safeguards as per the guidelines.

Figure 28: Indicator scores under Financial Management & Reporting (Minimum conditions)

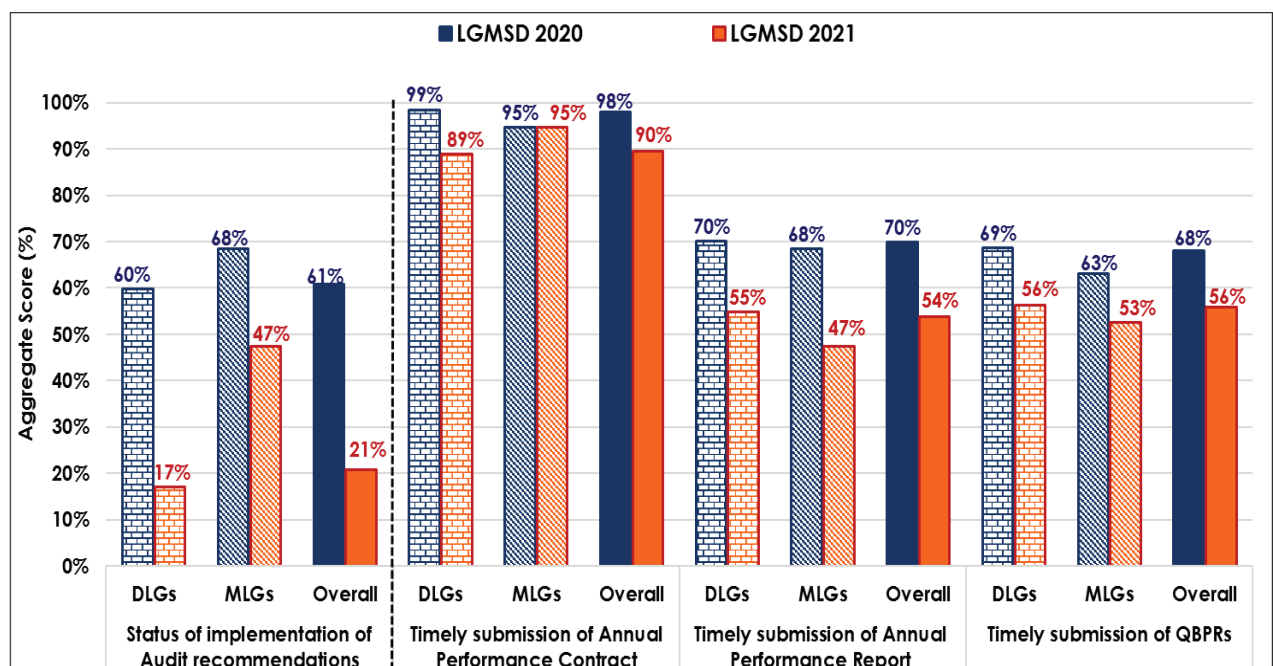


No. of LGs Assessed = 154

The overall score in the performance area was 46%; while MLGs performing better on average than DLGs with scores of 57% and 44% respectively.

Figure 29 below shows the trend of scores for indicators under Financial Management & Reporting (Minimum conditions) for the 2020 and 2021 LGMSD.

Figure 29: Trend (2020-2021) of scores for indicators under Financial Management & Reporting (Minimum conditions)



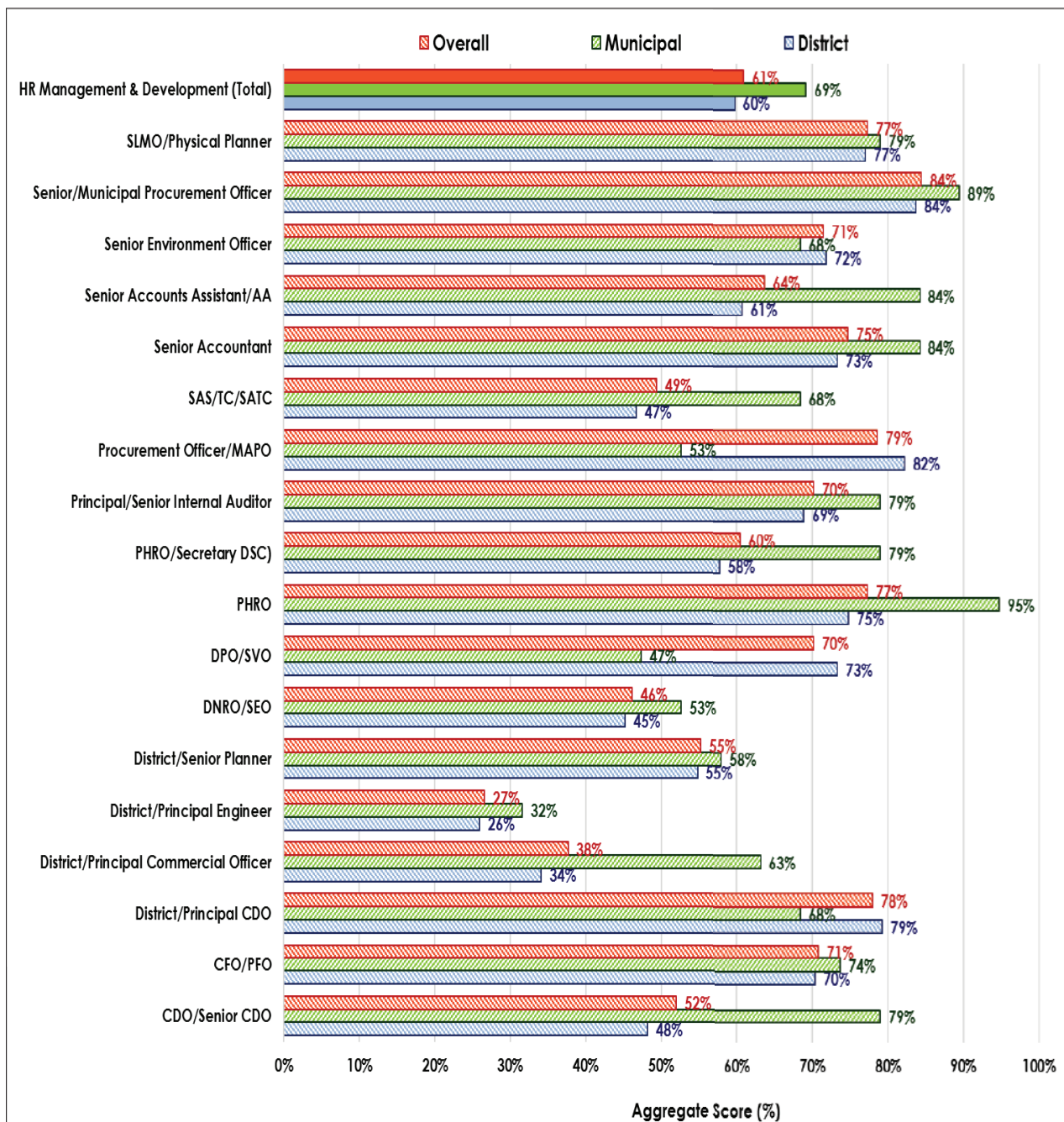
No. of LGs assessed = 154 in 2021 and 153 in 2020

There was notable decline in all four indicators under this performance area, with the most significant registered in Implementation of Audit findings (down from 61% to 21%; followed by Timely Annual performance reports (down from 70% to 54%); Timely submission of QBPRs (down from 68% to 56%); and Timely submission of Annual performance contracts (from 98% to 90%).

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 30 shows the average scores in regard to filling the 14 selected critical positions in LG departments.

Figure 30: Indicator scores under HR Management and Development (% of positions filled) minimum conditions



No. of LGs assessed = 154

The overall aggregate score for filling of critical posts assessed was 61%; where MLGs outscored DLGs with 69% compared to 60% for the latter. Filling of the post of Senior/Municipal Procurement Officer registered the best performance with an overall aggregate score of 79%; followed by Principal Human Resource Officer at 77% and Senior Accountant at 75%.

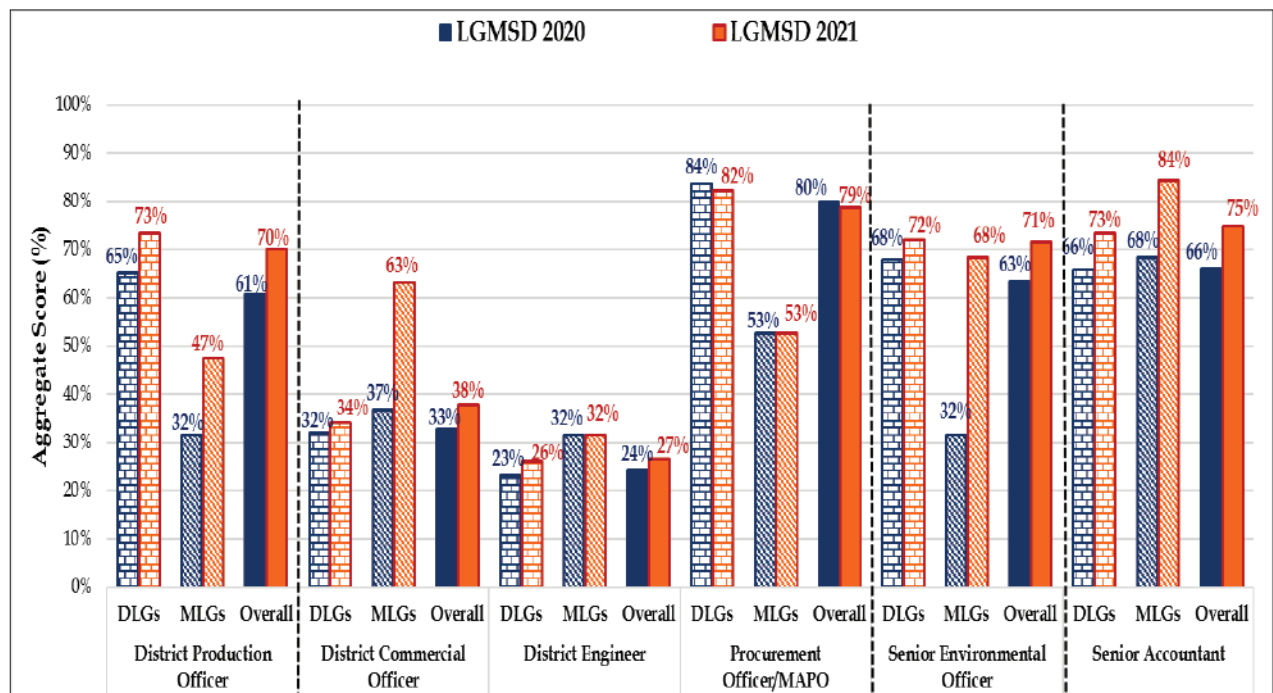
Similar to the previous assessments, the lowest scoring area was on filling the position of the District/Principal Engineer, which stagnated at 27% over the last two assessments; followed by District/Principal Commercial Officer with 38% and District Natural Resources Officer with 46% aggregate score.

DLGs outperformed MLGs in filling the positions of Procurement Officer/MAPO position (by 29 percentage points) and District Production/Veterinary Officer (by 26 percentage points); while MLGs outscored DLGs on the positions of CDO/Senior CDO (by 31 percentage points), and District/Principal Commercial Officer (by 29 percentage points).

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

Figure 31 shows the trend of aggregate scores for the 2020 and 2021 assessments for filling of selected positions across the LGs.

Figure 31: Trend of aggregate scores for indicators on filling of selected critical positions (2020-2021)



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

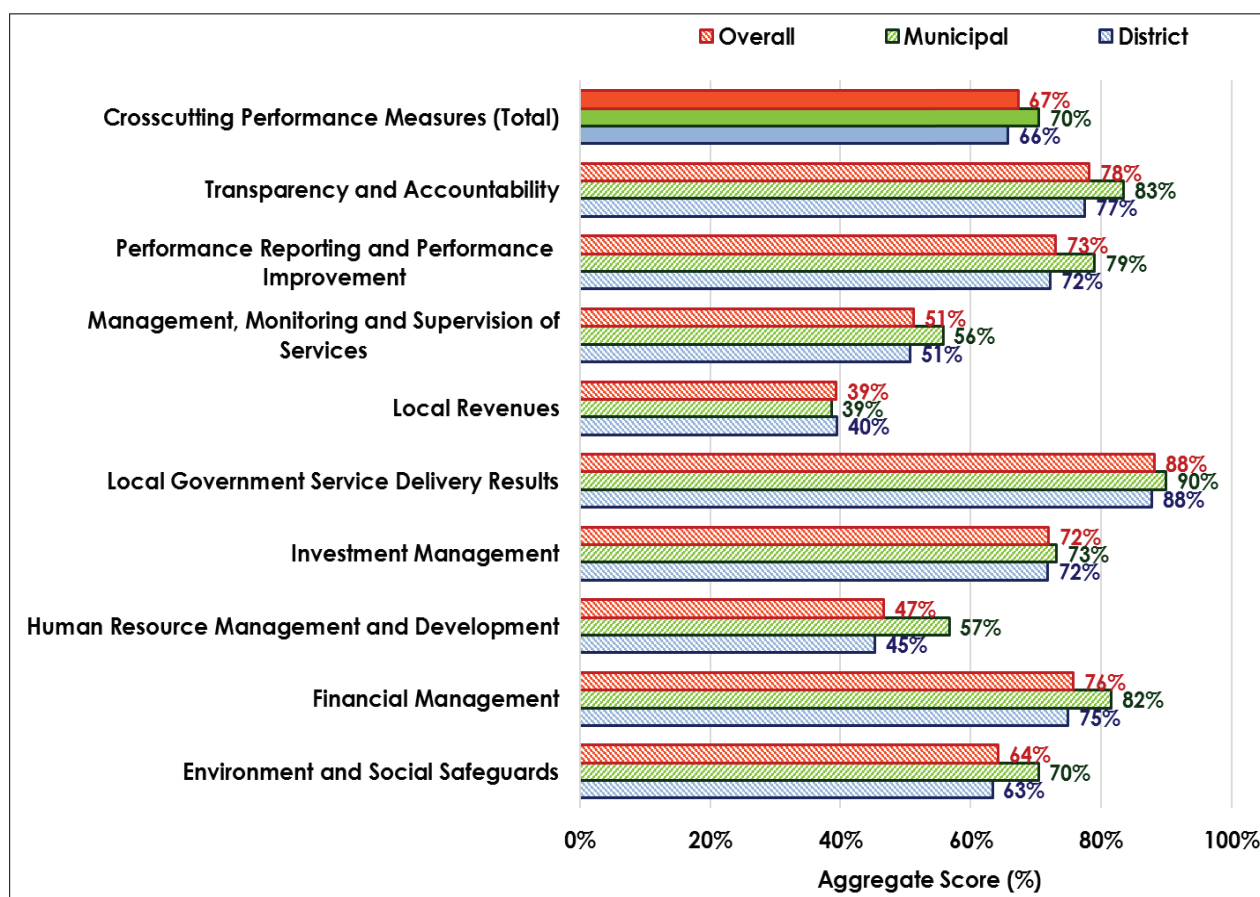
There was an improvement in Recruiting/Seconding staff for critical positions, notably: Senior Environmental Officer (up from 63% to 71%), District Production Officer (up from 61% to 70%), and Senior Accountant (up from 66% to 75%). The two positions of District Engineer (up from 24% to 27%) and District Commercial Officer (from 33% to 38%) also registered improvements; though the performance remains low, and far below the average acceptable staffing level of 75%.

3.6 Performance per assessment area for Crosscutting Performance Measures

Crosscutting performance measures evaluate service delivery in the Districts/Municipalities as a whole, and for some areas aggregating performance information from facilities (schools and health centres), and assessing compliance with performance reporting.

Figure 32 below shows the average scores in the nine assessment areas of the Crosscutting performance measures.

Figure 32: Average Scores for Crosscutting Performance Measures per thematic area



No. of LGs assessed = 154

Largely, MLGs edged DLGs in all areas except Local revenue; registering an aggregate score of 70% compared to 66% for the latter. The widest score gap was in HR management and development, where MLGs outscored DLGs by 12 percentage points.

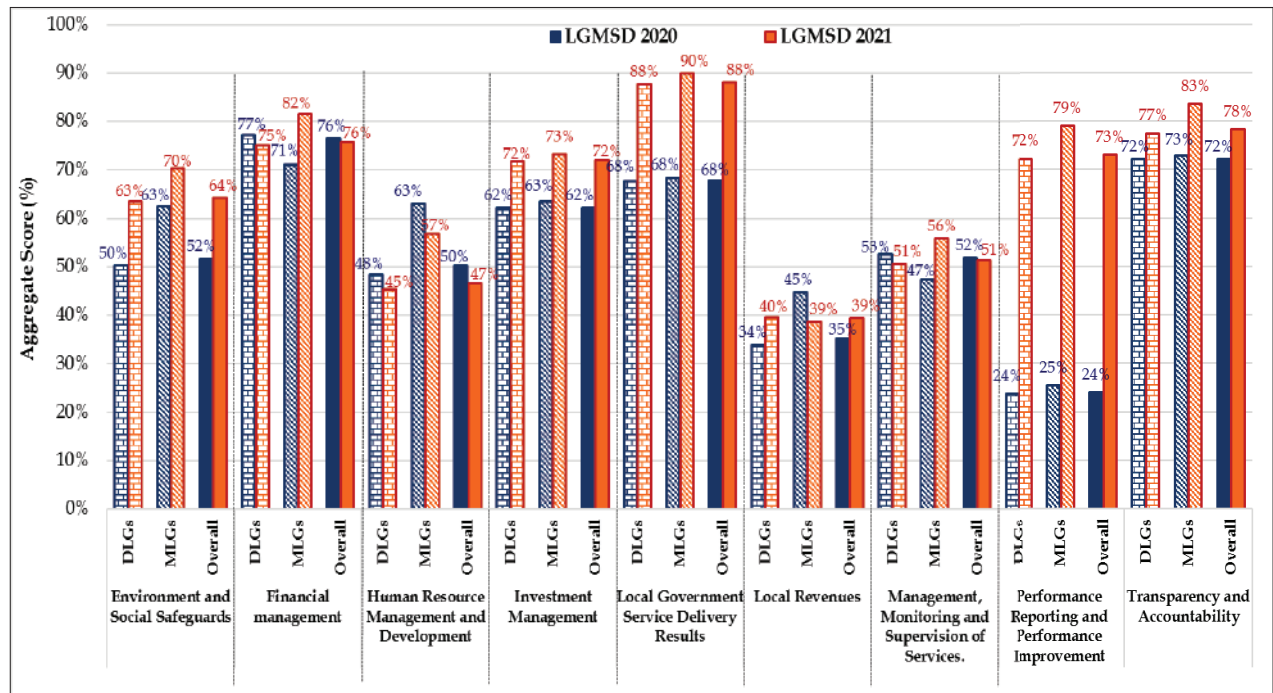
The best performed area was Local Government Service Delivery at 88%, Transparency and Accountability, with an average score of 78% and Financial Management with an average score of 76%. The lowest scores were registered in Local revenue realization, with an overall average score of 39%.

This is partly attributed to unrealistic revenue projections by LGs; revenue planning and collection capacity challenges; and most recently, low revenue realization as a result of the COVID-19 containment restrictions on operation of businesses and other revenue generation activities like license enforcement. All Performance Improvement Plans implemented for the 2020 assessment included a component on Local revenue mobilization and management.

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

Figure 33 shows the trend of aggregate scores for the 2020 and 2021 assessments for the various performance areas under the Crosscutting Performance Measures.

Figure 33: Trend (2020-2021) of aggregate scores for the performance areas under Crosscutting Performance Measures



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

There was remarkable improvement in the area of Performance Reporting and Performance Improvement, with a 49-percentage point improvement in aggregate score from 24% in 2020 to 73% in 2021. Other areas of improvement include: Environmental and Social Safeguards (up from 52% to 64%), and Investment Management (up from 62% to 72%).

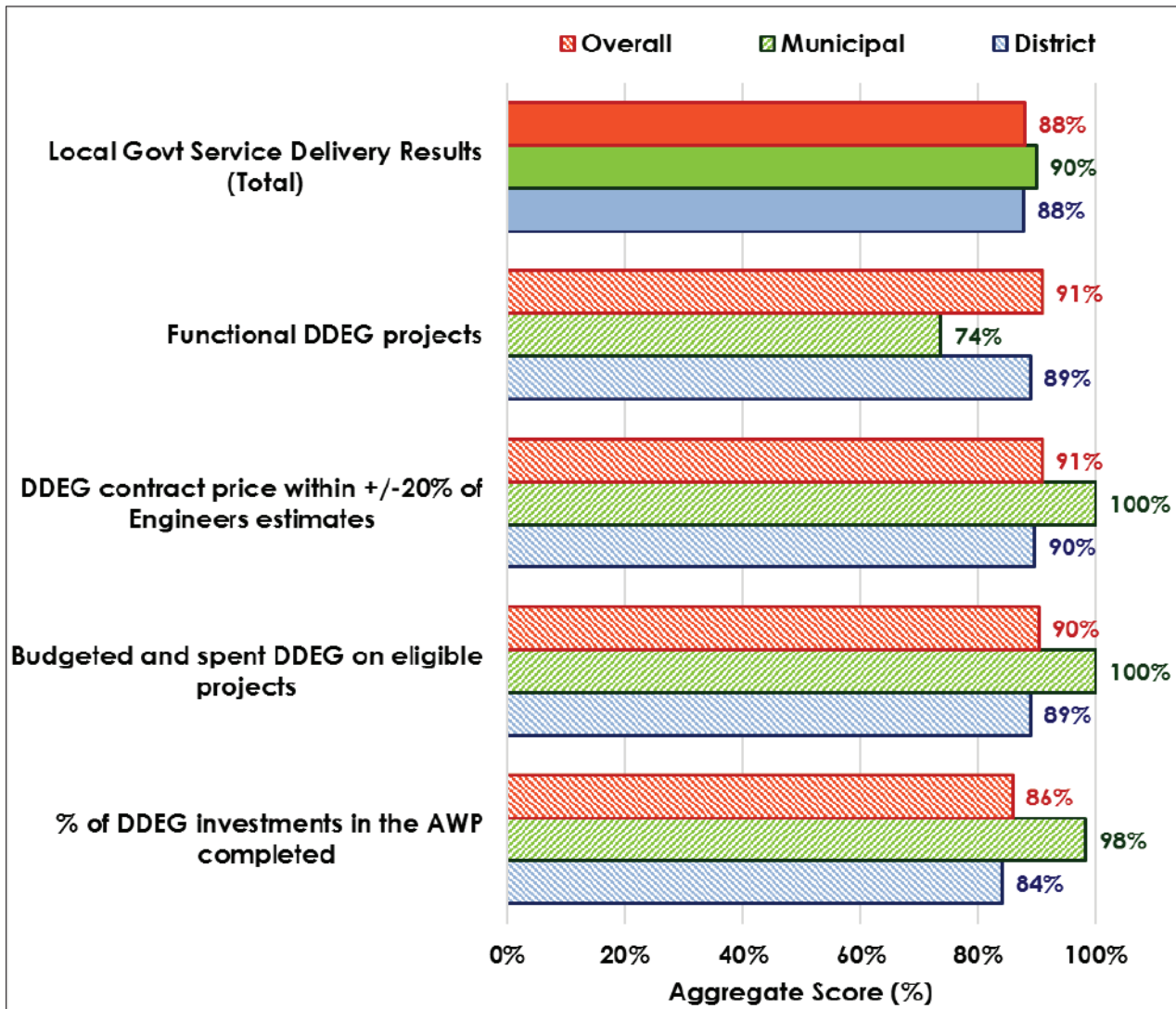
Local Revenue realization was the lowest performed thematic area with an aggregate score of 39%; an improvement from 35% in 2020. DLGs nonetheless registered an improvement in the area from 34% in 2020 to 40% in 2021; while MLGs declined by 6 percentage points over the same period. The decline is partly attributed to disruptions to revenue collection due to the COVID-19 containment restrictions.

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

Figure 34: Indicator Scores - Local Government Service Delivery Results



No. of LGs assessed = 154

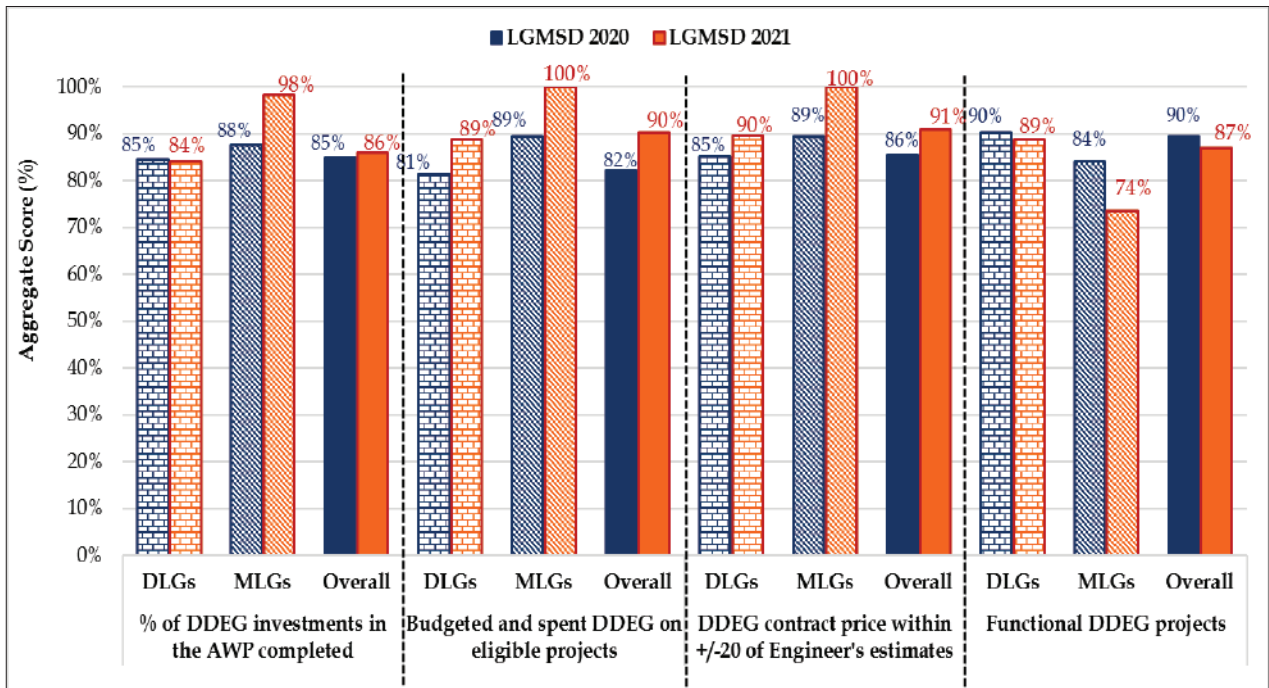
Performance in this area was commendable given the overall aggregate score of 88%; with MLGs registering an aggregate score of 90% compared to DLGs with 88%.

The best performed areas included; adherence of contract prices to Engineer's estimates (91%), and Budgeting and spending of DDEG budget on eligible projects (90%), which is important to ensure proper utilization of funds.

Trend (2020-2021) of aggregate scores for selected indicators under Local Government Service Delivery Results

Figure 35 shows the trend of aggregate scores for the 2020 and 2021 assessments for four selected indicators under the performance area of Local Government Service Delivery Results.

Figure 35: Trend (2020-2021) of aggregate scores for selected indicators under Local Government Service Delivery Results



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

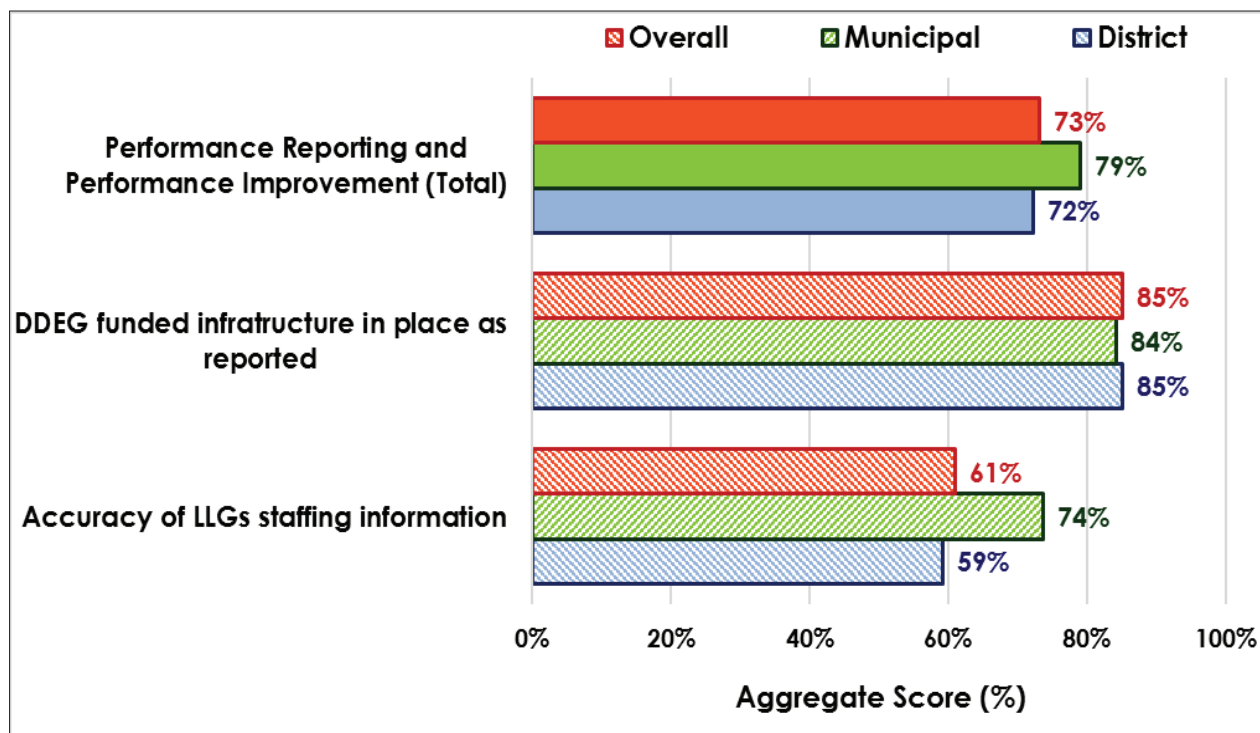
Notable improvements were registered in Eligibility of spending on DDEG projects (improved by 8 percentage points) and Proximity of contract price to Engineer's estimates (improved by 5 percentage points).

The only area of decline was the Functionality of DDEG projects (down from 90% to 87%); mostly contributed to by MLGs whose aggregate score declined by 10 percentage points between 2020 and 2021.

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

Figure 36: Indicator Scores - Performance Reporting and Performance Improvement (Crosscutting Performance Measures)



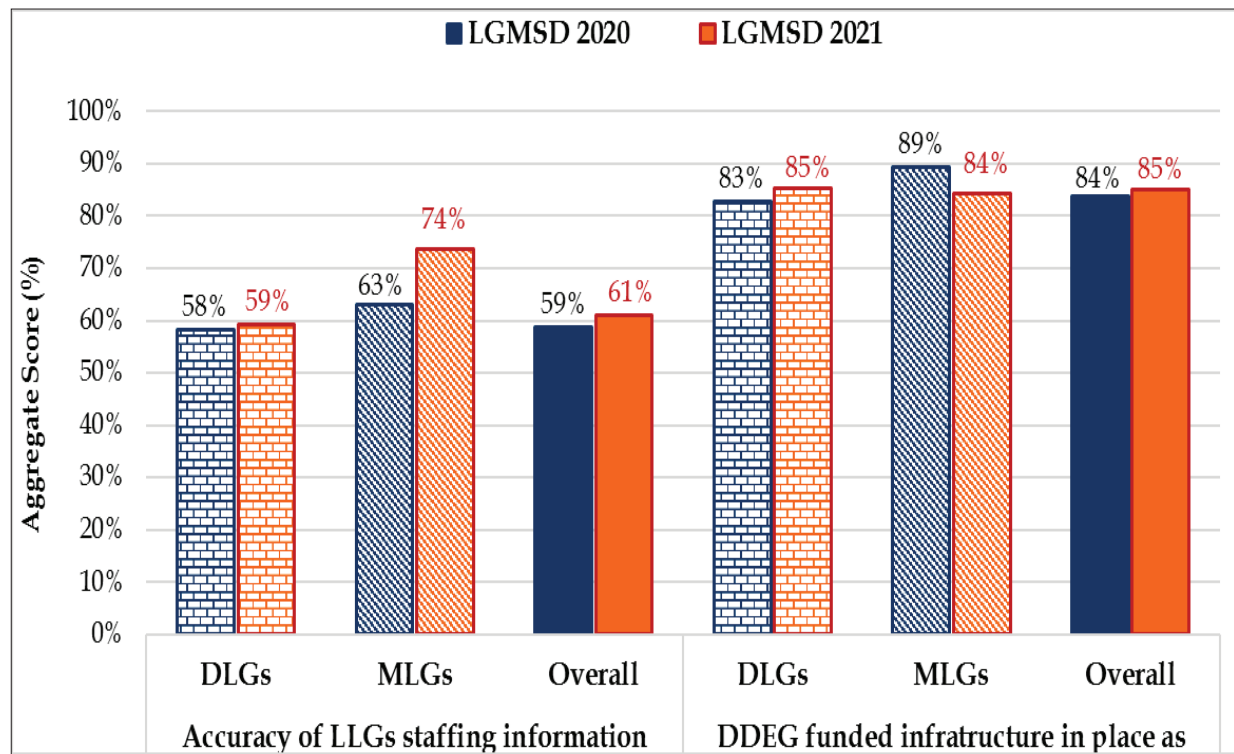
No. of LGs assessed = 154

The overall aggregate score for all LGs was 73%, with MLGs posting better performance than DLGs with aggregate scores of 79% and 72% respectively. Good performance was registered in having the DDEG funded infrastructure in place as reported (overall score of 85%); with an 84% aggregate score for MLGs while DLGs scored 85%.

Trend (2020-2021) of aggregate scores for selected indicators under Performance Reporting and Performance Improvement

Figure 37 shows the trend of aggregate scores for the 2020 and 2021 assessments for four selected indicators under the performance area of Performance Reporting and Performance Improvement.

Figure 37: Trend (2020-2021) of aggregate scores for selected indicators under Performance Reporting and Performance Improvement



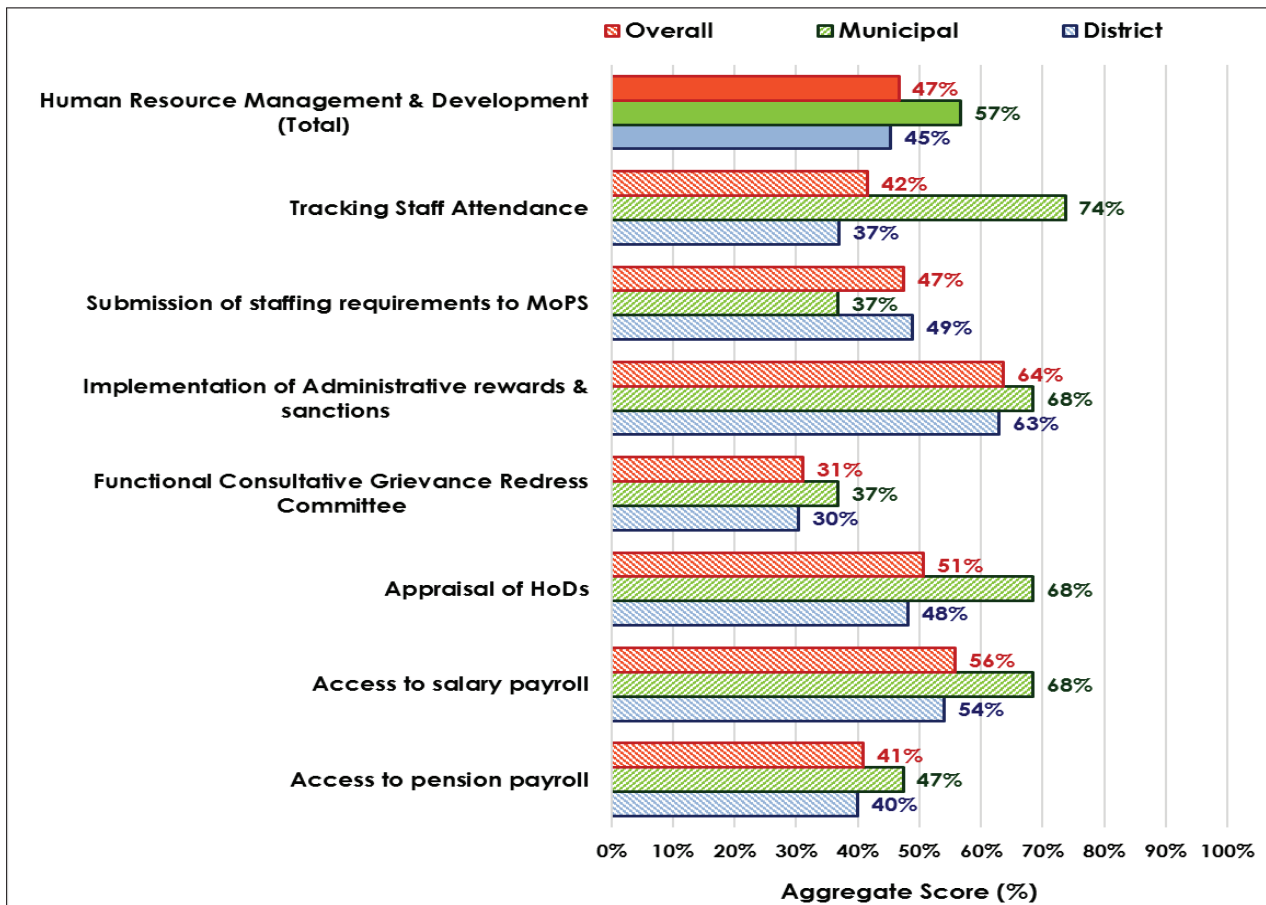
No. of LGs assessed = 154 in 2021 and 153 in 2020

There was improved performance in the accuracy of staffing information, which increased by 3 percentage points between 2020 and 2021; with the highest increment registered by MLGs that improved by 11 percentage points. A 5-percentage point decline was however registered by the same MLGs in having DDEG infrastructure in place as reported; despite DLGs improving in the same area.

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 38 highlights average scores across the various indicators under the assessment area.

Figure 38: Indicator Scores - Human Resource Management and Development



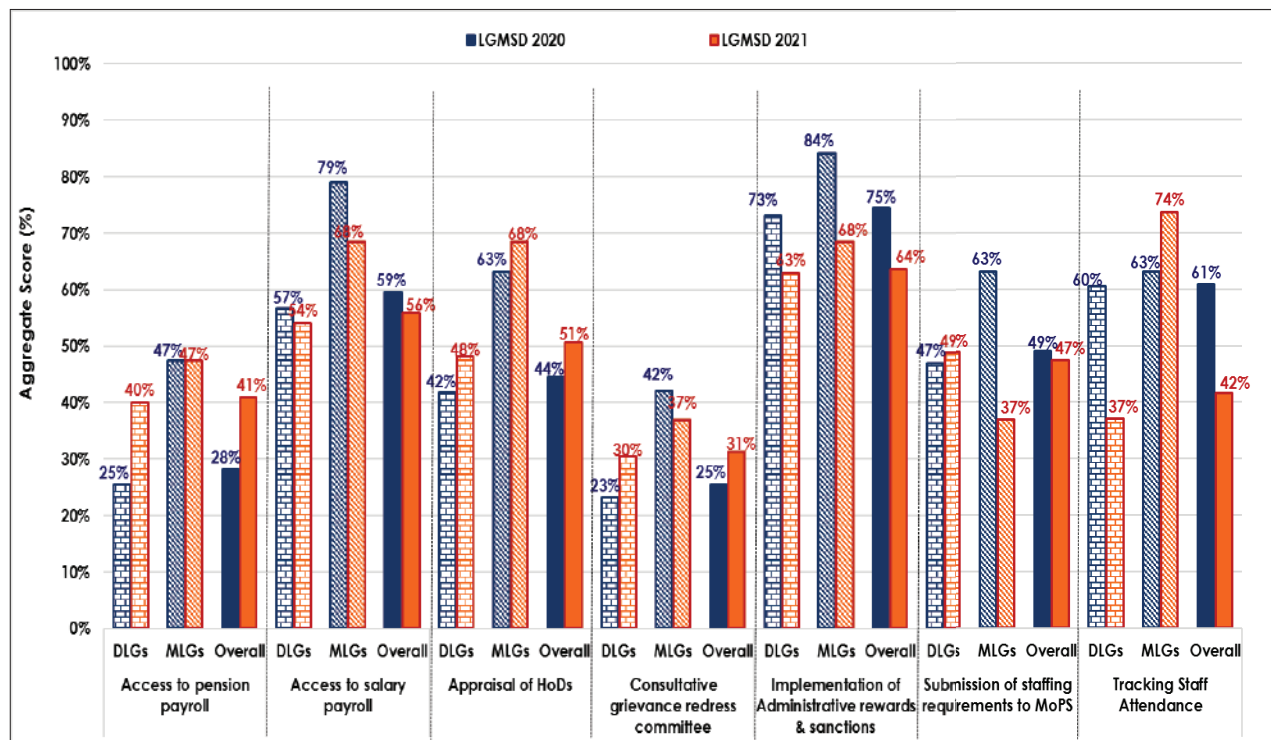
No. of LGs assessed = 154

Modest performance was registered in this area with an overall average score of 47%; with MLGs averaging at 57% compared to 45% for DLGs. The best scored indicator was Implementation of Administrative rewards and sanctions (64%) while the rest of the indicators like functionality of Consultative Grievance Redress Committees (31%), timely access to pension payroll (41%), and tracking staff attendance to duty (42%) performed below average.

Trend (2020-2021) of aggregate scores for selected indicators under Human Resource Management and Development

Figure 39 shows the trend of aggregate scores for the 2020 and 2021 assessments for seven selected indicators under the performance area of Human Resource Management and Development.

Figure 39: Trend (2020-2021) of aggregate scores for selected indicators under Human Resource Management and Development



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

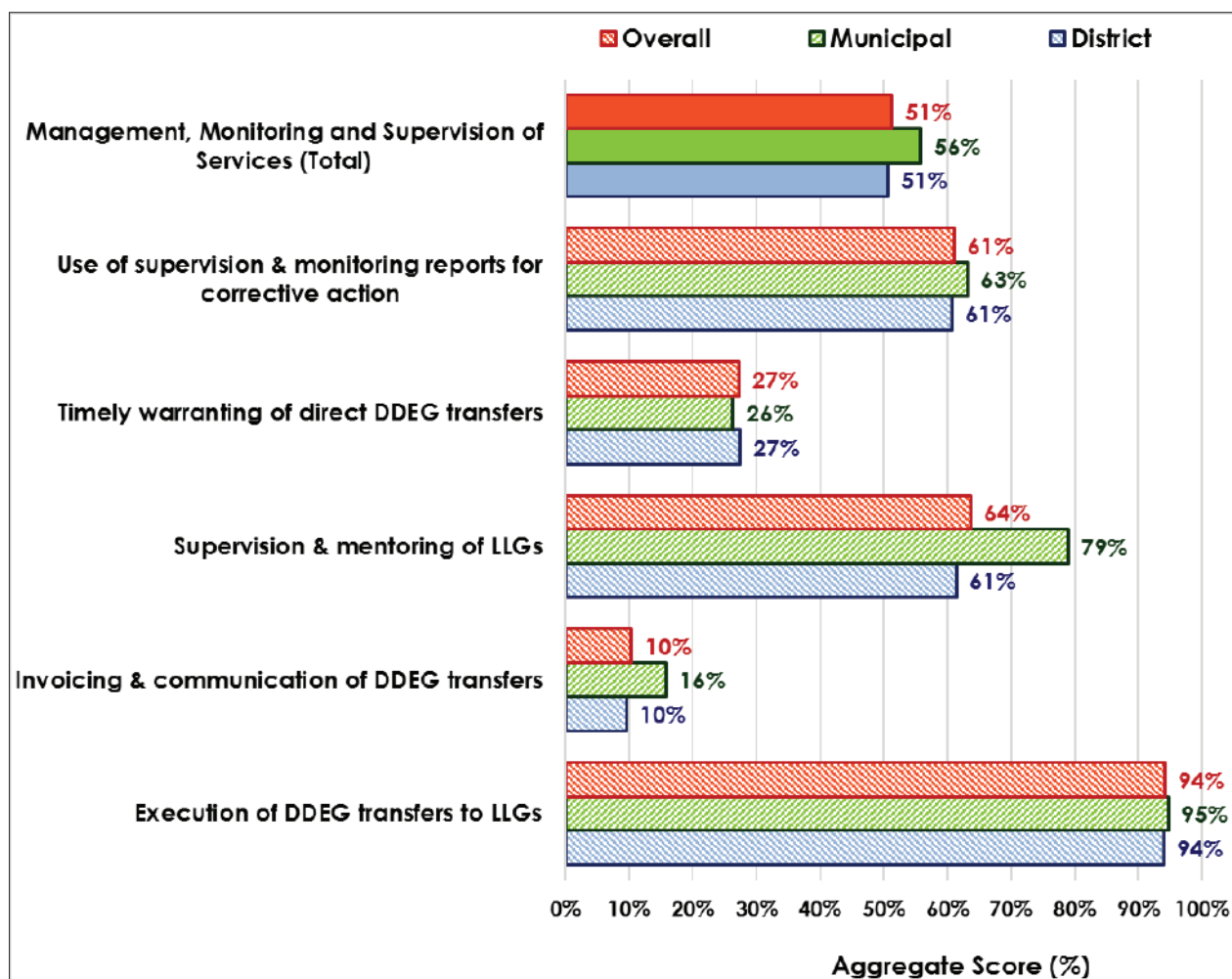
There was a notable improvement in the score on Access to the pension payroll from 28% 2020 to 41% 2021; while Appraisal of HoDs improved by 7 percentage points to 51% in 2021. Declines in aggregate score were however registered in four of the seven indicators under this performance area, most notably: Implementation of Administrative rewards & sanctions (down from 75% to 64%), Submission of staffing requirements to MoPS (49% to 47%), and Access to salary payroll (down from 59% to 56%).

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 40 illustrates the aggregate scores for indicators under Management, Monitoring and Supervision of Services in the LGMSD 2021 assessment.

Figure 40: Indicator Scores in Management, Monitoring and Supervision of Services



No. of LGs assessed = 154

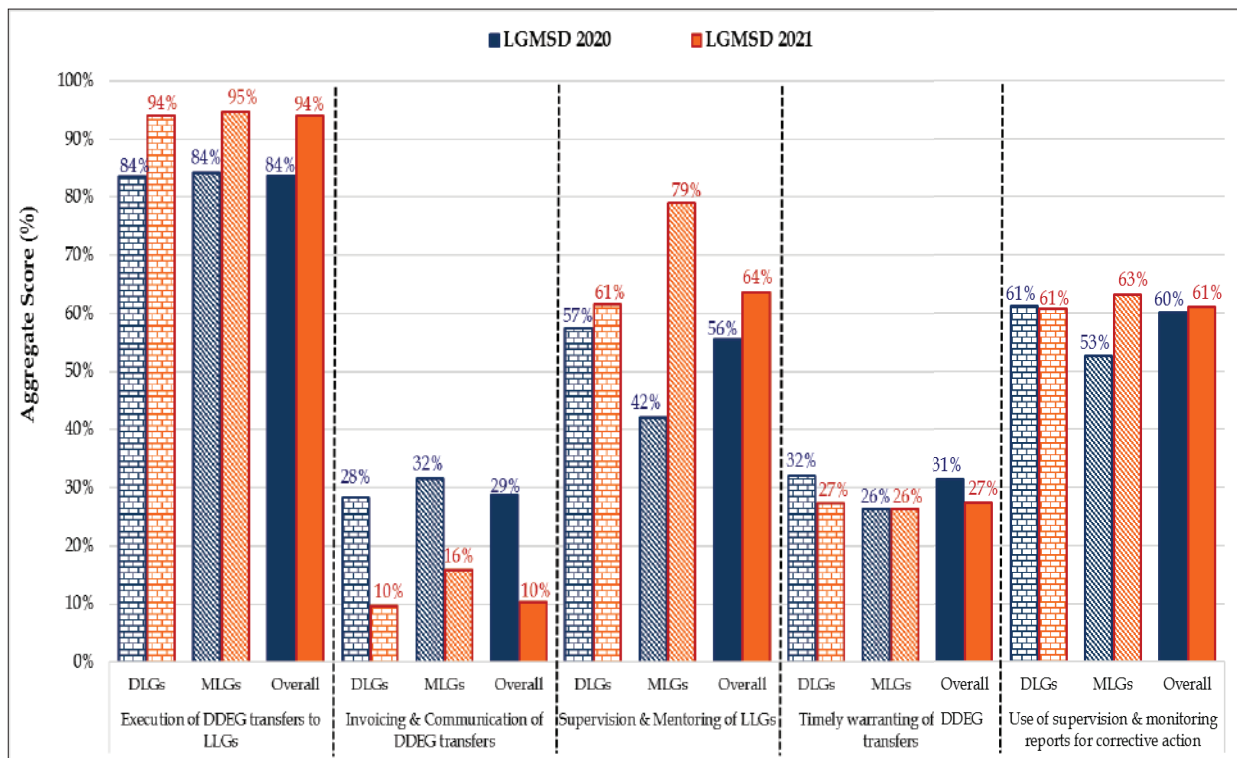
Performance in this area was temperate with an overall score of 51% for all LGs, while MLGs marginally outscoring DLGs with 56% and 51% respectively. Good performance was registered in Execution of DDEG transfers to LLGs, with an aggregate score of 94%.

However, Timely invoicing and communication of DDEG transfers had very poor performance with an overall aggregate score of 10%; with a lowly score of 16% for MLGs compared to 10% for DLGs. Timely warranting of DDEG transfers similarly had poor performance with an overall score of 27%. The low scores are partly attributed to weak technical support from MoFPED in the warranting and invoicing processes, and shall be a key focal area in the Performance Improvement Plans (PIPs) for the 2021 assessment.

Trend (2020-2021) of aggregate scores for selected indicators under Management, Monitoring and Supervision of Services

Figure 41 shows the trend of aggregate scores for the 2020 and 2021 assessments for five selected indicators under the performance area of Management, Monitoring and Supervision of Services.

Figure 41: Trend (2020-2021) of aggregate scores for selected indicators under Management, Monitoring and Supervision of Services.



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

Notable gains were made in Execution of DDEG transfers to LLGs, where the overall score improved from 84% to 94% between 2020 and 2021; while Supervision & Mentoring of LLGs improved by 8 percentage points.

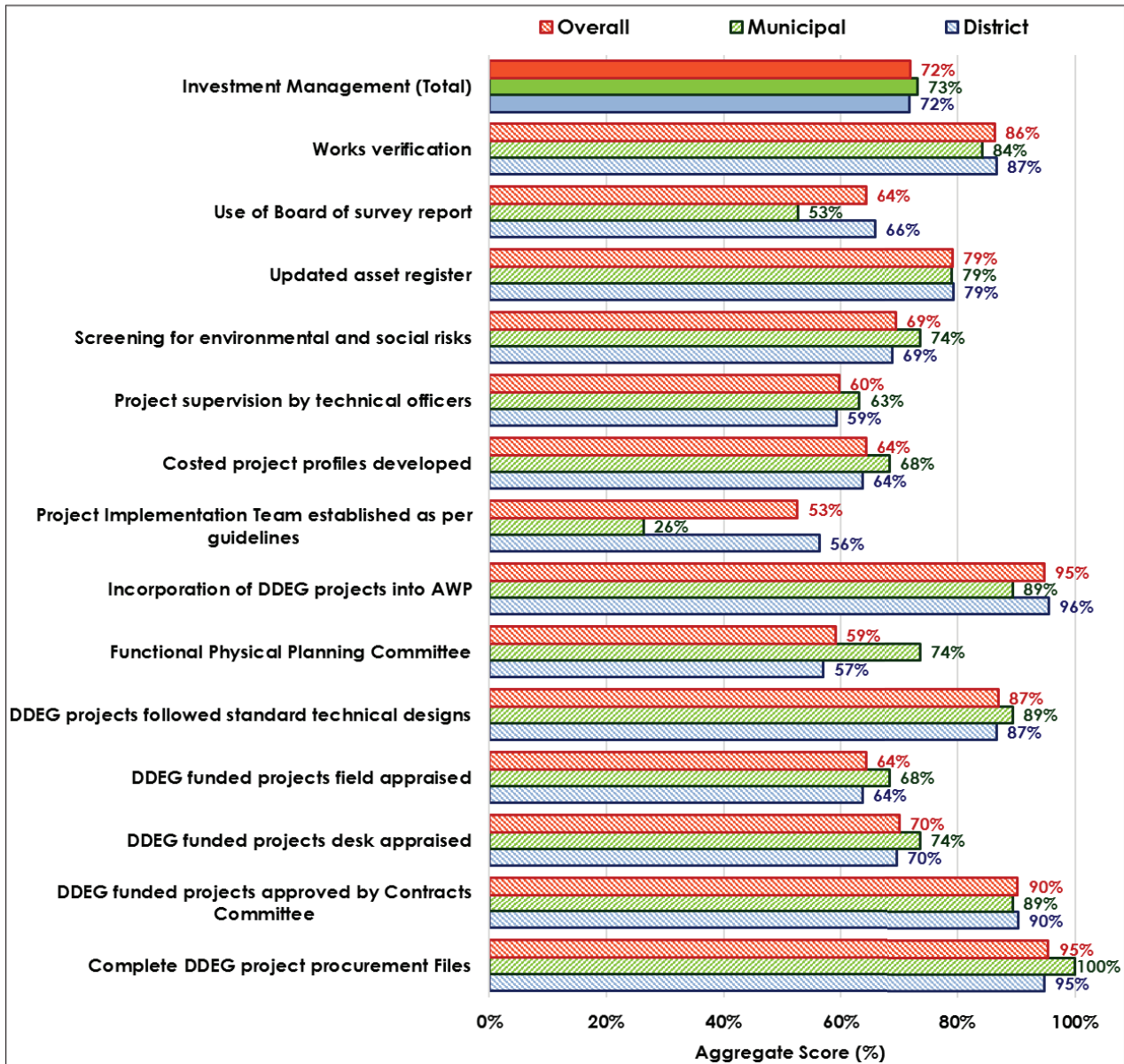
Recurrently low performance remains a challenge in Invoicing & Communication of DDEG transfers, with the aggregate score further declining from 29% in 2020 to 10% in 2021. Timely warranting of DDEG transfers also marginally declined by 4 percentage points to 27% in 2021.

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 42 shows the aggregate scores for indicators under Investment Management in the LGMSD 2021 assessment.

Figure 42: Indicator Scores under Investment Management – LGMSD 2021



No. of LGs assessed = 154

Overall aggregate score in this area was 72%, with MLGs scoring 73%, slightly above DLGs with 72%.

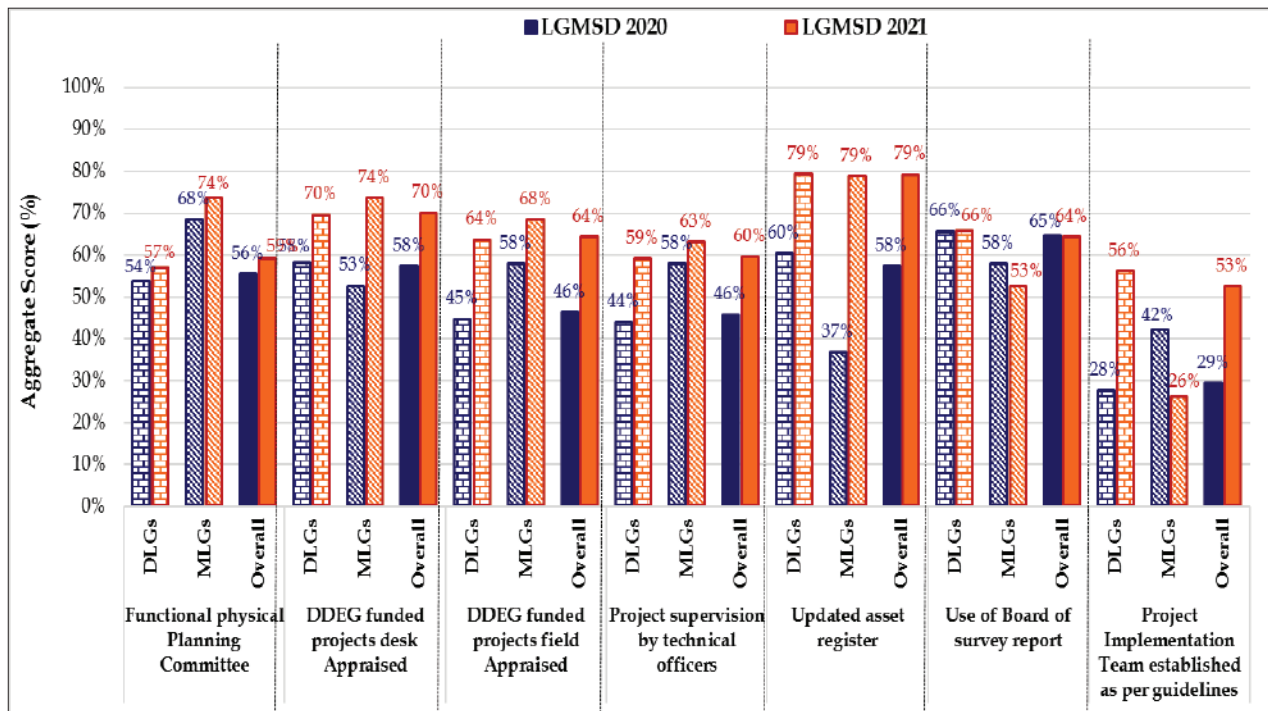
Notable performance was registered in; Completeness of procurement files (95%), Incorporation of DDEG projects into AWP (95%); and Approval of DDEG projects by contracts committee at 90%.

Moderate performance was registered in establishment of the Project Implementation Team as per guidelines with an aggregate score of 53%.

Trend (2020-2021) of aggregate scores for selected indicators under Investment Management

Figure 43 shows the trend of aggregate scores for the 2020 and 2021 assessments for four selected indicators under the performance area of Investment Management.

Figure 43: Trend (2020-2021) of aggregate scores for selected indicators under Investment Management



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

There was general improvement in six of the seven indicators under this area. The most significant improvement was in having an Updated asset register with a 21-percentage point improvement to a 79%; largely attributed to MLGs' improvement from 37% to 79%. Other areas of improvement included: Establishment of Project Implementation Teams (up from 29% to 53%); and Project supervision by technical officers, which improved by 14 percentage points.

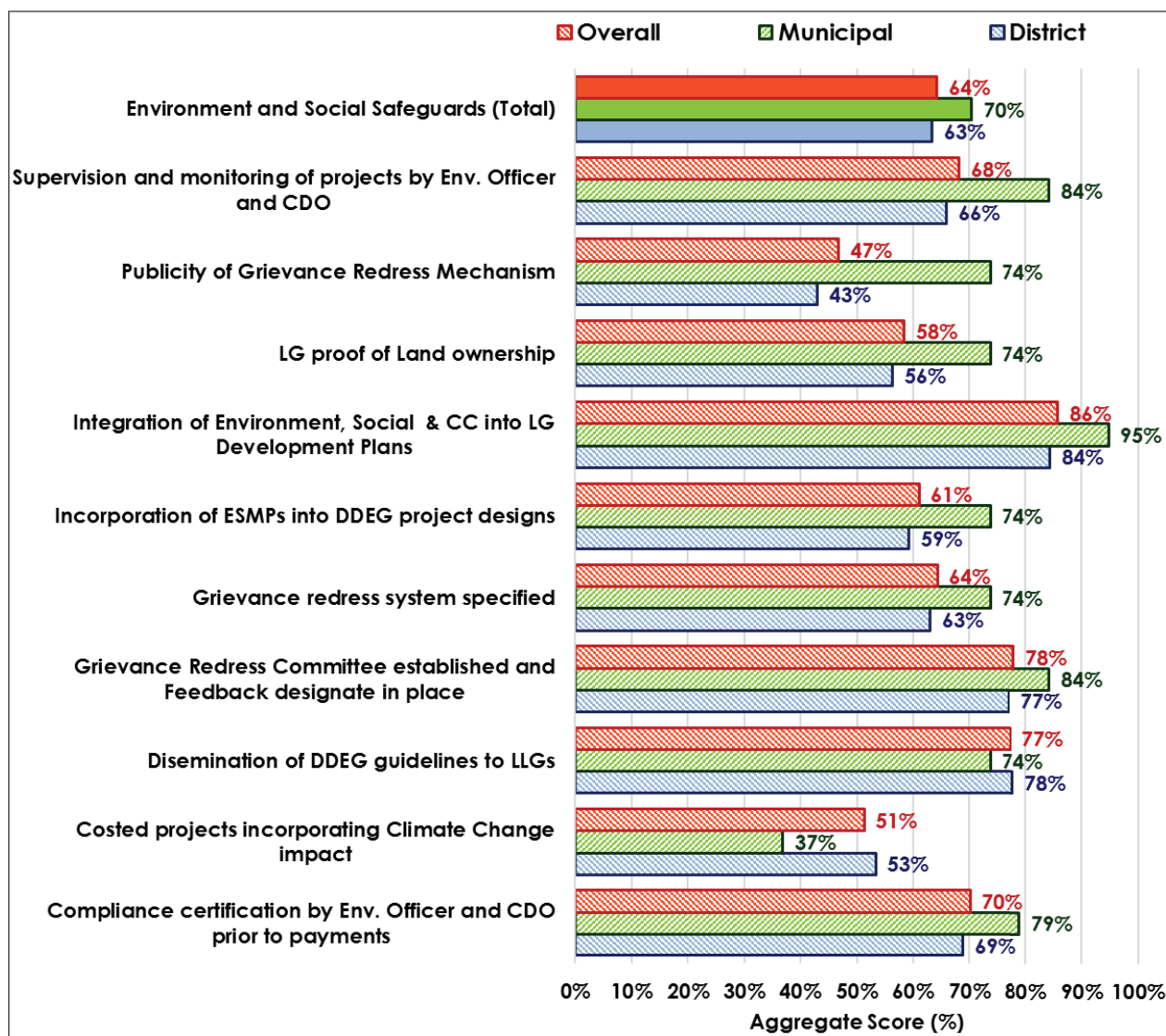
The only declining indicator was the Use of the board of survey report, whose aggregate score marginally declined from 65% to 64%. solely attributed to the 3-percentage point decline in score for MLGs.

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 44 highlights the aggregate scores for the various indicators under Environment and Social Safeguards in the LGMSD 2021 assessment.

Figure 44: Indicator Scores under Environment and Social Safeguards – LGMSD 2021



No. of LGs assessed = 154 in 2021

The overall score in this area was 64%, with MLGs outscoring the DLGs with aggregate scores of 70% and 63% respectively. MLGs also outscored DLGs by 31 percentage points in Publicity of Grievance Redress Mechanism; and by 18 percentage points in LG proof of Land ownership.

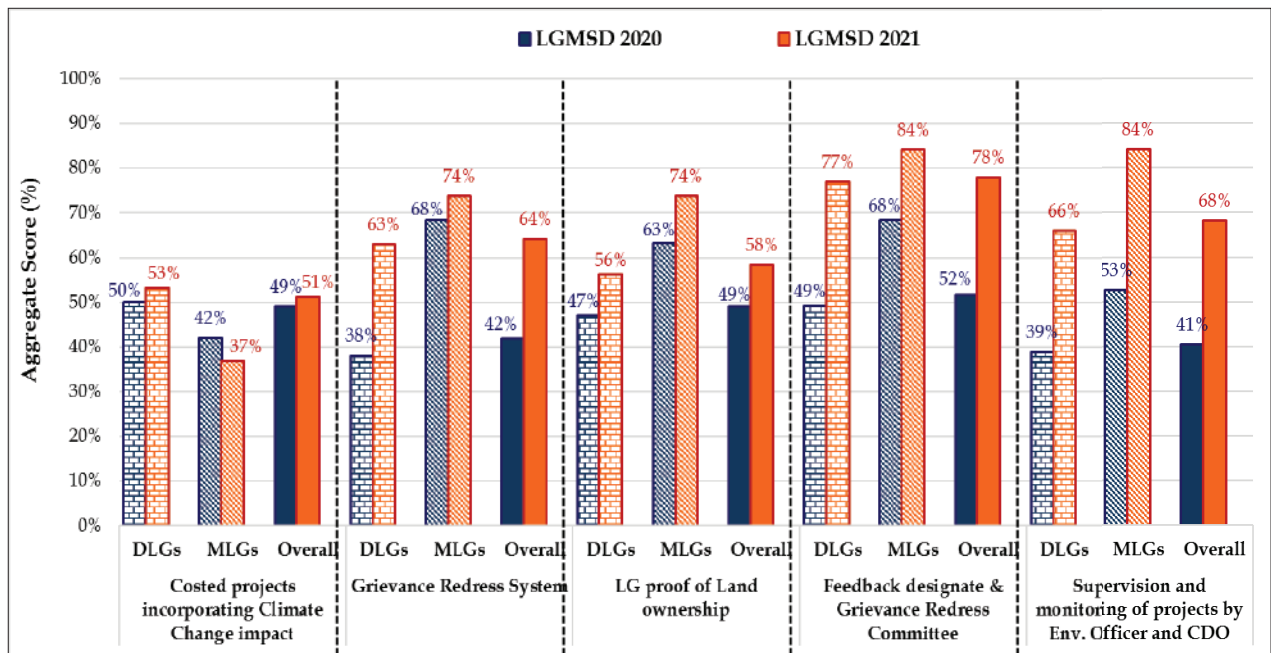
Notable performance was registered in; Integration of Environment, Social and Climate Change into LG Development Plans (overall score of 86%) and Presence of a Grievance Redress Committee and designate as a feedback mechanism (overall score of 78%).

Low performance was however registered in Publicity of Grievance Handling Mechanism at 47% and Costing the impact of Climate Change for projects, with an overall score of 51%; where DLGs outscored the MLGs with a score of 53% compared to 37% for the latter.

Trend (2020-2021) of aggregate scores for selected indicators under Environment and Social Safeguards

Figure 45 shows the trend of aggregate scores for the 2020 and 2021 assessments for four selected indicators under the performance area of Environment and Social Safeguards.

Figure 45: Trend (2020-2021) of aggregate scores for selected indicators under Environment and Social Safeguards



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

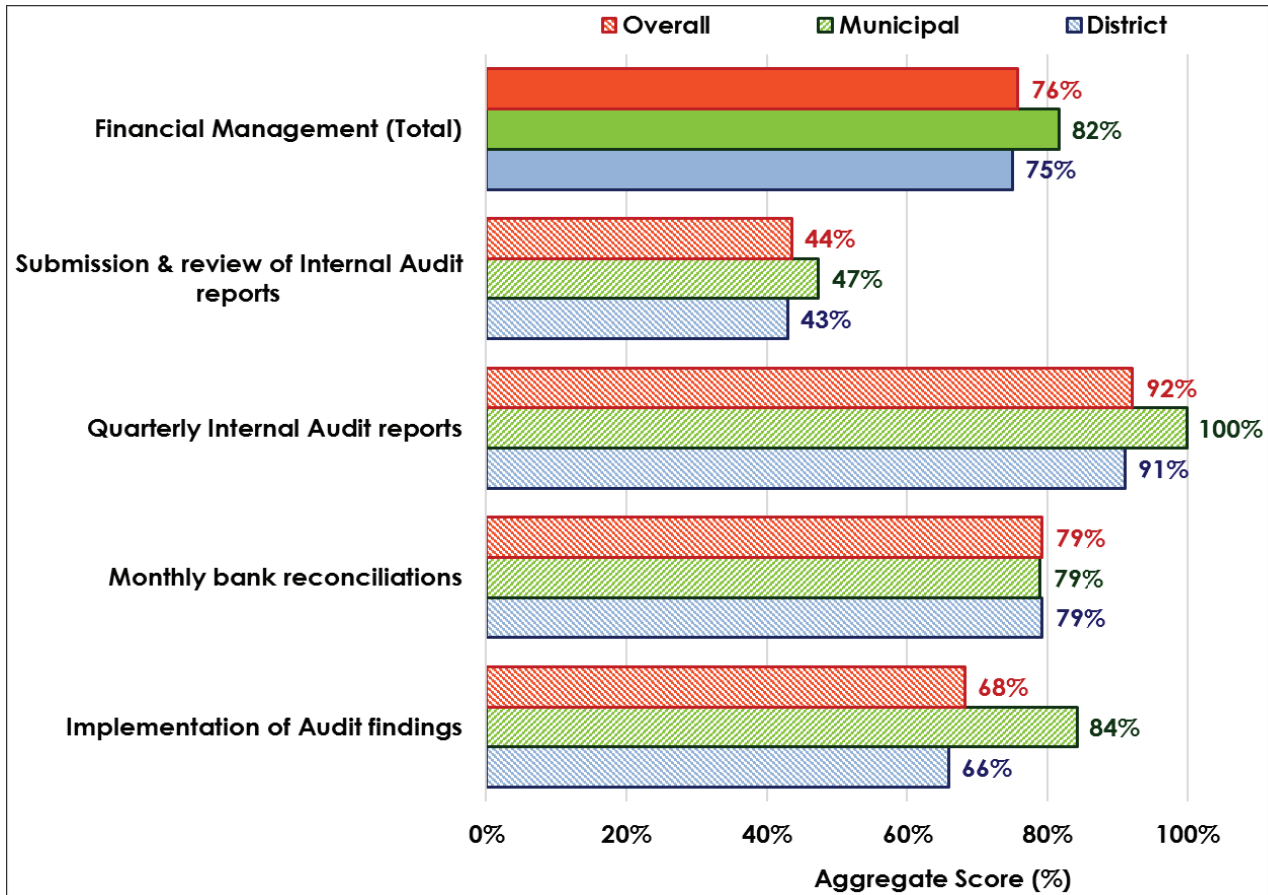
Notable improvement was registered in presence of a Grievance Redress Committee and designate (up from 52% to 78%); and establishment of a Grievance Redress System (up from 42% to 64%). Proof of land ownership also improved with the aggregate score up from 49% to 58%; which is seen as a critical factor in institutionalizing operation and maintenance, securing ownership of Government investments, and enhancing sustainability of results from the investments.

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 46 shows the aggregate scores for indicators under Financial Management in the LGMSD 2021 assessment.

Figure 46: Indicator Scores under Financial Management – LGMSD 2021



No. of LGs assessed = 154

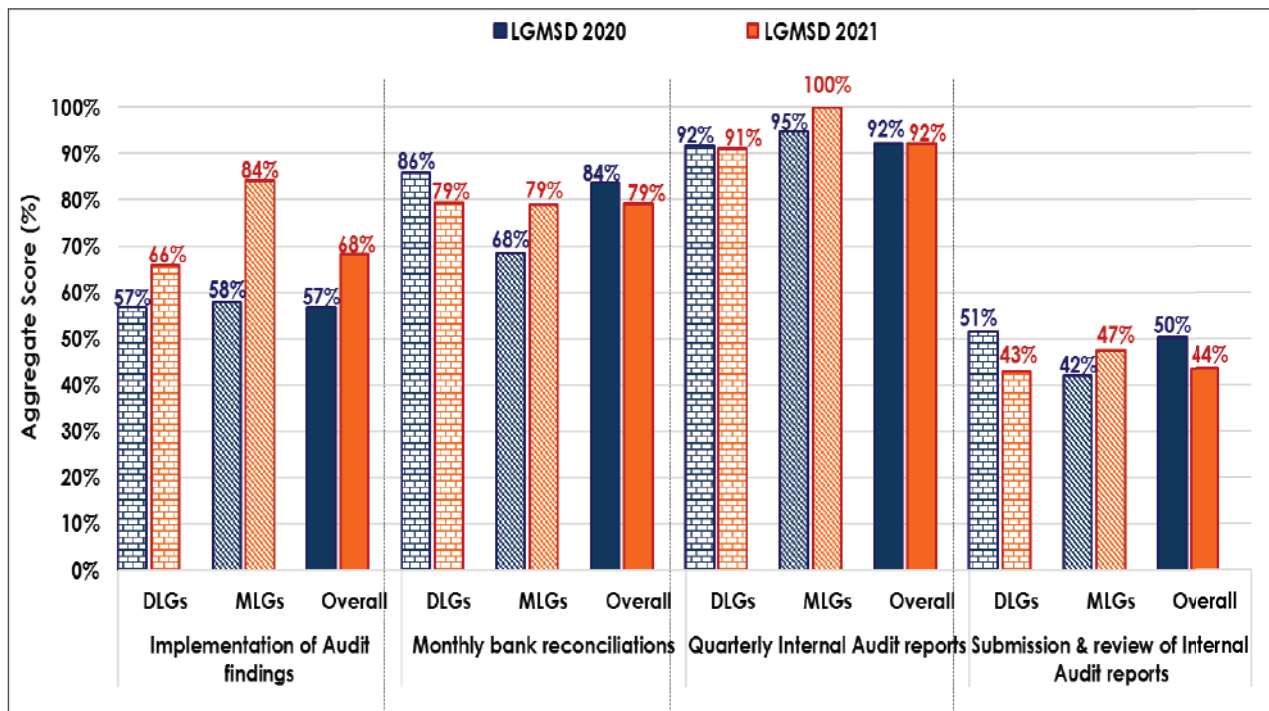
The overall aggregate score in this area was 76%, with MLGs scoring higher than DLGs with scores of 82% and 75% respectively. Noteworthy performance was in production of quarterly internal audit reports with an overall score of 92%, whereby all (100%) MLGs were compliant in that respect.

Low performance was however registered in submission and review of Internal audit reports by the LG Public Accounts Committee (aggregate score of 44%), with MLGs registering 47% compared to 43% for DLGs.

Trend (2020-2021) of aggregate scores for selected indicators under Financial Management

Figure 47 shows the trend of aggregate scores for the 2020 and 2021 assessments for four selected indicators under the performance area of Financial Management.

Figure 47: Trend (2020-2021) of aggregate scores for selected indicators under Financial Management



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

There was improvement in two of the four performance measures; with the exception of Submission and review of internal audit reports, whose score declined by 6 percentage points. The score on production of quarterly internal audit reports stagnated at 92% between 2020 and 2021, though the score for MLGs on the same improved from 95% to 100% over the same period.

Performance on submission and review of internal audit reports however declined, with an overall score of 44% in 2021 compared to 50% in 2020. DLGs deteriorated in the same area, with their aggregate score down from 51% in 2020 to 43% in 2021.

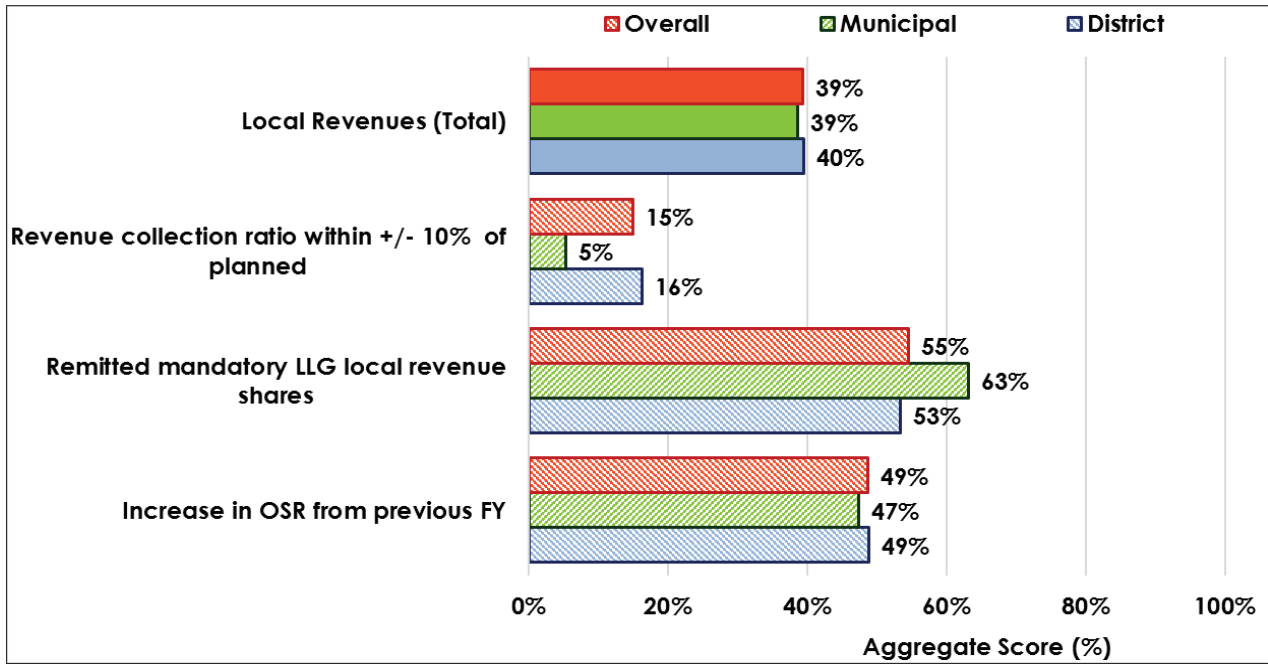
3.6.8 Local Revenues

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 V⁴. 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 48 highlights the scores for various indicators under Local Revenues in the LGMSD 2021 assessment.

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

Figure 48: Indicator Scores under Local Revenues – LGMSD 2021



No. of LGs assessed = 154

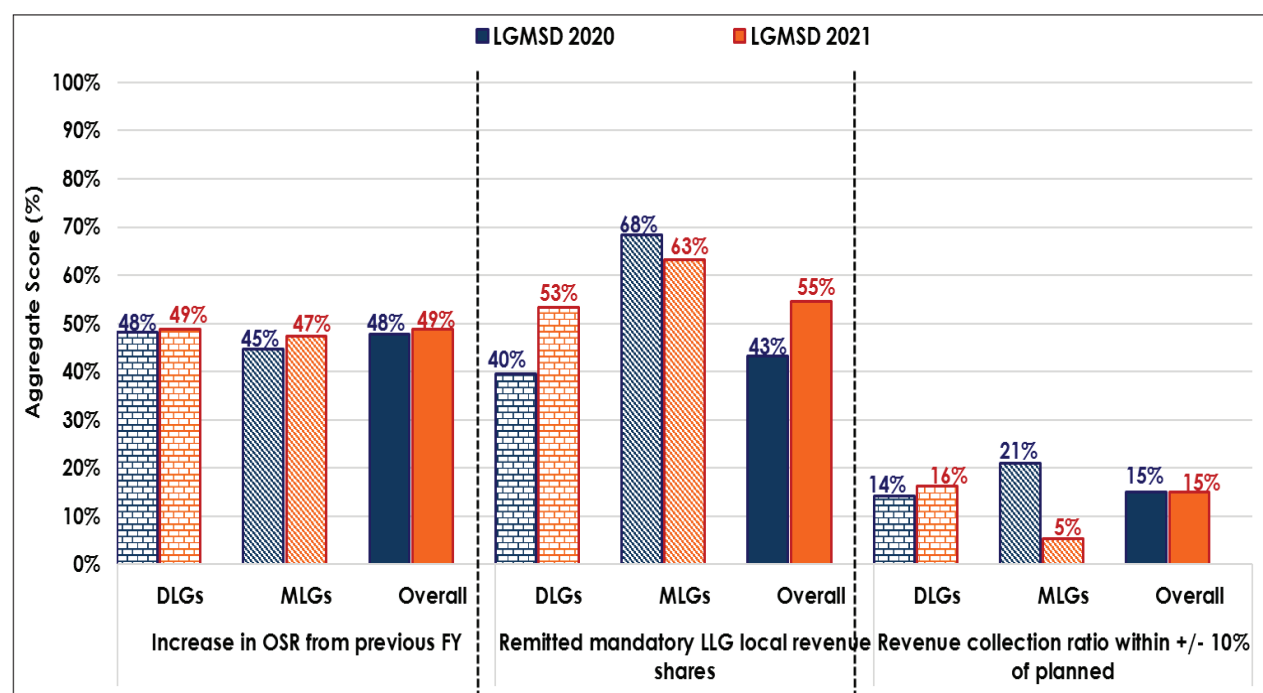
Local Revenue generation and management has remained a poorly performed area over the years of this assessment, with an overall score of 39% across all LGs in 2021.

Realization of planned revenue was poorly performed with an aggregate score of 15% across all LGs; while MLGs posted a lowly 5% compared to 16% for DLGs. The poor performance is partly attributed to the effects of the COVID-19 containment restrictions during the previous FY (2020/2021).

Trend (2020-2021) of aggregate scores for selected indicators under Local Revenues

Figure 49 shows the trend of aggregate scores for the 2020 and 2021 assessments for four selected indicators under the Local revenue mobilization and management.

Figure 49: Trend (2020-2021) of aggregate scores for selected indicators under Local Revenues



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

There was notable improvement in remittance of the mandatory LLG local revenue shares, up from 43% in 2020 to 55% in 2021; while a slight improvement was registered in increasing Own Source Revenue (up by 1 percentage points).

Local Revenue realization as planned however continued to register poor performance similar to previous assessments, having stagnated at 15% between 2020 and 2021. The lowly score was mostly contributed to by MLGs, whose aggregate score declined from 21% in 2020 to 5% in 2021. The recurrent poor performance is partly attributed to inadequate capacity of LGs in planning and revenue projection, and limited efforts in expanding the revenue base (both existing and new revenue sources). For the 2021 assessment in particular, it is also attributed to the effects of the COVID-19 containment restrictions on the period under review, which made it hard to predict the revenues by LGs.

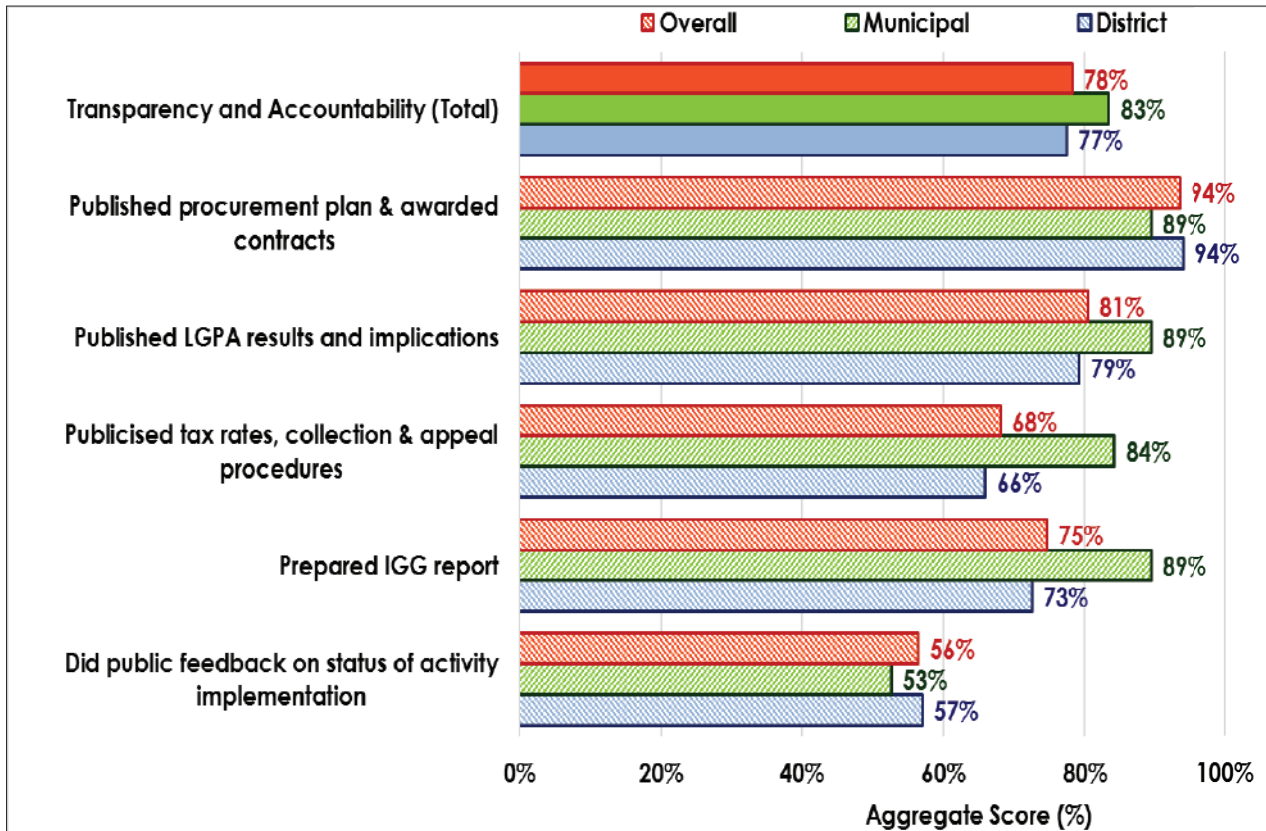
3.6.9 Transparency and Accountability

Local Governments have the responsibility to support budget transparency and accountability through undertaking and strengthening the communication function to disseminate information about priorities, and funding and oversight of public service delivery under their jurisdiction⁵. This area focuses on LGs sharing with citizens of information on taxes, performance assessment results, and obtaining feed-back on service delivery implementation; in addition to reporting to the Inspector General of Government (IGG).

Figure 50 illustrates the various indicator scores under Transparency and Accountability in the LGMSD 2021 assessment.

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

Figure 50: Indicator Scores under Transparency and Accountability – LGMSD 2021



No. of LGs assessed = 154

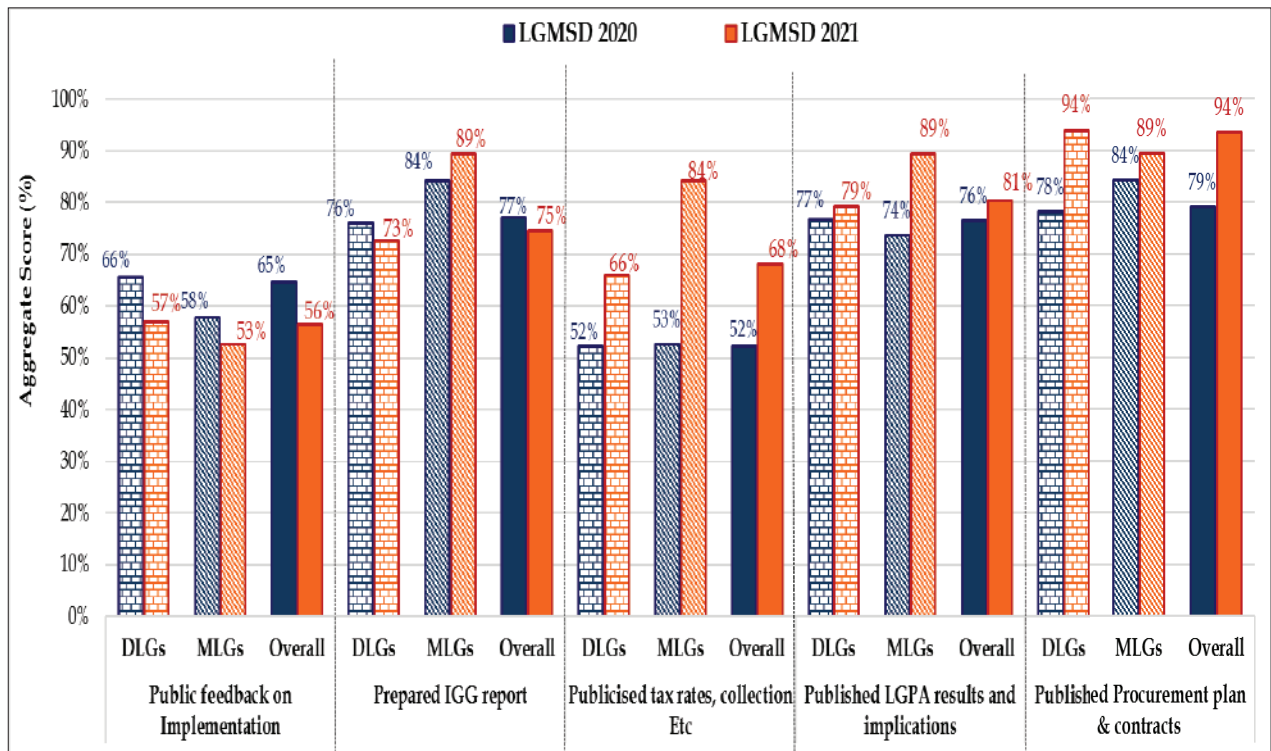
The overall score in this area was 78%, with the notable performance registered in; Publishing of procurement plans and awarded contracts (94%), and Publicizing of the previous LGPA results and implications at 81%.

Low performance was registered in obtaining public feedback on status of activity implementation at 56%.

Trend (2020-2021) of aggregate scores for selected indicators under Transparency and Accountability

Figure 51 shows the trend of aggregate scores for the 2020 and 2021 assessments for four selected indicators under the area of transparency and accountability.

Figure 51: Trend (2020-2021) of aggregate scores for selected indicators under Transparency and Accountability



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

Notable progress was registered in Publicizing tax rates, collection & appeal procedures (up from 52% to 68%); largely contributed to by MLGs whose score increased from 53% to 84%. Another area of good performance was the publishing of procurement plans and awarded contracts, which improved by 10 percentage points to 94%.

A decline was however registered in obtaining public feedback on Implementation, which declined from 65% to 56%, largely contributed to by DLGs that declined in score by 9 percentage points.

3.7 Emerging Issues and Recommended actions for Crosscutting Performance Assessment – LGMSD 2021

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 2021

No.	Emerging Issue/Outstanding Challenges	Recommended Action (s)	Responsibility
1.	Inadequate financial management and reporting over the two assessment years with 49% and 51% in 2020 and 2021.	<ul style="list-style-type: none"> Develop a mechanism to incorporate relevant feedback from stakeholders in LGs internal control systems to improve financial management. Update both internal and external auditor constantly and grounded on international financial reporting standards and principles to enhance knowledge and skills in application of accounting practices and updated on the contemporary issues. 	MoFPED
2.	Declining allocations to Natural Resource Services and Community Based Services sectors.	<ul style="list-style-type: none"> Explore new sources of funding beyond the MTEF provisions e.g. Climate financing, more partnerships through PPPs, & mobilisation of external funding. 	MoFPED
3	Local Revenue realization maintained being the least average scored thematic area with 39% overall average over the two assessment years	<ul style="list-style-type: none"> Outsource revenue collection to private collectors to increase revenues from existing sources. Increase the progressivity of the individual income taxes and social security contributions. Improve assignment of revenues and the legal framework around OSR 	MoLG
4	Deterioration in management, monitoring and supervision services	<ul style="list-style-type: none"> Limit on the number of targets but increase on measures to control information overload creation by too many targets that lead to an unclear focus. 	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 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 2021

Number	Performance Area		Percentage score of overall score for MCs
A	Human Resource Management and Development	District Education Officer/ Principal Education Officer	22 Percentage points
		District Municipal Inspector of Schools	23 Percentage points
B	Environment and Social Requirements	Conducted ESCC screening	27 Percentage points
		Conducted ESIA's	28 Percentage points
Total			100 Percentage points

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 2021

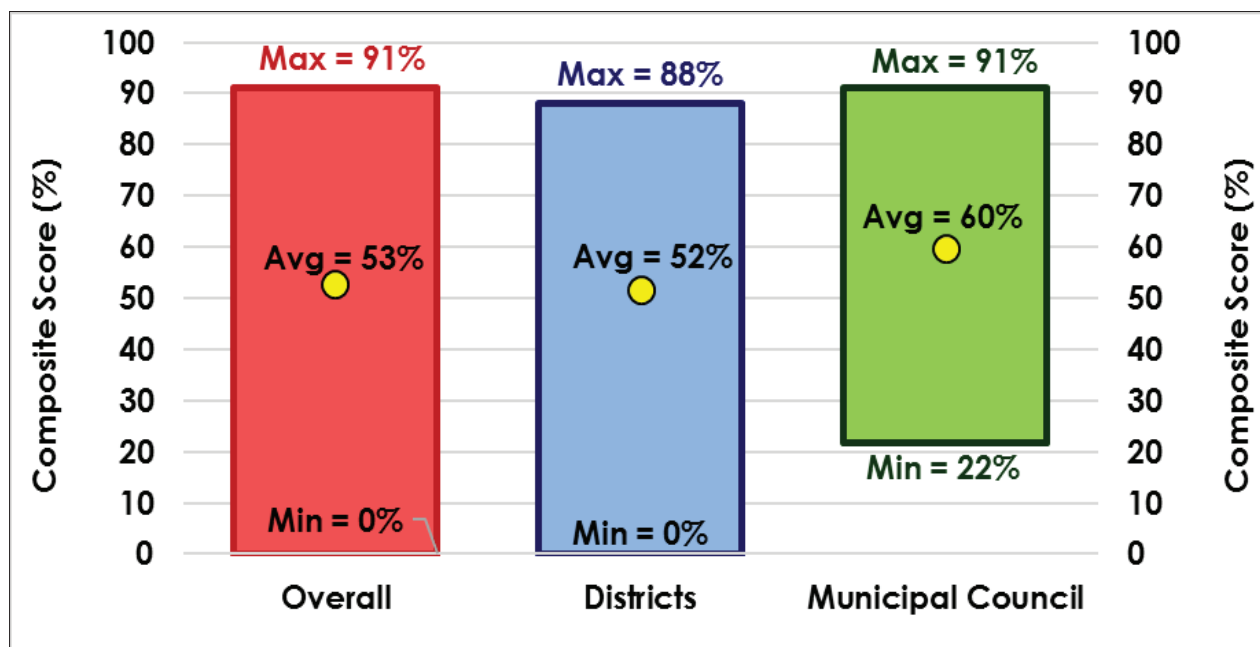
Number	Performance Area	Percentage score of PMs
A	Environment and Social Safeguards	14 Percentage points
B	Human Resource Management and Development	19 Percentage points
C	Investment Management	19 Percentage points
D	Local Government Service Delivery Results	15 Percentage points
E	Management, Monitoring and Supervision of Services.	17 Percentage points
F	Performance Reporting and Performance Improvement	16 Percentage points
Total		100 Percentage points

4.2 Overview of Education Performance Results-LGMSD 2021

4.2.1 Polarity of scores for Education Performance

Figure 52 shows the relative orientation of the maximum, average, and minimum composite scores in Education for the combined MC and Performance measures:

Figure 52: Polarity of Composite Scores in Education



No. of LGs assessed = 154

The overall average score across all LGs was 53%; with DLGs scoring an average of 52%, while MLGs had better performance with an average score of 60%.

The distribution of scores was unevenly distributed across the spectrum, with scores for all LGs ranging between 0-91%, with the highest performing DLG and MLG registering 88% and 91% respectively, while the lowest-performing DLG and MLG scored 0% and 22% respectively.

Kyankwanzi DLG had a score of zero as they did not attain any score in minimum conditions, while Njeru Municipal Council scored 91%.

4.2.2 Overall Performance in Education Minimum Conditions and Performance Measures - LGMSD 2021

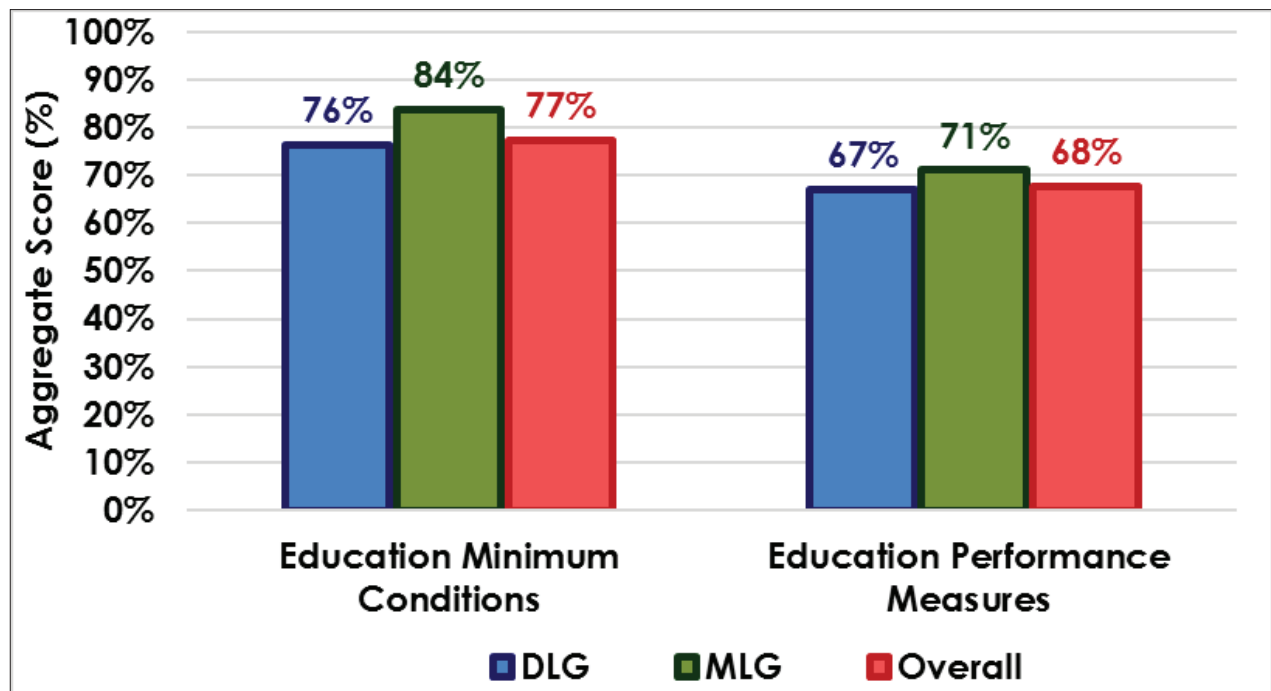
Under Education Minimum Conditions, LGs were assessed in areas of Human Resource Management and Development; and Environment and Social Requirements focusing on whether the LGs conducted Environmental, Social and Climate Change Screening and Environment Social Impact Assessments prior to commencement of all civil works for health 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 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 2021.

Figure 53 shows the average scores under Education MCs and PMs; disaggregated for MLGs and DLGs.

Figure 53: Average scores under Education MCs and PMs; disaggregated for MLGs and DLGs

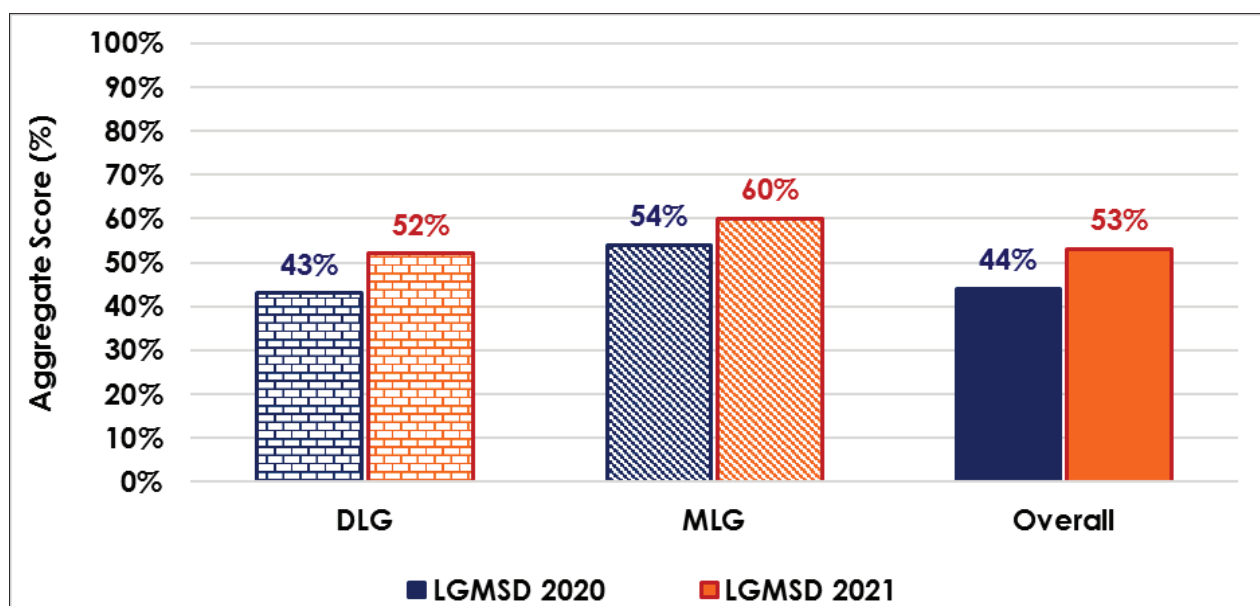


No. of LGs assessed = 154

DLGs scored 76% under education MCs and 67% under education PMs while MLGs had better performance with a score of 84% and 71% for the Education MCs and PMs respectively.

Figure 54 shows the combined aggregate scores for assessment areas under Education Minimum Conditions and Performance Measures.

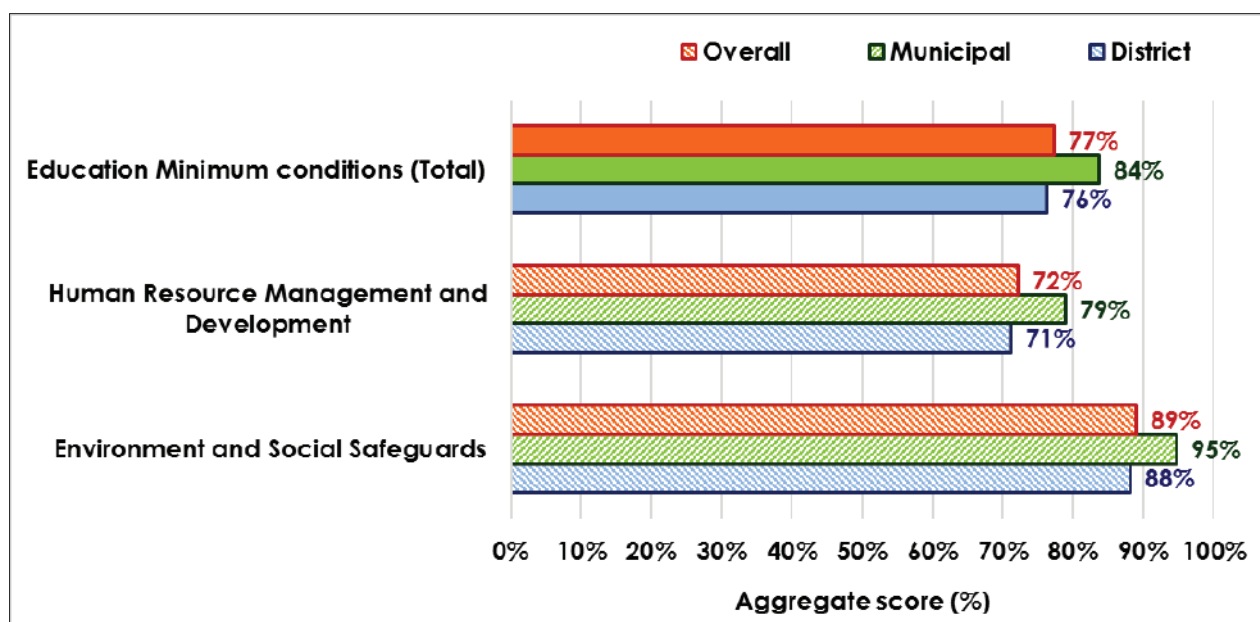
Figure 54: Combined average scores under Education MCs and PMs; disaggregated for MLGs and DLGs



No. of LGs assessed = 154

Overall, the combined average scores for Education from 2020 to 2021 improved from 44% to 53% as shown above. Performance of DLGs and MLGs also improved from 43% to 52% and from 54% to 60% from 2020 to 2021 respectively.

Figure 55: Performance scores under Education MCs; disaggregated for MLGs and DLGs

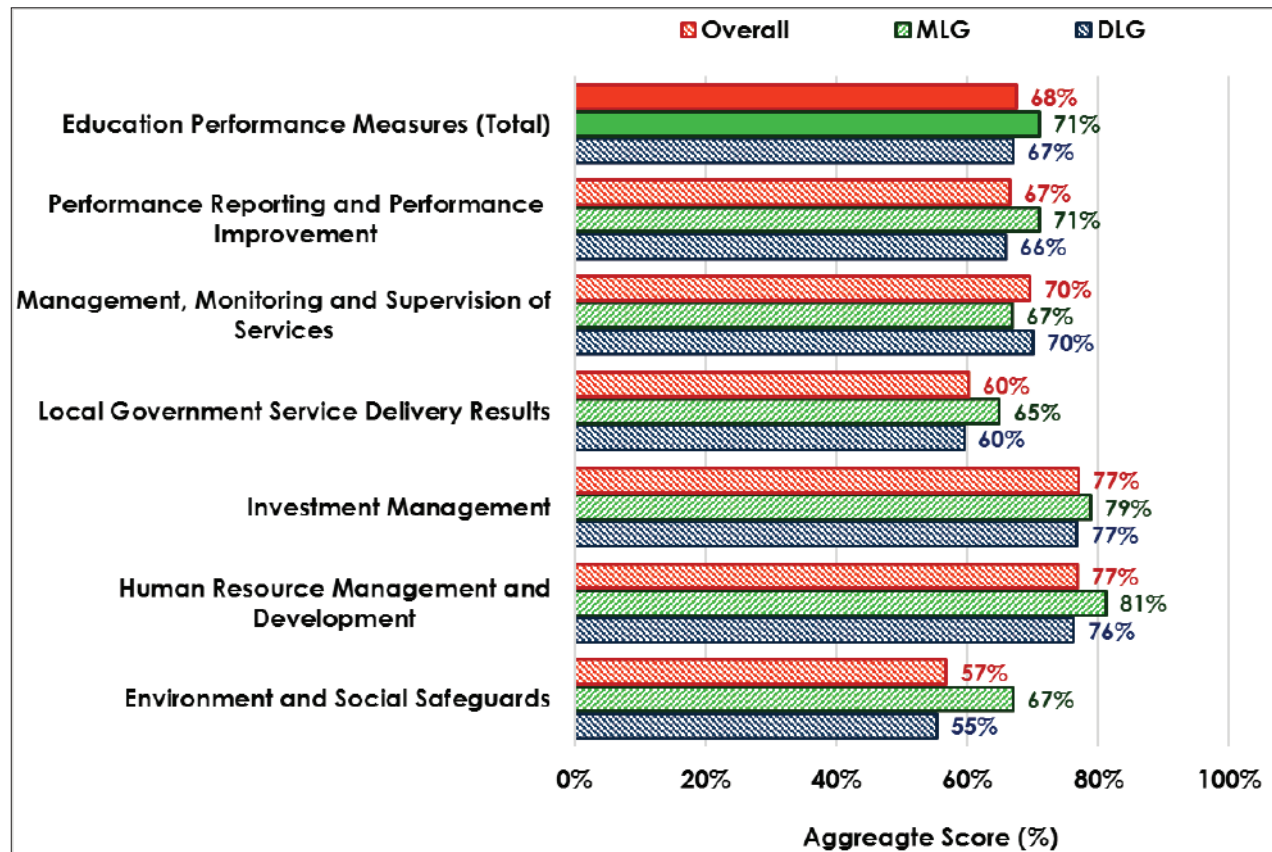


No. of LGs assessed = 154

The overall average score for LGs' compliance to MCs was 77% with DLGs scoring 76% and MLGs 84% respectively. LGs performed better in Environment and Social Requirements MCs at an average of 89% as compared to 72% for Human Resource Management and Development.

Figure 56 shows the performance scores of LGs across six thematic areas of Education Performance Measures; disaggregated for MLGs and DLGs.

Figure 56: Aggregate scores for the six thematic areas under the Education performance assessment



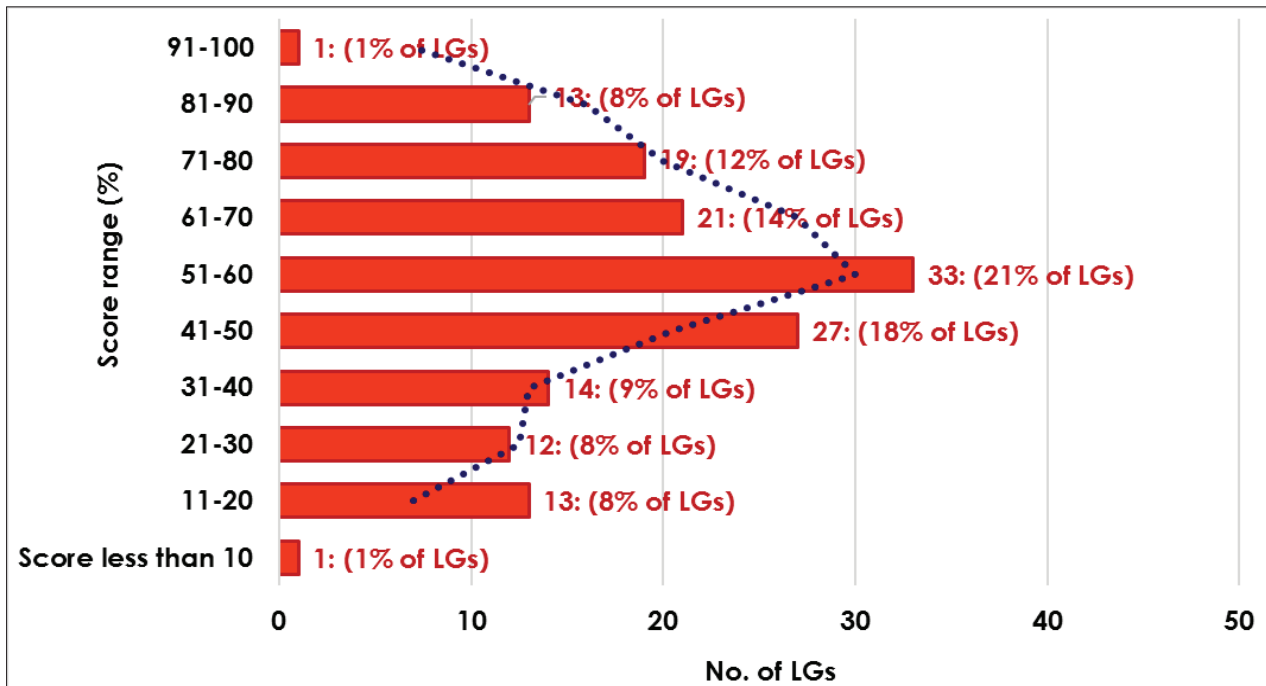
No. of LGs assessed = 154

The overall performance score for LGs' compliance to PMs was 68% with DLGs scoring 67% and MLGs 71% respectively. LGs performed better in areas of; Investment Management and Human Resource Management scoring 77% followed by Management, Monitoring and Supervision scoring 70%. Local Government Service Results and Environment and Social Safeguards were the least performed areas with scores of 60% and 57% respectively.

4.2.3 Distribution of LGs across score categories-LGMSD 2021

Figure 57 shows the distribution (by number and proportion) of LGs across the different composite score ranges.

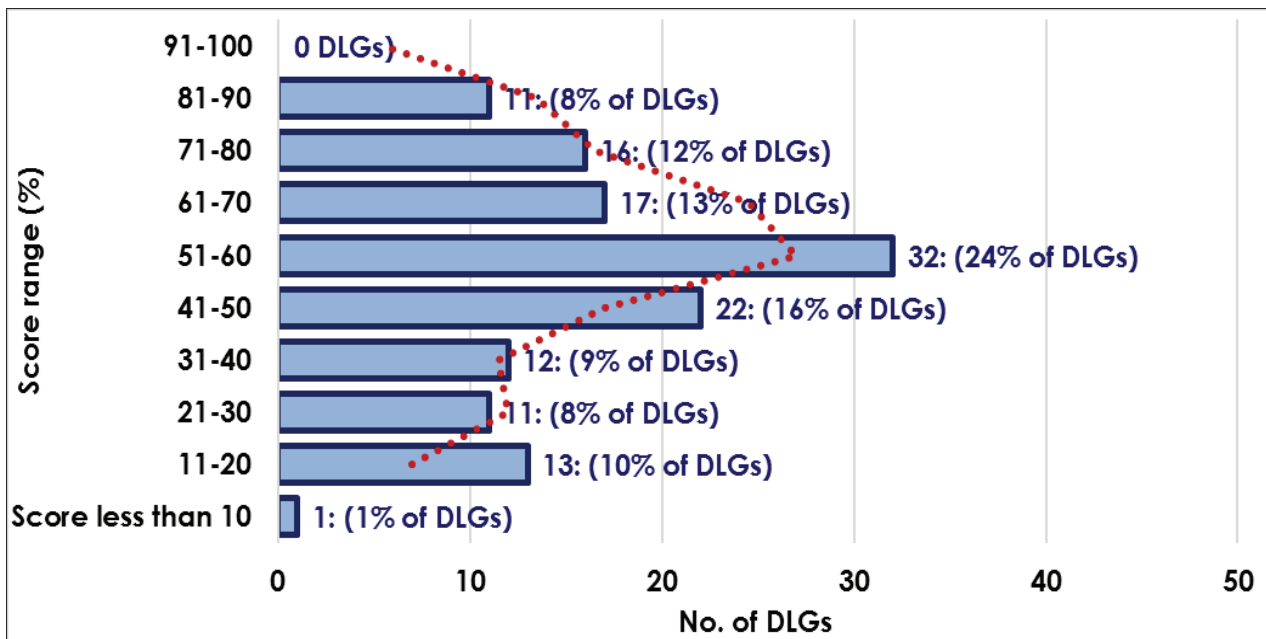
Figure 57: Distribution of LGs in Education across score categories



No. of LGs assessed = 154

There were variations noted in performance across all the LGs, with only 1% of the LGs scoring above 90%, while 8% of the LGs scored between 81%-90%. Most LGs (21%) scored in the range of 51%-60%.

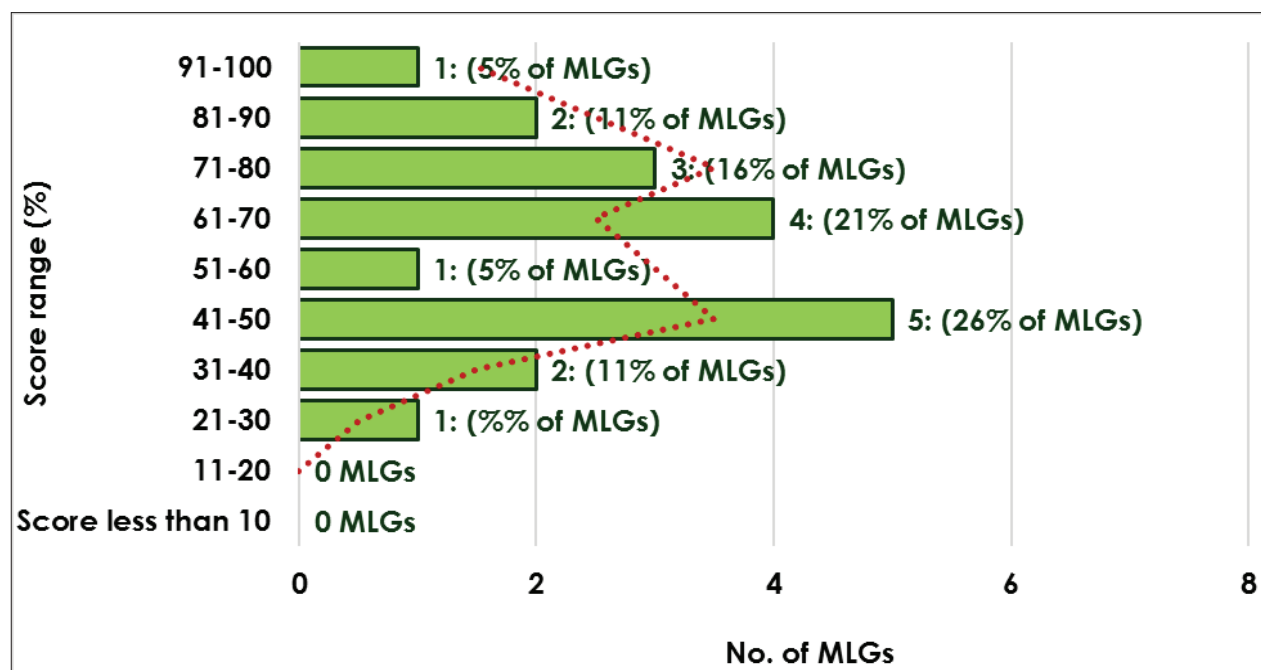
Figure 58: Distribution of DLGs in Education across score categories



No. of LGs assessed = 135

There were variations in performance across all the DLGs, with no DLG scoring above 90%, while 8% of the DLGs scored between 81%-90%. Most DLGs (24%) scored in the range of 51%-60%.

Figure 59: Distribution of MLGs in Education across score categories



No. of MLGs assessed = 19

There were variations in performance across all the MLGs, with 5% of MLGs scoring above 90%, while 11% of MLGs scored in the range of 81%-90%. Most MLGs (26%) scored in the range of 41%-50%.

4.2.4 Ranking of LGs in Education Performance Areas

Tables 13 below present the best and worst performing Districts respectively in the 2021 LGMSD assessment

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

Rank 2021	Score 2021 (%)	Vote Name	Rank 2020	Score 2020 (%)
1	91	Njeru Municipal Council	27	66
2	88	Kibuku District	81	42
3	87	Ibanda District	1	97
4	85	Rakai District	43	55
5	84	Masindi Municipal Council	43	55
5	84	Kumi District	28	65
5	84	Kole District	55	50
5	84	Kapchorwa Municipal Council	53	53
9	82	Omoro District	102	34
9	82	Napak District	58	49
9	82	Lira District	112	30
9	82	Isingiro District	5	92
9	82	Gulu District	74	43

Njeru Municipal Council got the highest score of 91% followed by Kibuku district (88%), Ibanda district (87%), Rakai district (85%), Masindi Municipal Council, Kumi district, Kole district and Kapchorwa Municipal Council each scoring 84% respectively. The comparison for the last 2 years' assessments shows Njeru Municipal Council improving from 66% (ranked 27) in 2020 to 91% (ranked 1) in 2021. Lira, Kole, Omoro and Gulu districts were among the most improved LGs.

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 2021	Score 2021 (%)	Vote Name	Rank 2020	Score 2020 (%)
145	19	Serere District	25	67
146	18	Kalaki District	102	34
146	18	Buliisa District	131	17
148	17	Butebo District	83	41
148	17	Karenga District	147	9
148	17	Kaabong District	149	6
151	16	Terego District	N/A	N/A
151	16	Ntoroko District	25	67
153	13	Nakapiripirit District	137	16
154	0	Kyankwanzi District	131	17

On the other hand, Kyankwanzi district scored the lowest at 0%, followed by Nakapiripirit District (13%), Ntoroko and Terego Districts each scoring 16%. Overall, in 2021 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 2021.

Table 15: Overview of the top 10 scoring indicators for Education MCs and PMs-2021

Rank 2021	Performance Indicator	Score 2021
1	Education projects approved by Contract's Committee or cleared by Solicitor General where above threshold	97%
2	Complete education project procurement Files	97%
3	Education development grant spent on eligible activities	97%
4	Allocations made for school inspection and monitoring	97%
5	School infrastructure followed standard technical designs by MoES	96%
6	Education contract price within +/-20 of Engineers estimates	96%
7	Budgeted for Head Teachers and Teachers	94%
8	Teacher deployment list publicized	91%
9	Deployment of Teachers as per sector guidelines	90%
10	Conducted ESIA's	90%

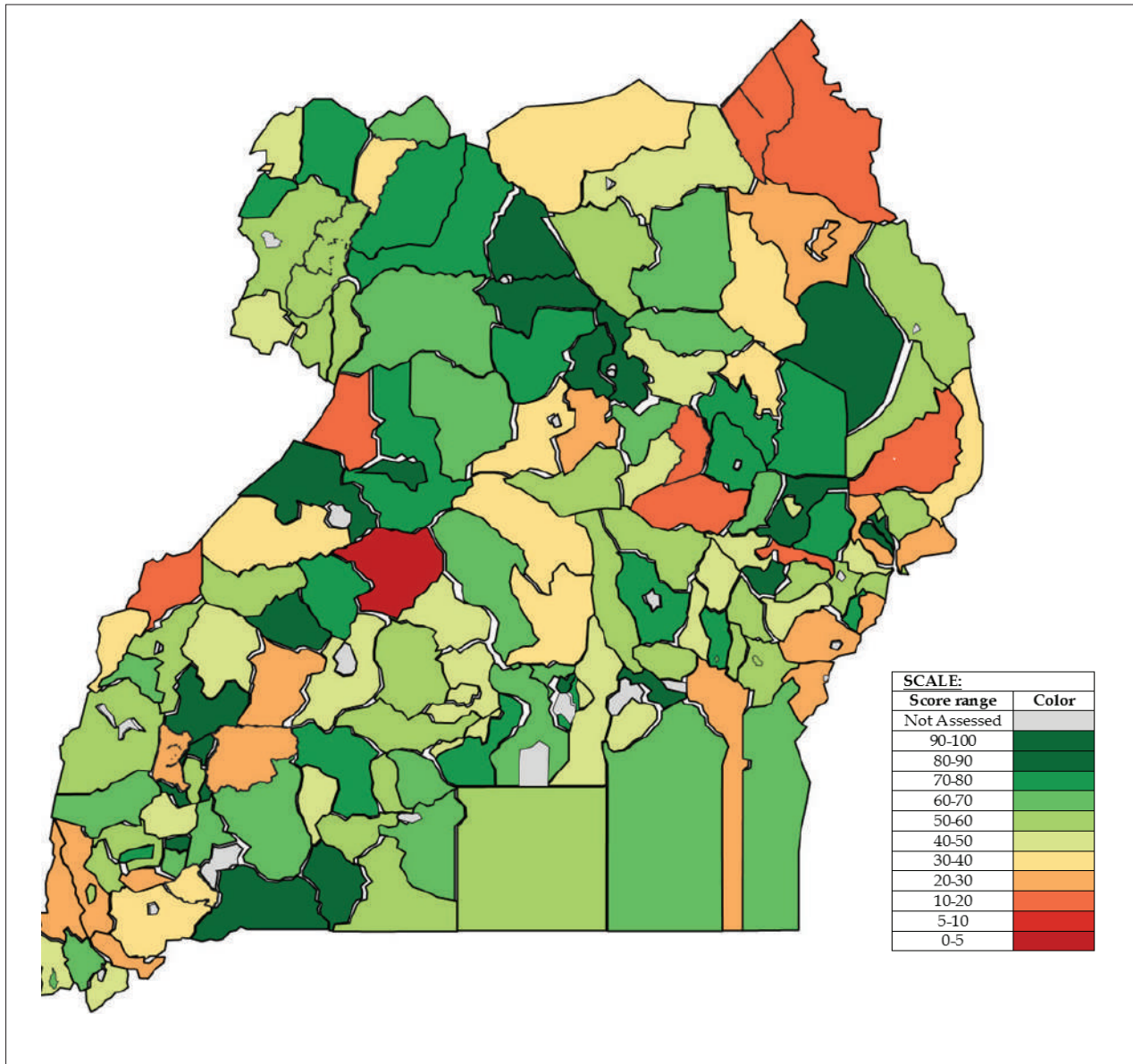
Table 16: Overview of the bottom 10 scoring indicators for Education MCs and PMs-2021

Rank 2021	Performance Indicator	Score 2021
41	Supported UPE schools to prepare & Implement SIPs	57%
44	Education projects overseen by Implementation Team as per guidelines	57%
45	Education grievance framework publicised with proof of redress actions	56%
46	Education proof of Land ownership	52%
47	Dissemination of guidelines on proper siting of schools	44%
48	School compliance with MoES budgeting and reporting guidelines	37%
49	Timely submission of warrants for school's capitation	32%
50	Appraisal of Secondary School Head Teachers	31%
51	Change in PLE pass rate	29%
52	Timely invoicing & communication of capitation grants to schools	25%

4.2.6 Analysis of Education Performance scores across the county

Figure 60 depicts the distribution of performance scores for all the LGs across the country for Education measures.

Figure 60: Map showing geographical distribution of LG scores in the Education assessment



No. of LGs assessed = 154

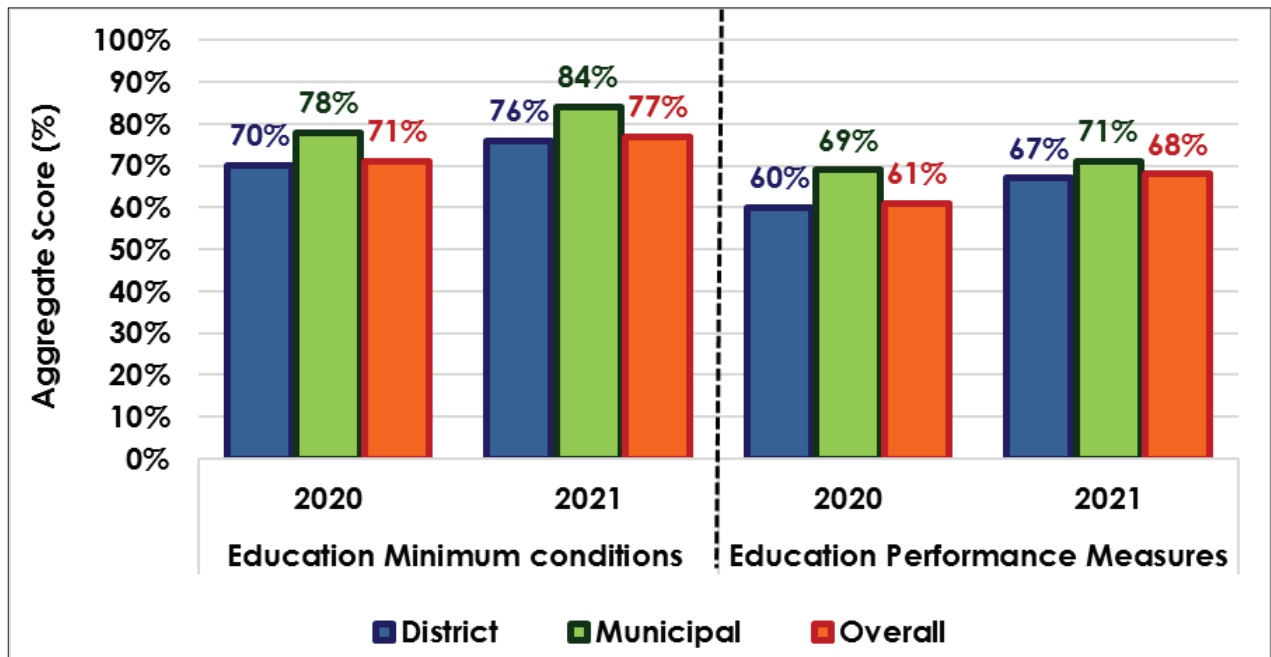
Low performance in Education was generally registered in Karamoja sub region, some LGs in Eastern, Central and South Western Uganda.

4.3 Performance Trends in the Education Performance Assessment

4.3.1 Comparing performance between LGMSD 2020 and 2021 Assessment

Figure 61 shows the trend of combined scores under Education Minimum Conditions and Performance Measures between LGMSD 2020 and 2021

Figure 61: Comparing the Education Performance Scores for Minimum Conditions and Performance Measures between LGMSD 2020 and 2021 per Assessment Area

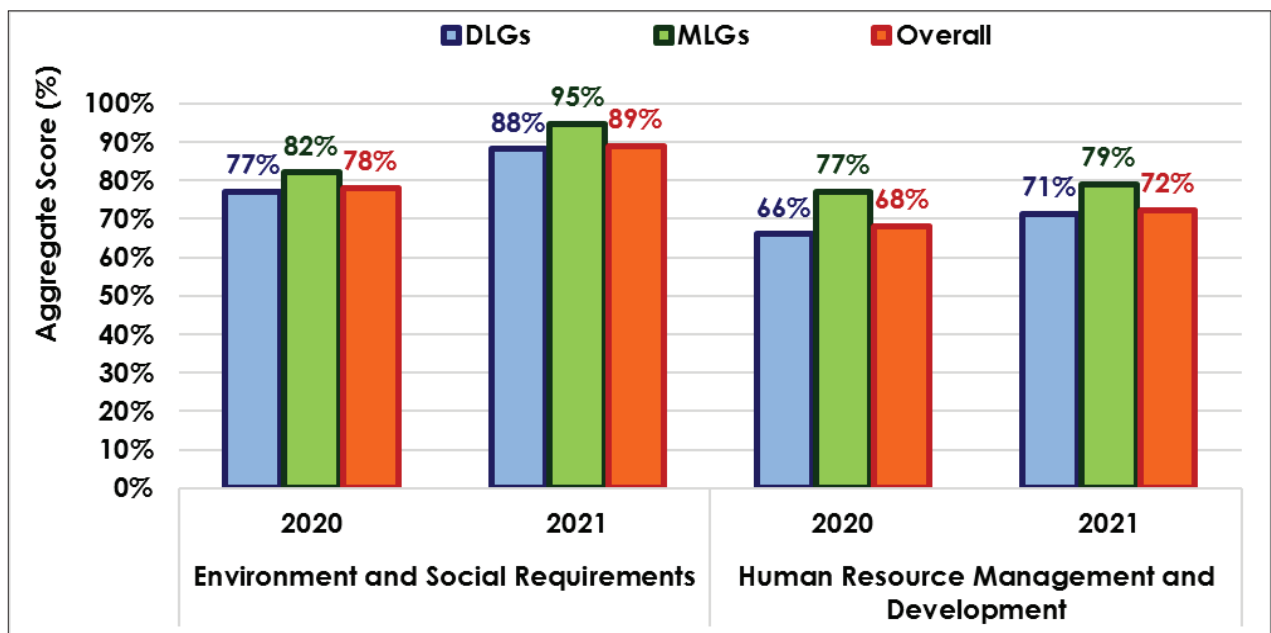


No. of LGs assessed = 154

There was a slight improvement in performance in LGMSD 2021 compared to LGMSD 2020 for both Minimum Conditions and Performance Measures. Performance for MCs improved from 71% in 2020 to 77% in 2021 while PMs improved from 61% to 68% over the same period. Municipal Councils have continued to outperform the districts for both years i.e. 2020 and 2021.

Figure 62 shows the trends in performance overall for Education minimum conditions for two thematic areas for 2020 and 2021 LGMSD assessments.

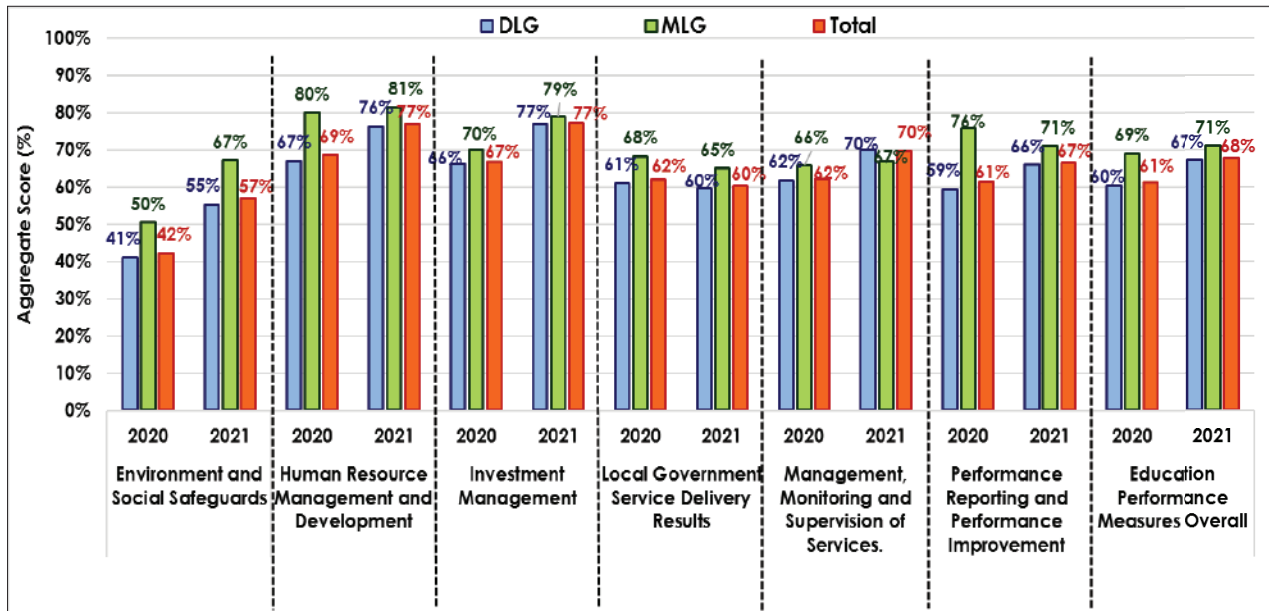
Figure 62: Overall performance for education minimum conditions thematic areas - LGMSD 2020 and 2021



No. of LGs assessed = 154

Under MCs, Environment and Social Requirements performed better at 89% having slightly improved from 78% in 2020 as compared to Human Resource Management and Development that scored 72% in 2021 against 68% in 2020.

Figure 63: Overall performance for education performance measures thematic areas - LGMSD 2020 and 2021

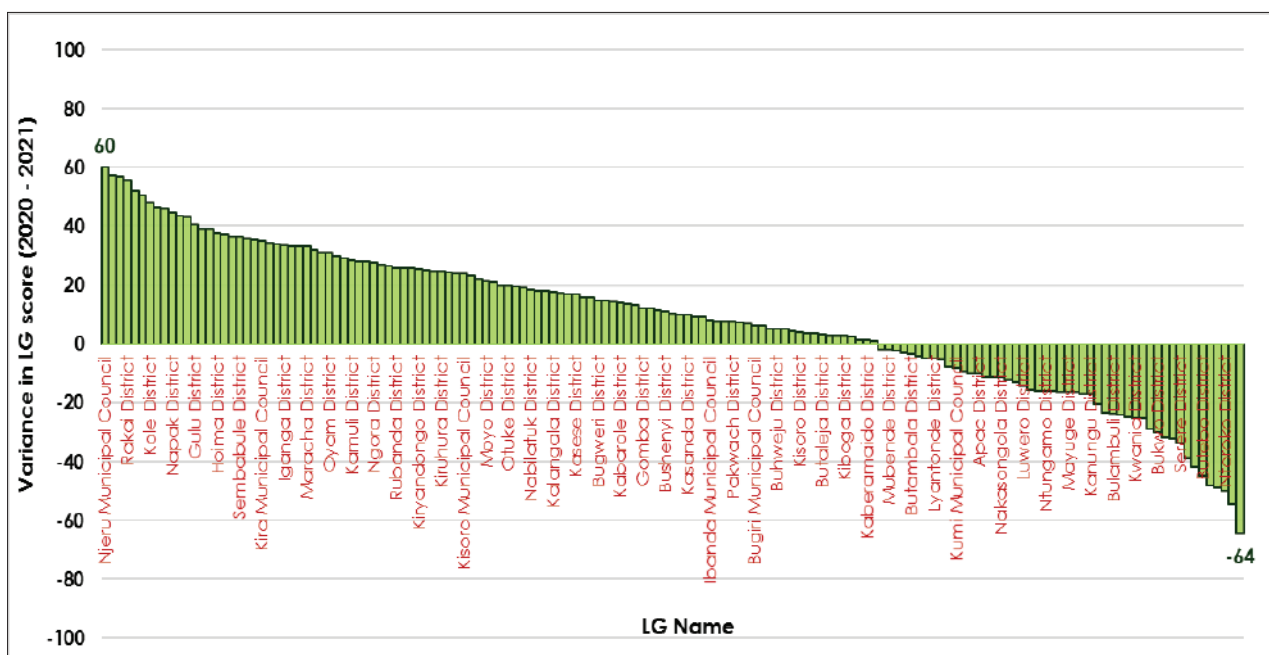


No. of LGs assessed = 154

Overall, there was a slight improvement in education performance measures from 61% in 2020 to 68% in 2021.

Human Resource Management and Development (77%) and Investment Management (77%) were the best performed measures as compared to Environment and Social Safeguards (57%) and Local Government Service Delivery Results (60%).

Figure 64: LGs that improved and those that declined



No. of LGs assessed = 154

From Figure 64 above, there are more LGs that improved than those that declined over the two assessments. Njeru MLG improved the most by 60 percentage points while Kyankwanzi DLG declined the most. Karenga, Serere, Rukungiri, Namisindwa, Kanungu, Sheema, Obongi and Nakasongola DLGs were also among those that declined in 2021 assessment.

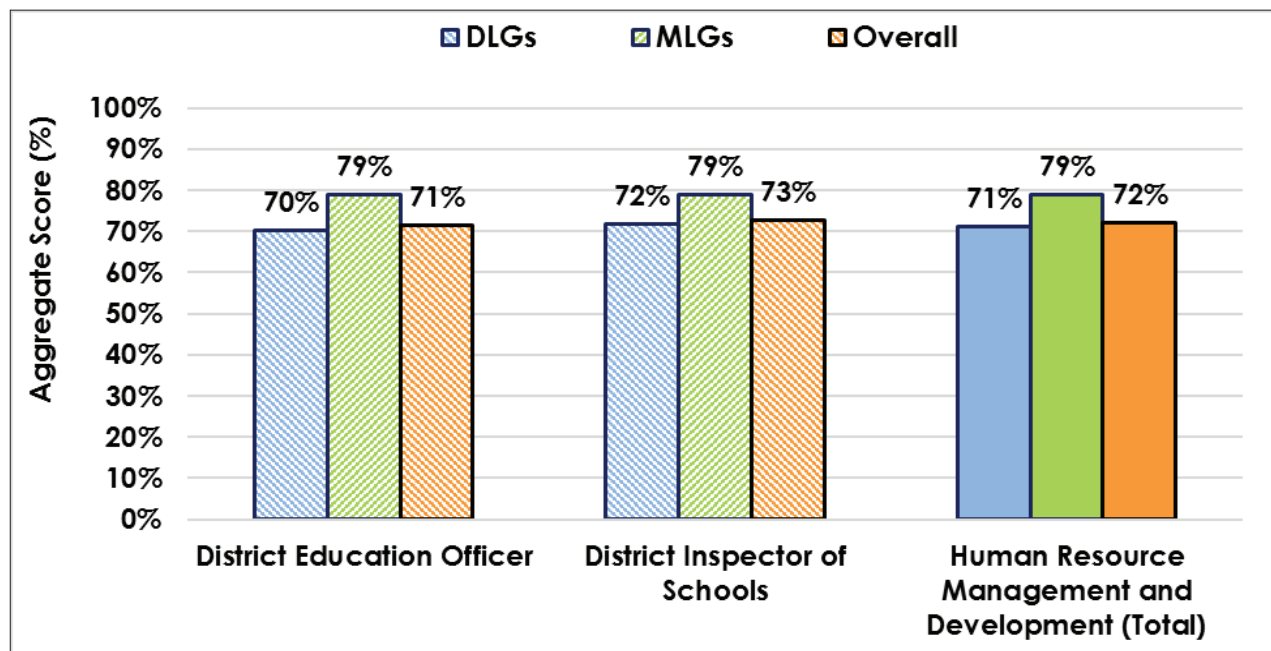
4.4 Results on Education Minimum Conditions

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

Figure 65: Scores for Human Resource Management and Development under Education Minimum Conditions

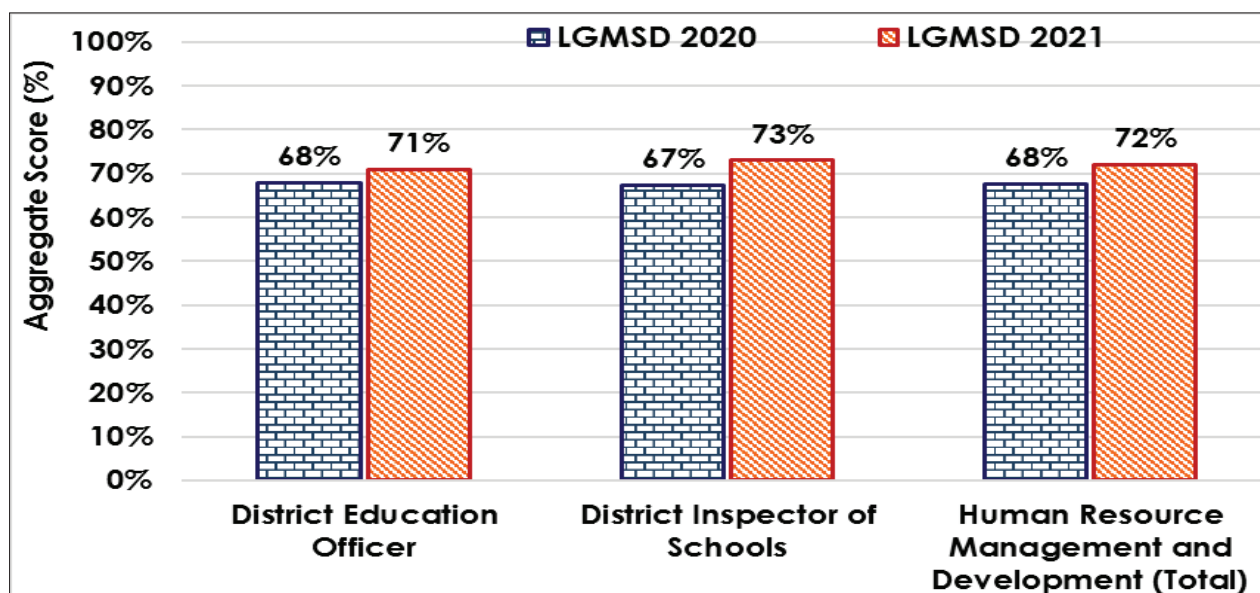


No. of LGs assessed = 154

The district LGs performed slightly better in HRM&D aspects scoring 72% overall. The best performed indicator for DLGs was recruitment of a District Inspector of Schools performing at 73%, while the availability of a District Education Officer in the LG at the time of assessment score was 71%. Under MLGs, all indicators scored 79%.

Figures 66 show the comparison performance of LGs in Minimum Conditions for the area of Human Resource Management and Development.

Figure 66: Comparison performance of LGs in Minimum Conditions for the area of Human Resource Management and Development



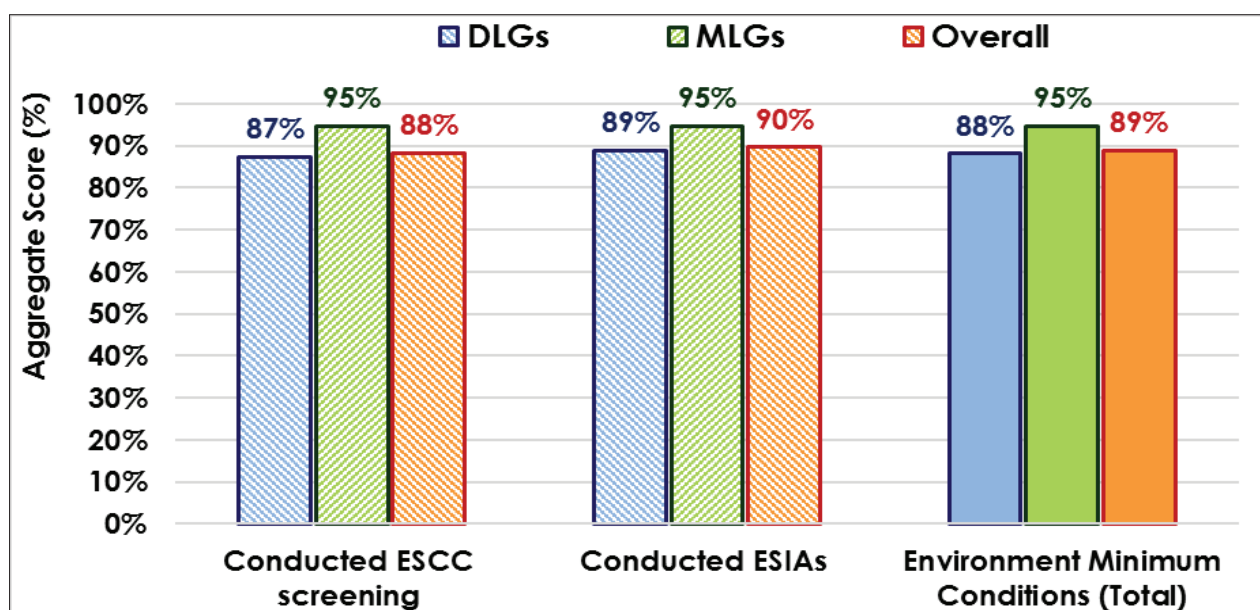
No. of LGs assessed = 154

There was a slight improvement in the overall performance of Human Resource Management and Development from 68% in 2020 to 72% in 2021. LGs filling the position of District/Municipal Education Officer increased from 68% to 71% and from 67% to 73% for Inspector of Schools.

4.4.2 Environment and Social Requirements-Education MCs

Figure 67 below shows the average scores in the Environment and Social Requirements thematic area under Education minimum conditions.

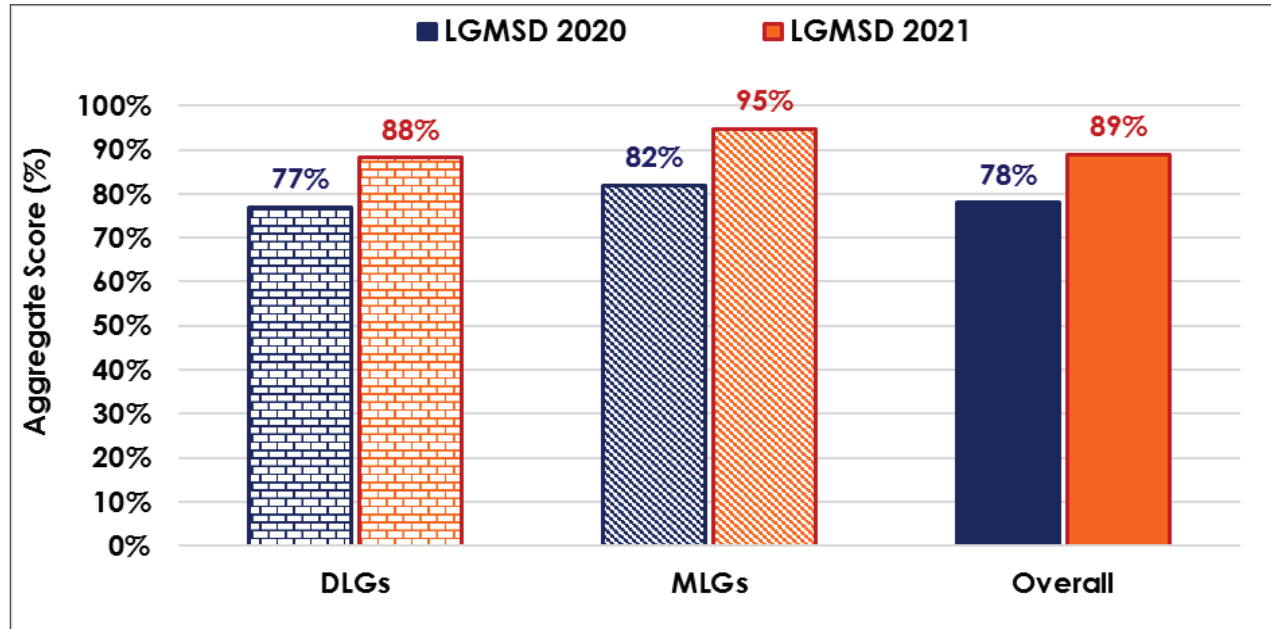
Figure 67: Scores for Education Minimum Conditions for Environment and Social Requirements - LGMSD 2021



No. of LGs assessed = 154

LGs performed well in both conducting ESCC and ESIA for Education projects scoring 89% overall (88% for ESCC and 90% for ESIA respectively). MLGs performed better than DLGs in conducting ESCC screening and ESIA with a score of 95% as compared to 88% for DLGs. Figure 68 below shows the comparison performance of LGs in Minimum Conditions for the area of Environment and Social Requirements.

Figure 68: Comparison of aggregate scores in Minimum Conditions for the area of Environment and Social Requirements for LGMSD 2020 & 2021



No. of LGs assessed = 154

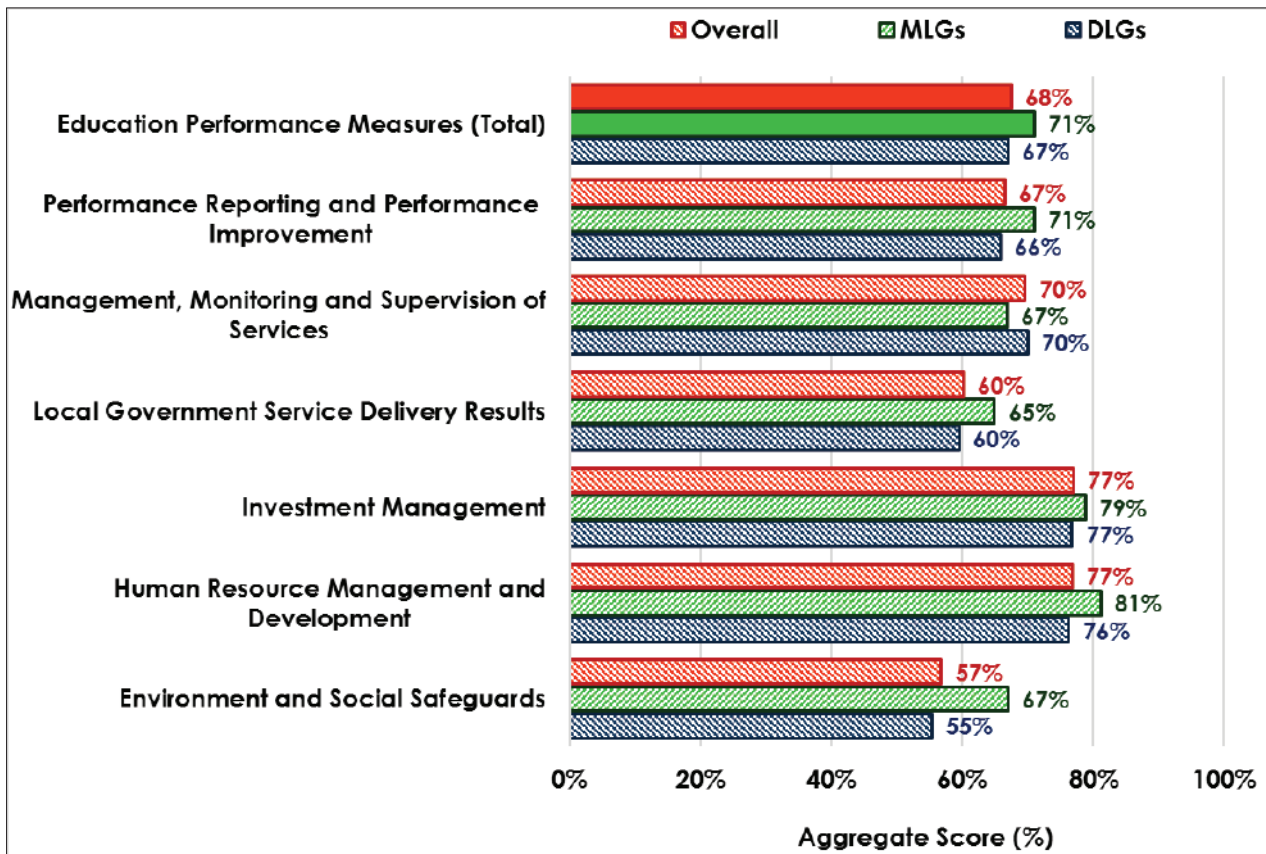
There was a slight improvement in the overall performance of Environment and Social Requirements from 78% in 2020 to 89% in 2021. MLGs performed better than DLGs with MLGs scoring 95% in 2021 an improvement from 82% in 2020 while DLGs scored 88% in 2021 an improvement from 77% in 2020.

4.5 Results on Education Performance Measures

4.5.1 Performance per Assessment Area under Education Performance Measures

Figure 69 shows the average scores of LGs across the six assessment areas of Education performance measures.

Figure 69: Aggregate scores per assessment area under the Education Performance Measures

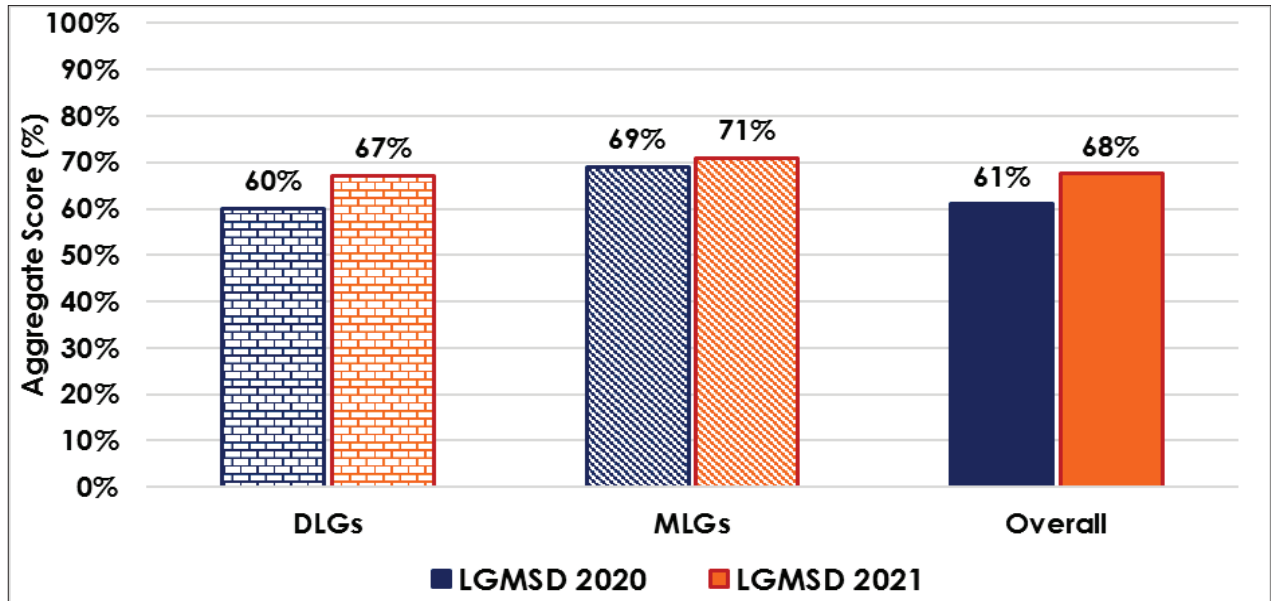


No. of LGs assessed = 154

The overall average score for Education Performance Measures was 68% for all LGs, with MLGs scoring 71% better than DLGs which scored an average of 67%. Human Resource Management and Development and Investment Management and Investment Management were the best performed thematic areas with a score of 77%, followed by Management, Monitoring and Supervision of Services with an overall aggregate score of 70%.

Low performance was registered in the area of Environment and Social safeguards with an overall score of 57%.

Figure 70: Comparison of performance of LGs in Education Performance Measures



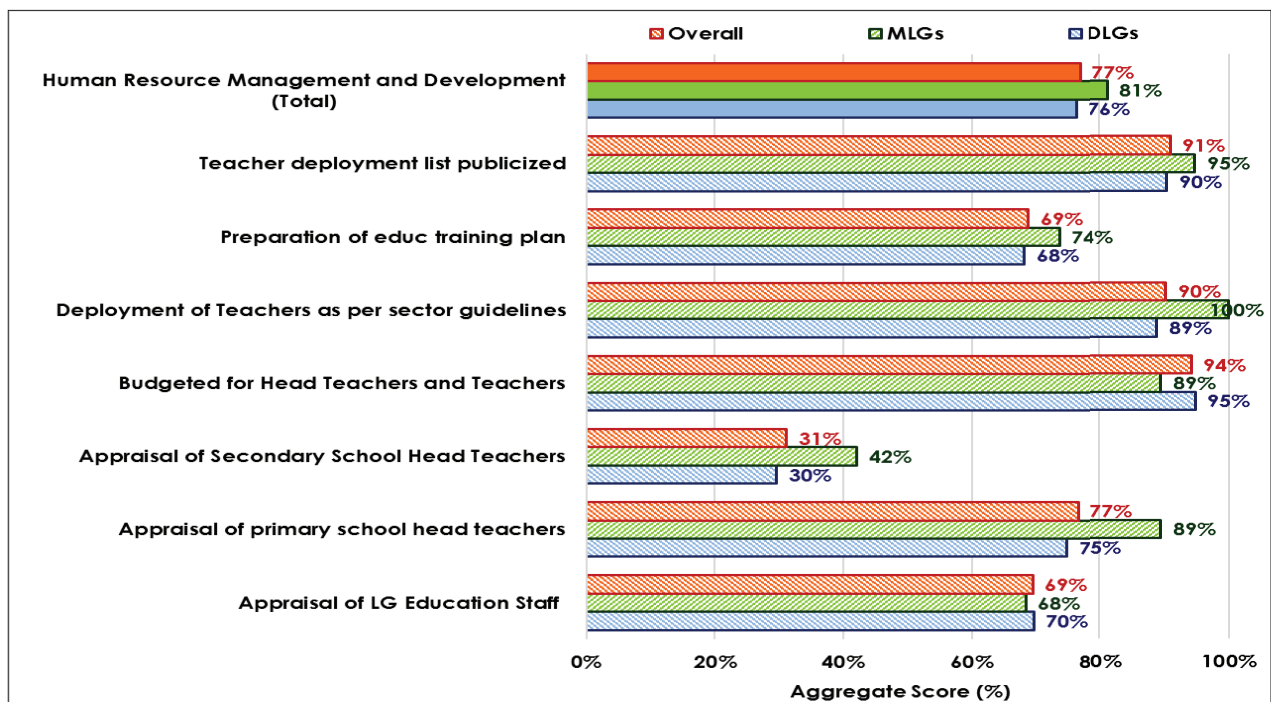
No. of LGs assessed = 154

There was a slight improvement in the overall performance of Education Performance Measures from 61% in 2020 to 68% in 2021. MLGs performed better than DLGs with MLGs scoring 71% in 2021 an improvement from 69% in 2020 while DLGs scored 67% in 2021 an improvement from 60% in 2020.

4.5.2 Human Resource Planning and Development

Figure 71 Shows Education Performance Measures in Human Resource Planning and Development

Figure 71: Aggregate scores in Human Resource Planning and Development under Education Performance Measures



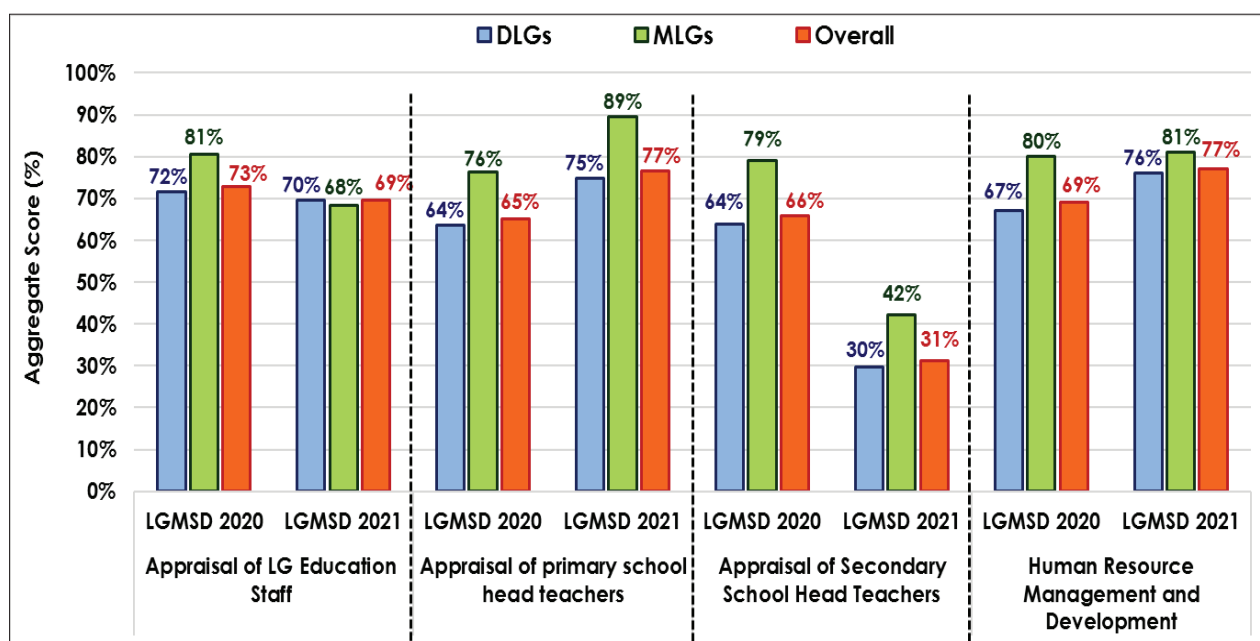
No. of LGs assessed = 154

The best performing thematic area was budgeting for Head Teachers and Teachers to ensure that each school has a head teacher and a teacher per class with an average of 94%; followed by publicizing the teacher deployment list at 91%. MLGs performed better than DLGs under Human Resource Management and Development with MLG having an average score of 81% and DLGs averagely scoring 76% respectively.

Low performance was in the area of appraisal of secondary school head teachers with an average score of 31%.

Figure 72 shows the trend of scores for selected Indicators under Human Resource Planning and Development - LGMSD 2021

Figure 72: Trend for selected Indicators under Human Resource Planning and Development -LGMSD 2021



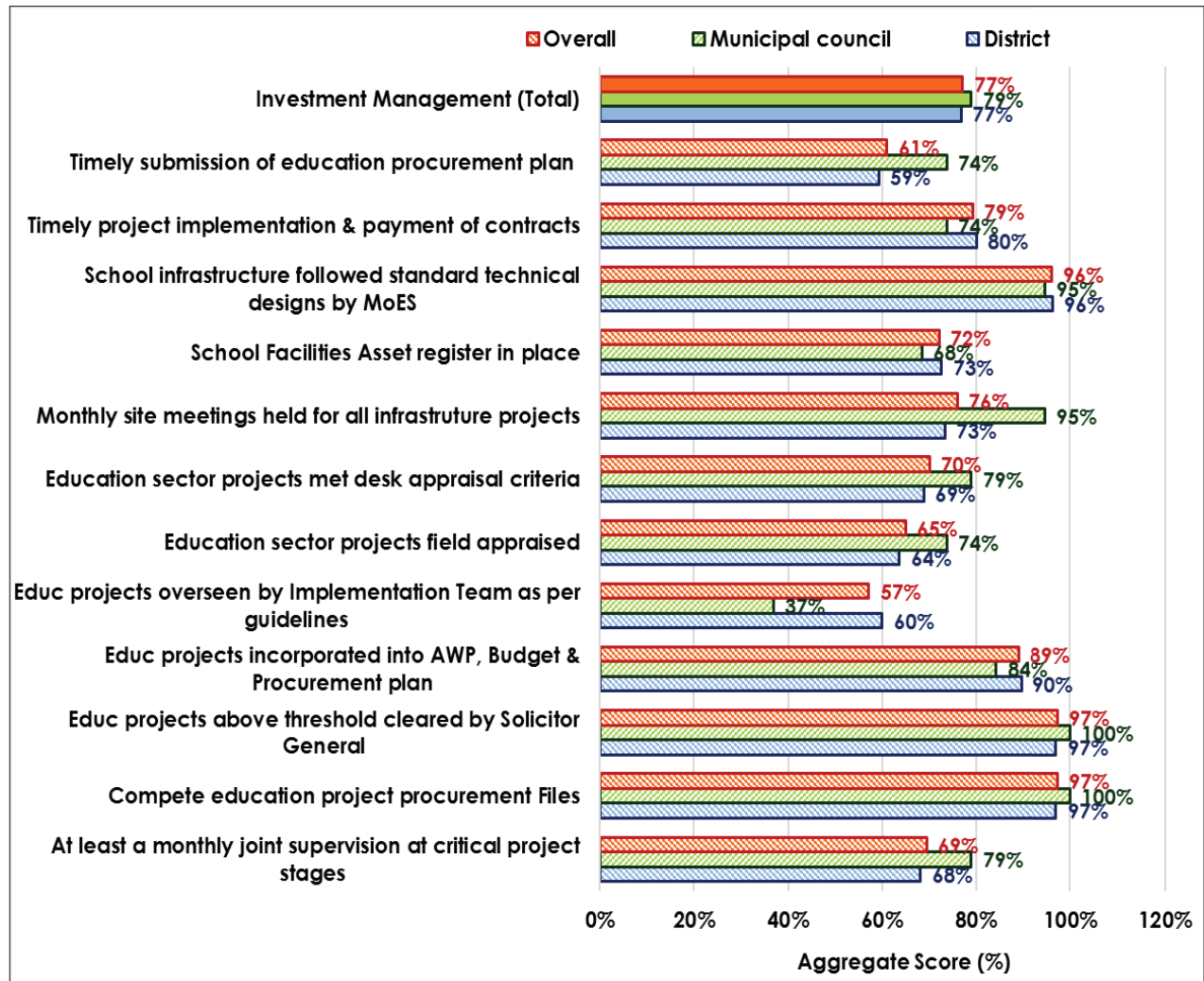
No. of LGs assessed = 154

LGs have registered a decline in appraisal of LG Education staff from 73% to 69% and appraisal of secondary school teachers from 66% to 31% in 2020 and 2021 respectively. The appraisal of primary school head teachers improved from 65% in 2020 to 77% in 2021 while overall performance for HRM indicators improved from 69% to 77% over the same period.

4.5.3 Investment Management

Figure 73 presents the aggregate scores for the various assessment areas under Investment Management.

Figure 73: Education Performance Measure scores in Investment Management

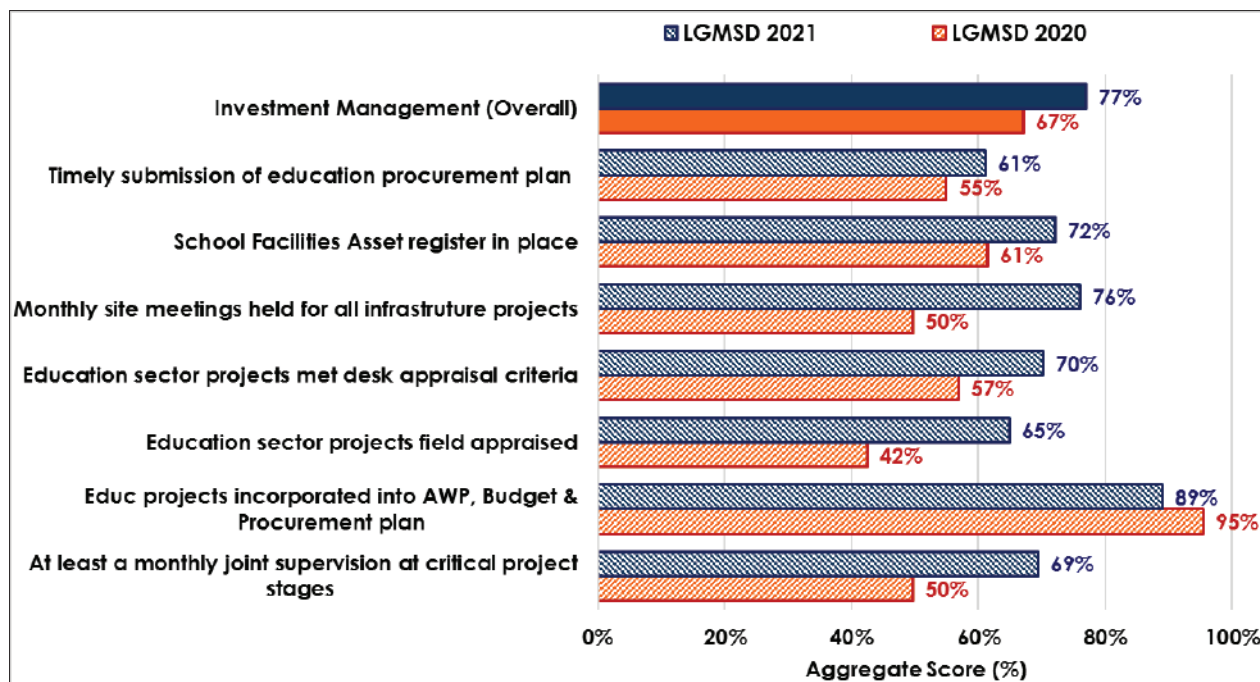


No. of LGs assessed = 154

The best performing thematic areas under Investment Management were; education projects above threshold cleared by Solicitor General and Complete education project procurement files both with a score of 97%, followed by school infrastructure that followed standard technical designs by MoES with an average score of 96%, followed by education projects incorporated into the AWP, Budget and procurement plan with an average score of 89%

Low performance was in the thematic areas of education projects overseen by implementation team as per guidelines with an average score of 57%.

Figure 74: Trend for selected Indicators under Investment Management -LGMSD 2021



No. of LGs assessed = 154

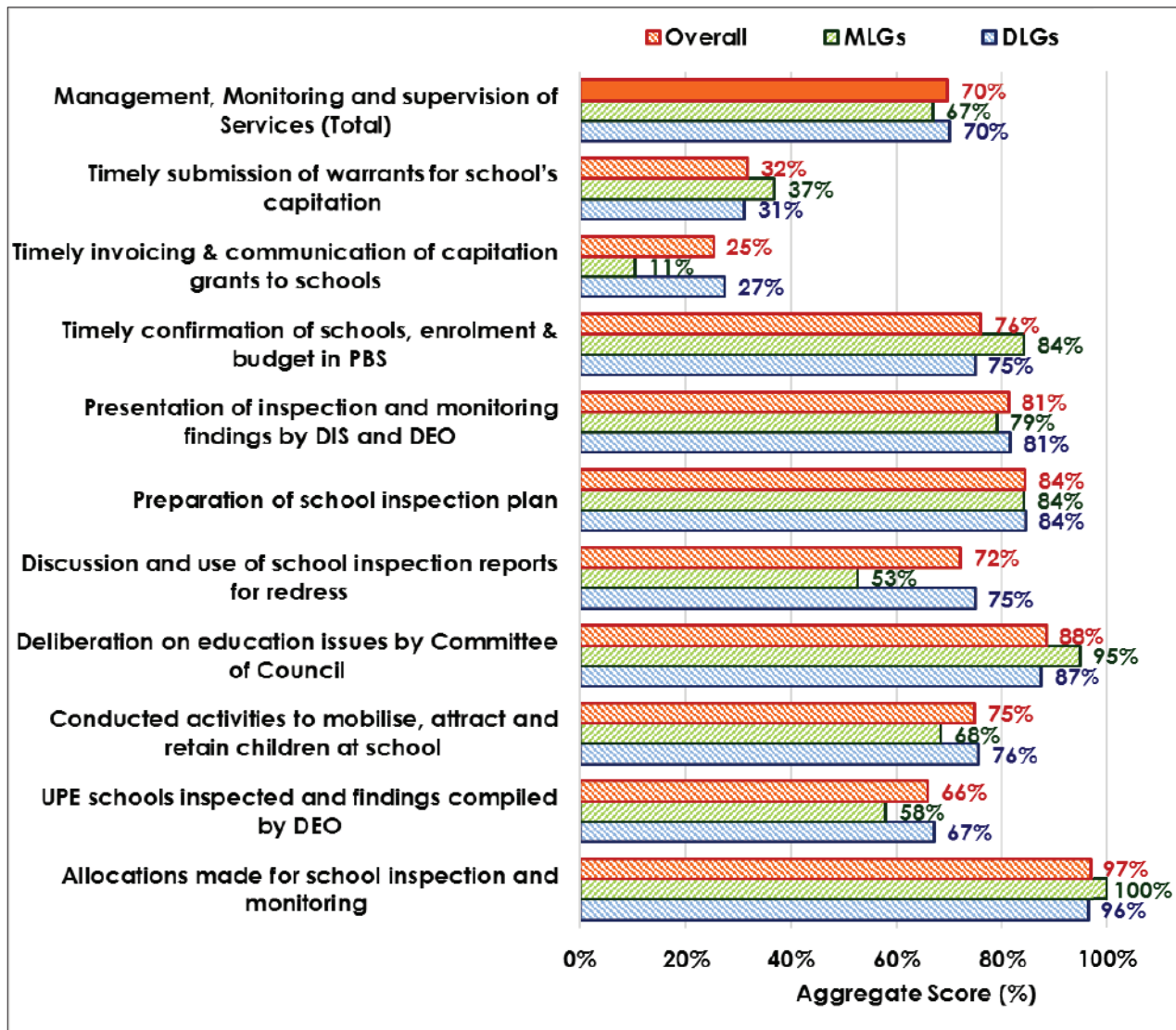
In the area Investment Management, LGs registered an improvement in monthly joint supervision at critical project stages from 50% to 69%, appraisal of Education sector projects from 42% to 65%, Education sector projects that met desk appraisal criteria from 57% to 70%, monthly site meetings held for all infrastructure projects from 50% to 76%, school Facilities Asset register in place from 61% to 72%, and timely submission of education procurement plan from 55% to 61% between the 2020 and 2021 assessment respectively.

Education projects incorporated into the AWP, budget and procurement plan declined from 95% in 2020 to 89% in 2021.

4.5.4 Management, Monitoring and Supervision Services

Figure 75 below presents the performance of LG concerning Management, monitoring and supervision of services.

Figure 75: Education Performance Measures in Management, Monitoring and Supervision of Services

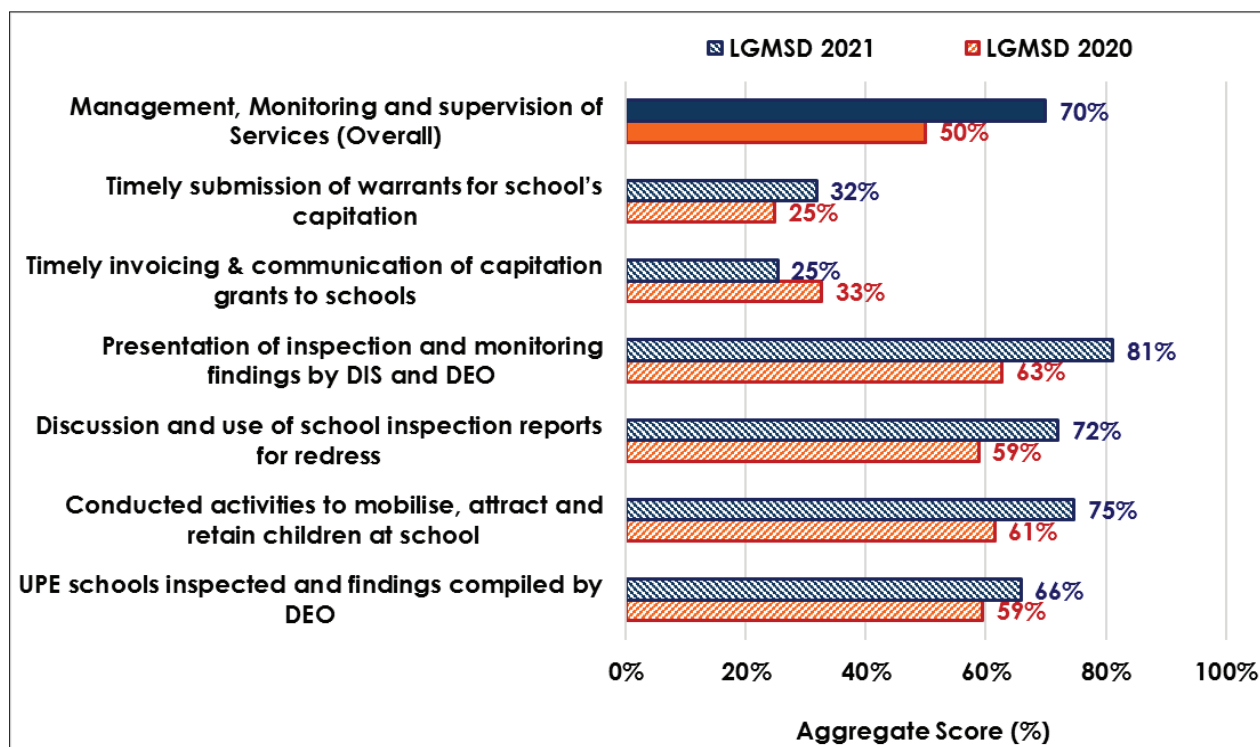


No. of LGs assessed = 154

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 97%; followed by deliberation on education issues by committee council with an average score of 88%; followed by preparation of school inspection plan with an average score of 84% and presentation of inspection and monitoring findings by DIS and DEO with an average score of 81%.

Low performance was in the thematic areas of timely submission of warrants for school's capitation with an average score of 32%, and timely invoicing and communication of capitation grants to schools with an average score of 25%.

Figure 76: Trend for selected Indicators under Management, Monitoring and Supervision Services -LGMSD 2021



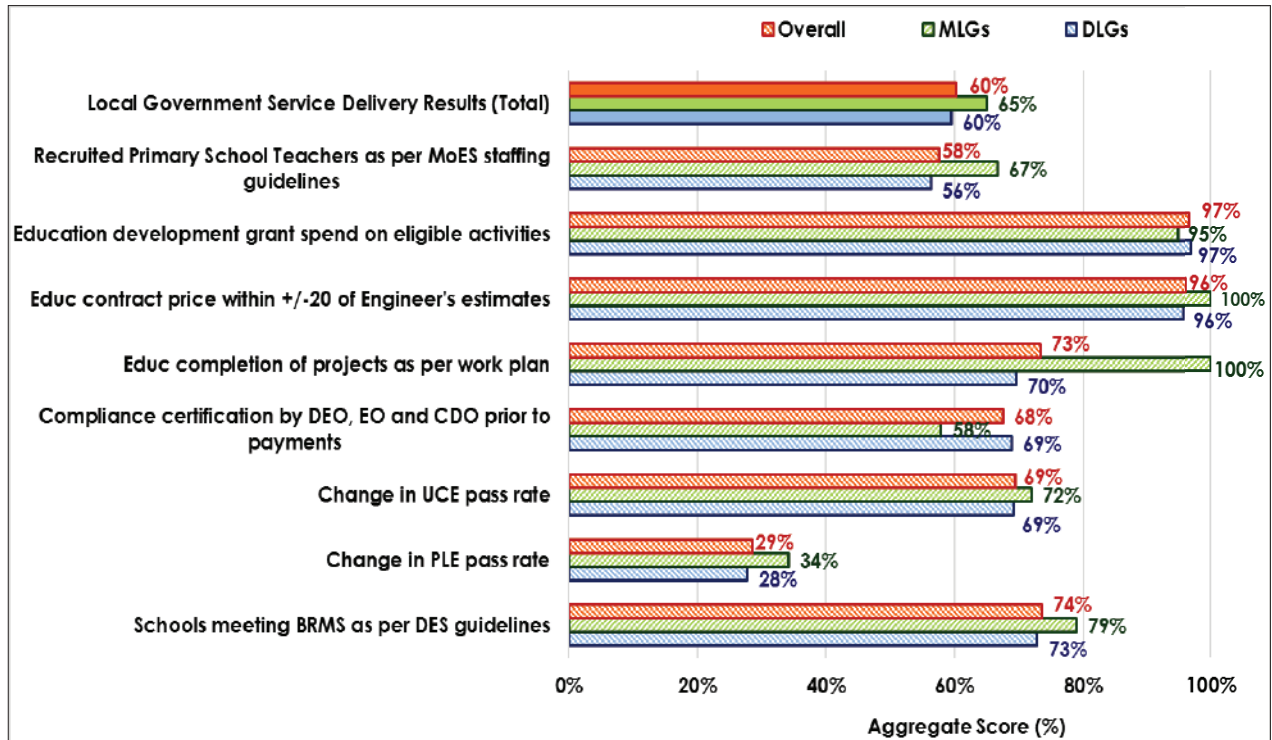
No. of LGs assessed = 154

In the area of Management, monitoring and supervision of services, LGs registered a decline in timely invoicing and communication of capitation grants to schools from 33% in 2020 to 25% in 2021. On the other hand, good progress was registered in; presentation of inspection and monitoring findings by DIS and DEO which improved from 63% to 81%, DEO compiling inspection findings in UPE schools which improved from 59% to 66%, conducting activities to mobilize, attract and retain children at school which improved from 61% to 75% and discussion and use of school inspection reports for redress which improved from 59% to 72%.

4.5.5 Local Government Service Delivery Results

Figure 77 below presents the performance of LGs concerning Local Government Service Delivery Results.

Figure 77: Education Performance Measures in Local Government Service Delivery Results



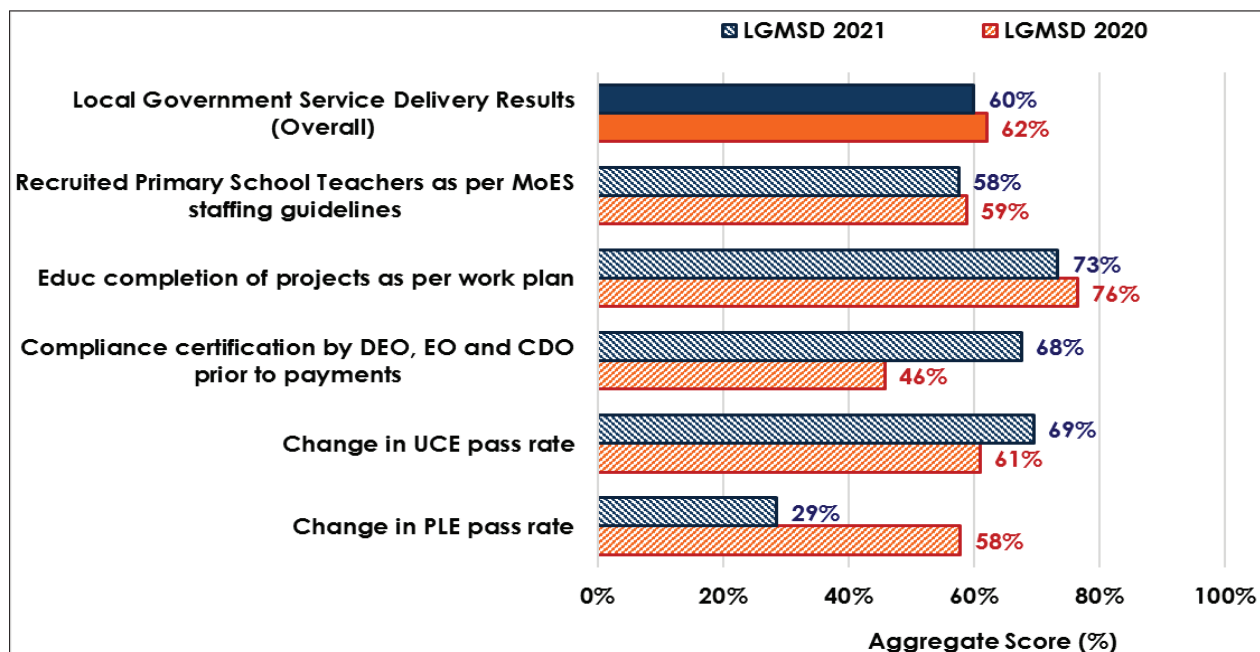
No. of LGs assessed = 154

The best performing areas under Local Government Service Delivery Results were; Education development grant spent on eligible activities with an average score of 97%, followed by education contract price +/- 20 of Engineers estimates with an average score 96%. The above two 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 which MLGs scored 34% and DLGs scored 28%. This level can be attributed to the prolonged lock down of the education sector as a result of the COVID-19 pandemic.

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

Figure 78: Trend (2020 – 2021) for selected Indicators under Local Government Service Delivery Results.



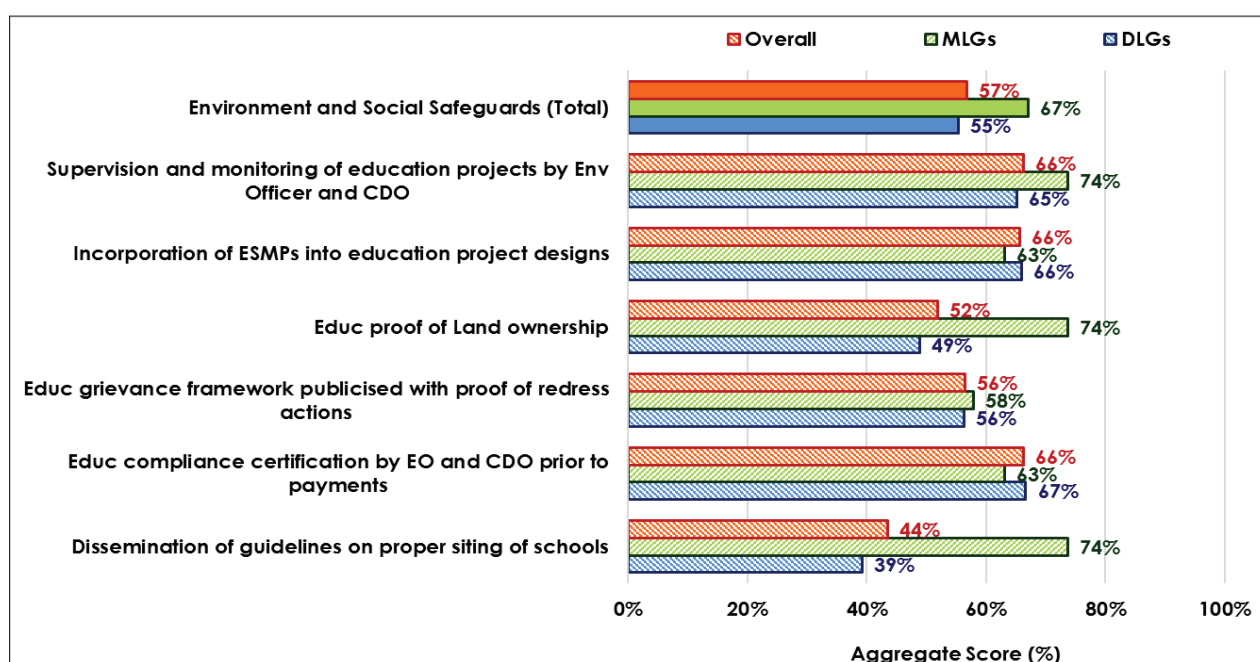
No. of LGs assessed = 154

Overall, there was a decline in performance in the thematic area of Local Government Service Delivery Results from 62% in 2020 to 60% in 2021. The change in PLE pass rate was the worst performed as it declined from 58% in 2020 to 29% in 2021. This performance can be attributed to the two-year lock down which was as a result of the COVID-19 pandemic.

4.5.6 Environment and Social Safeguards

Figure 79 below presents the performance of LGs concerning Environment and Social Safeguards.

Figure 79: Education Performance Measures in Environment and Social Safeguards

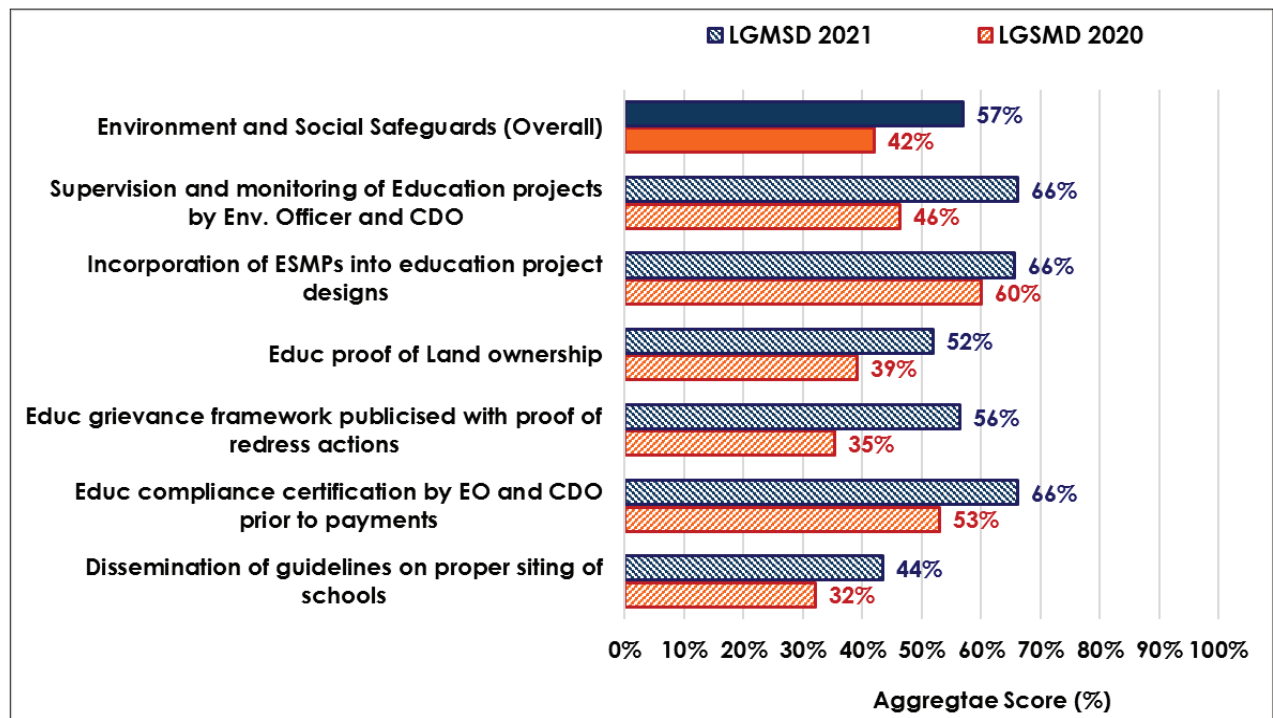


No. of LGs assessed = 154

The best performing thematic areas under Environment and Social Safeguards is the supervision and monitoring of education projects by Environment Officer and CDO, Education compliance certification by Environment Officer and CDO prior to payments and the incorporation of ESMPs into education project designs that all have an average score of 66%.

Low performance was in the thematic areas of; Dissemination of guidelines on proper siting of schools at 44%, Education projects' proof of Land ownership at 52% and Education grievance framework publicized with proof of redress actions at 56% which affected the overall performance.

Figure 80: Trend for selected Indicators under Environment and Social Safeguards -LGMSD 2021



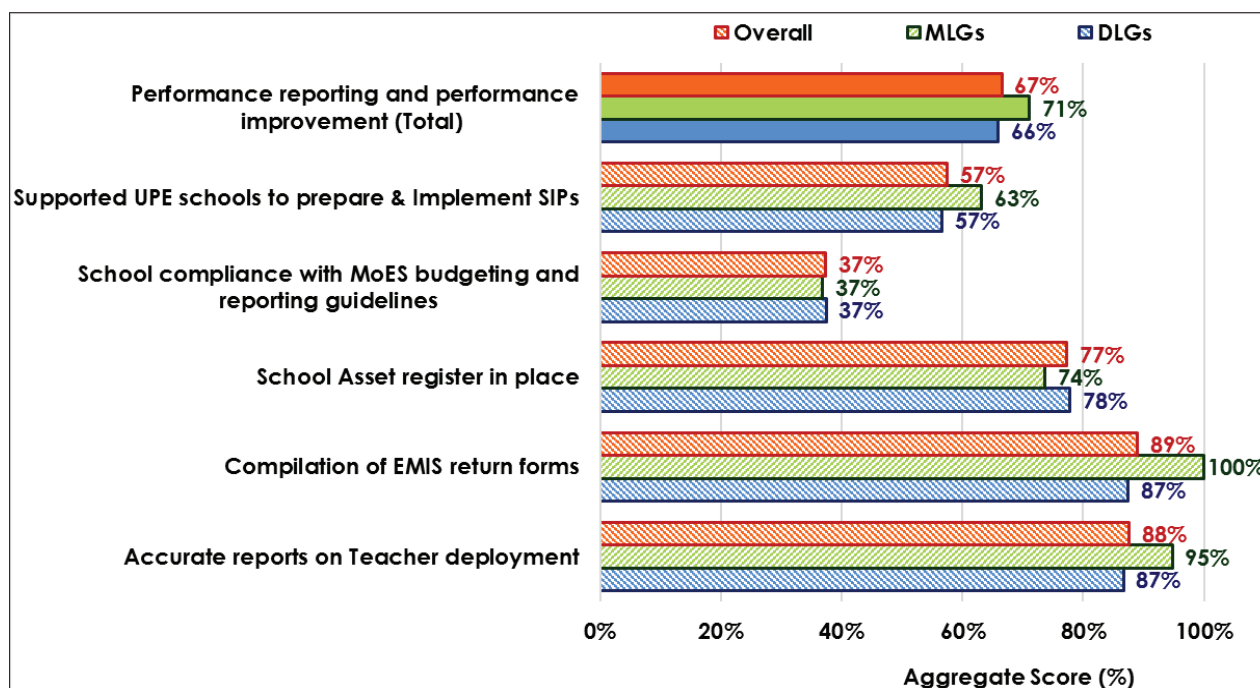
No. of LGs assessed = 154

LGs registered an overall improvement in the Environmental and Social Safeguards indicators that is from scoring 42% in 2020 to 57% in 2021. All the indicators registered improvement in 2021 as shown above.

4.5.7 Performance reporting and performance improvement

Figure 81 below presents the performance of LGs concerning Performance reporting and performance improvement.

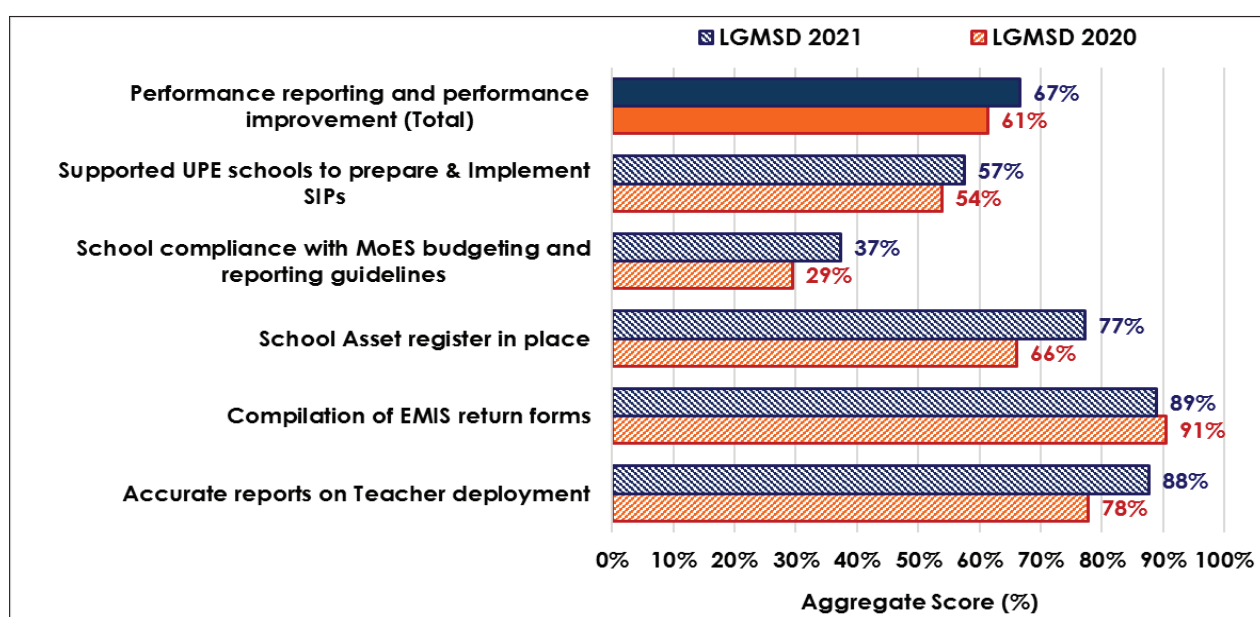
Figure 81: Education Performance Measures in Performance Reporting and Performance Improvement



No. of LGs assessed = 154

The average score for LGs under Performance Reporting and Improvement was 67% with MCs scoring 71% better than DLGs which scored an average of 66%. Compilation of EMIS return forms was the best performed thematic area with an average score of 89%, followed by accurate reports on teacher deployment in primary schools with a score of 88%.

Figure 82: Trend for selected Indicators under Performance reporting and performance improvement - LGMSD 2021



No. of LGs assessed = 154

LGs registered an improvement in the overall performance for indicators under Performance reporting and performance improvement that is from scoring 61% in 2020 to 67% in 2021.

All the indicators registered improvement in 2021 as shown above except compilation of EMIS return forms that registered a decline from 91% in 2020 to 89% in 2021.

4.6 Conclusion, Emerging Issues and recommended actions from LGMSD 2021

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. COVID-19 pandemic also greatly affected the PLE and the UCE pass rates. 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
1.	Late submission of the warrants for the school's capitation grant by the District Planner with only 32% LGs submitting before the deadline as compared to 25% of LGs in 2020.	Build the capacity of the LG staff to undertake this function in a timely manner.	MoFPED MoES
2.	Only 31% of the LGs (42% MLGs, 30% DLGs) were able to appraise Secondary school head teachers. This hinders service delivery since it is difficult to identify the gaps and areas where the teachers are underperforming.	New guidelines should be issued on appraisal of head teachers and their deployment.	MoPS MoES
3.	The structure of the education department in the LGs is not complete and this is the reason why DEOs do not effectively carry out their roles and responsibilities. For example, the Head teachers in a school earns more than the DEO which makes it difficult for the DEO to supervise them. Also, the reporting lines are not clear especially for secondary and tertiary education teachers.	MoPS should revise the structure to remove these bottlenecks MoES should decentralize recruitment, confirmation and appraisal of secondary teachers and provide LGs with the capacity to manage them.	MoPS MoES ESC
4.	Declined increase in PLE pass rates from 58% of the LGs in 2020 to 29% in 2021. This was mainly due to the lockdown due to COVID-19 that contributed to so many pupils not attending school while others dropped out of school.	There is need to carry out a situation analysis to understand factors that affected performance and devise effective strategies to improve performance.	MoES LGs

5.0 Health Performance Assessment

5.1 Introduction to Health Performance Assessment

The Local Government Management of Service Delivery assessment for Health has two elements namely; Minimum Conditions (MCs) and Performance Measures (PMs). Minimum Conditions (seen as core performance indicators) 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 in some areas also aggregate performance information from facilities like health centers and Lower Local Governments as well assessing compliance with performance reporting and improvement support.

The LG Health Departments under MCs were assessed against 2 thematic areas of Human Resource Management and Development (HRMD) 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 2021

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
			Social Impact Assessments (ESIAs)	15 Percentage points
				100 Percentage points
A	MLGs	Human Resource Management and Development	Medical Officer of health Services/Principal Medical Officer	30 Percentage points
			Principal Health Inspector	20 Percentage points
			Health Educator	20 Percentage points
B		Environment and Social Requirements	Environment, Social and Climate Change Screening/Environment	15 Percentage points
			Social Impact Assessments (ESIAs)	15 Percentage points
Total				100 Percentage points

The performance of the LG Health Departments Performance Measures was assessed against 6 thematic areas with weighted performance scores totaling to a maximum of 100 percentage points. The thematic areas and the corresponding scores are presented in Table 21.

Table 19: Scoring guide for Health Performance Measures for LGMSD 2021

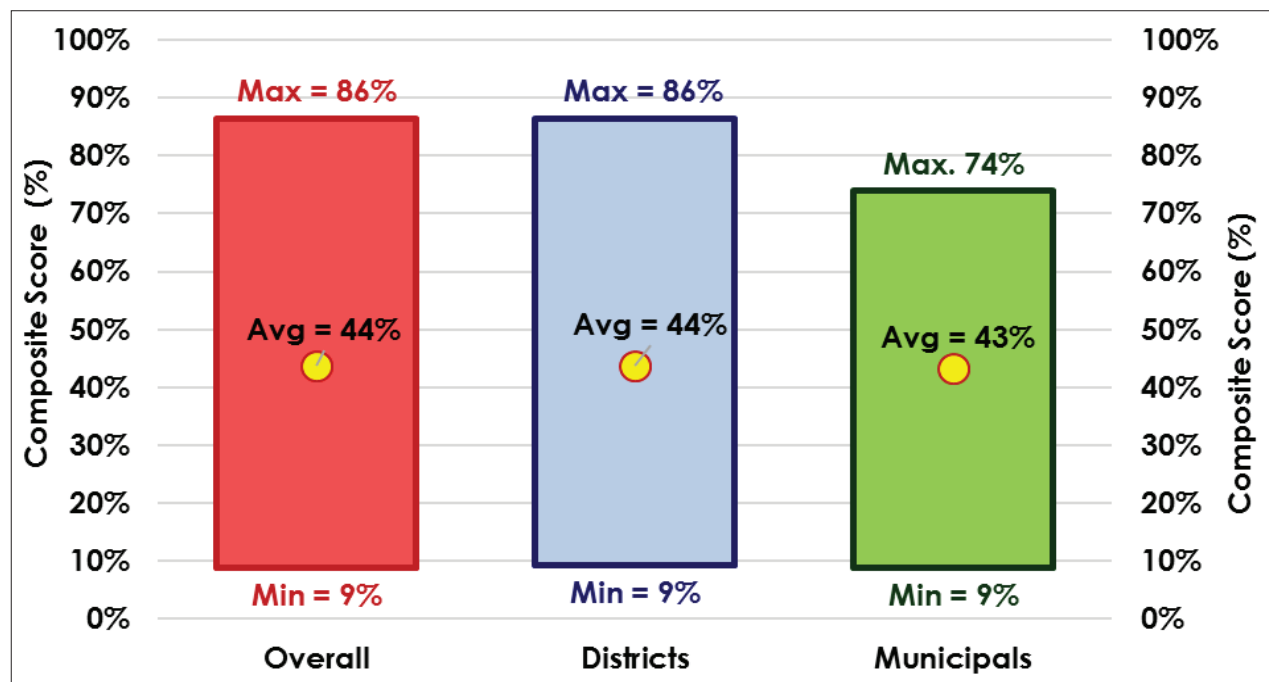
Number	Performance Area	Percentage score of PMs
A	Local Government Service Delivery Results	18 Percentage points
B	Performance Reporting and Performance Improvement	18 Percentage points
C	Human Resource Management and Development	16 Percentage points
D	Management, Monitoring and Supervision of Services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

5.2 Overview of Health Performance Results – LGMSD 2021

5.2.1 Polarity of Scores for Health Performance

Figure 83 shows the relative orientation of the maximum, average and minimum composite scores in Health for all LGs.

Figure 83: 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 44% with DLGs scoring 44% and MLGs 43% respectively. The highest score for DLGs was 86% compared to 74% for MLGs while the lowest score was 9% for both DLGs and MLGs.

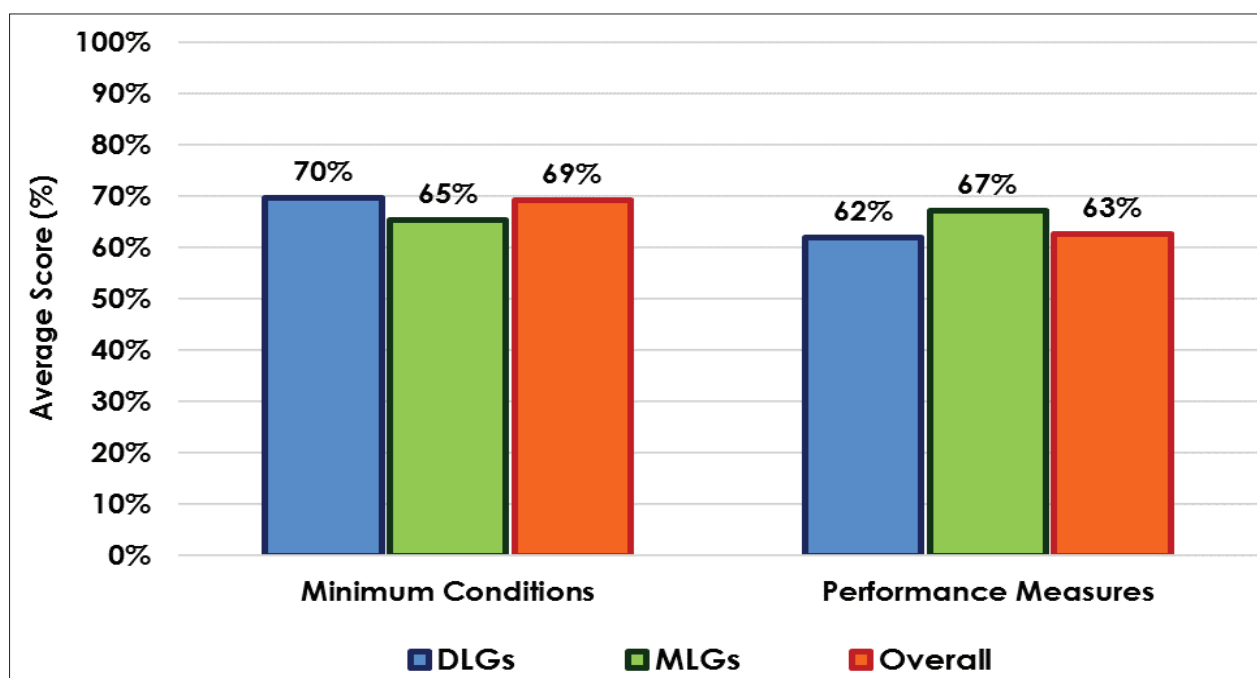
5.2.2 Overall Performance in Health Minimum Conditions and Performance Measures - LGMSD 2021

Under Health Minimum Conditions, 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, and Principal Medical Officer, Principal Health Inspector and Health Educator for MLGs. 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 access to healthcare services, completion and functionality of projects 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, 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 health projects.

Figure 84 shows the average scores under Health MCs and PMs; disaggregated for MLGs and DLGs.

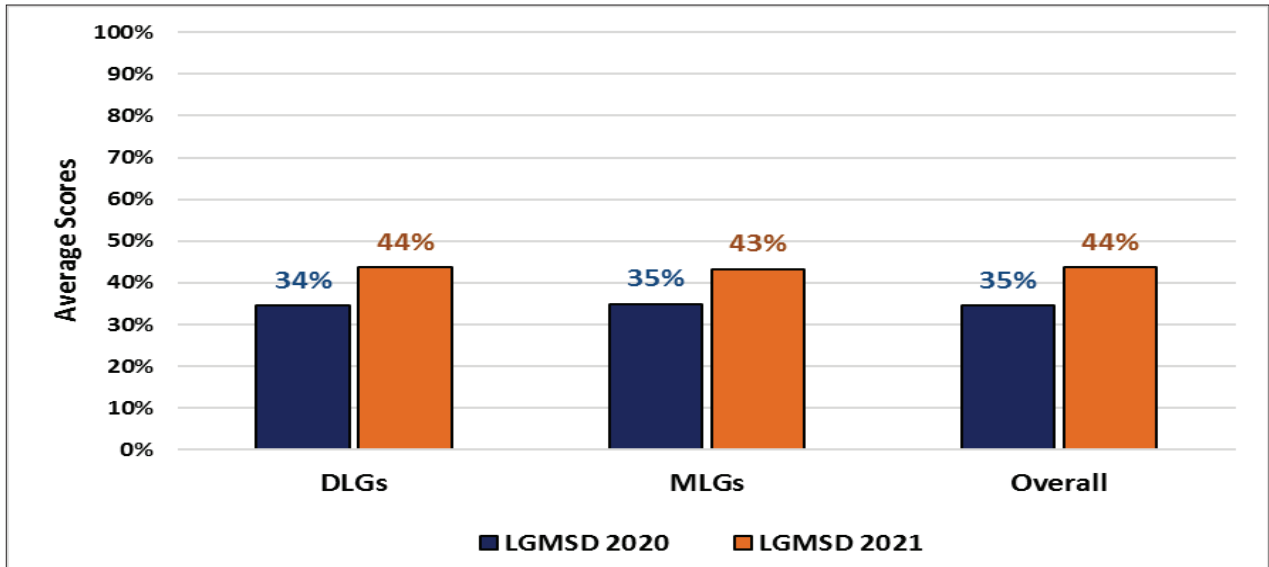
Figure 84: Average scores under Health MCs and PMs; disaggregated for MLGs and DLGs



No. of LGs assessed = 154

The overall average score for LGs' compliance to MCs was 69% with DLGs scoring 70% and MLGs 65%. On the other hand, MLGs performed better than DLGs under PMs with a score of 67% against 62% with the overall score combined of 63% for Performance Measures. Figure 85 shows the combined average scores for Health MCs and PMs; disaggregated for MLGs and DLGs.

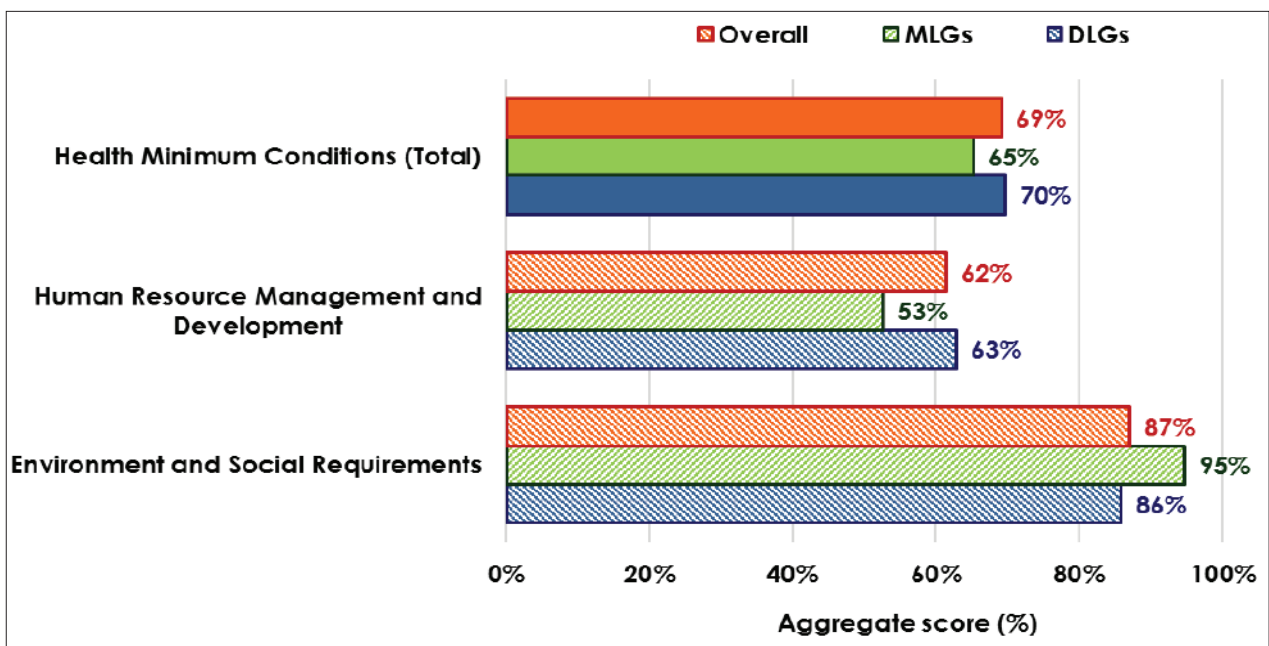
Figure 85: Combined average scores under Health MCs and PMs; disaggregated for MLGs and DLGs



No. of LGs assessed = 154

Overall, there has been an improvement in performance for Health from 35% in 2020 to 44% in 2021 with both DLGs and MLGs improving. DLGs improved by 10 percentage points from 34% to 44%. Similarly, MLGs improved from 35% to 43% over the same time period. Figure 86 shows the performance scores of LGs across two thematic areas of Health Minimum Conditions; disaggregated for MLGs and DLGs.

Figure 86: Performance scores under Health MCs; disaggregated for MLGs and DLGs

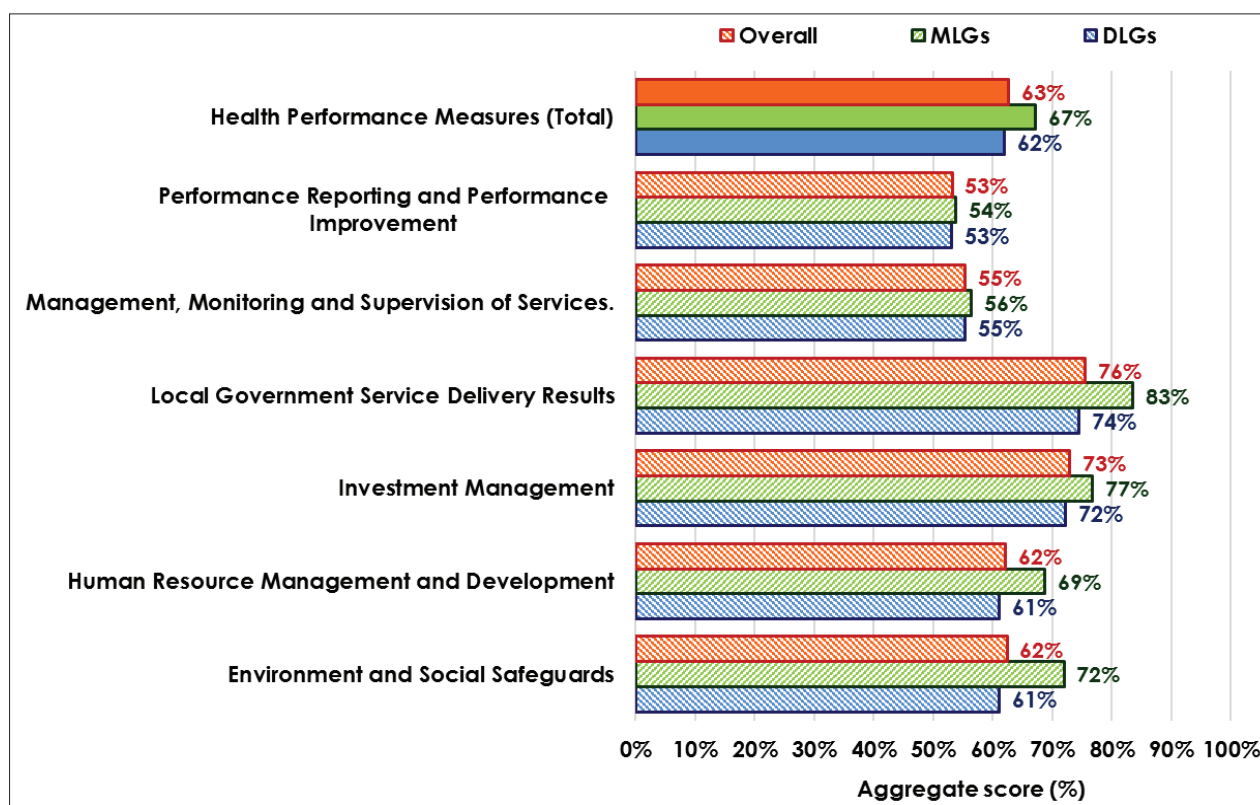


No. of LGs assessed = 154

The overall average score for LGs' compliance to MCs was 69% with DLGs scoring 70% and MLGs 65% respectively. LGs performed better in Environment and Social Requirements MCs at an average of 87% as compared to 62% for Human Resource Management and Development.

Figure 87 shows the performance scores of LGs across six thematic areas of Health Performance Measures; disaggregated for MLGs and DLGs.

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



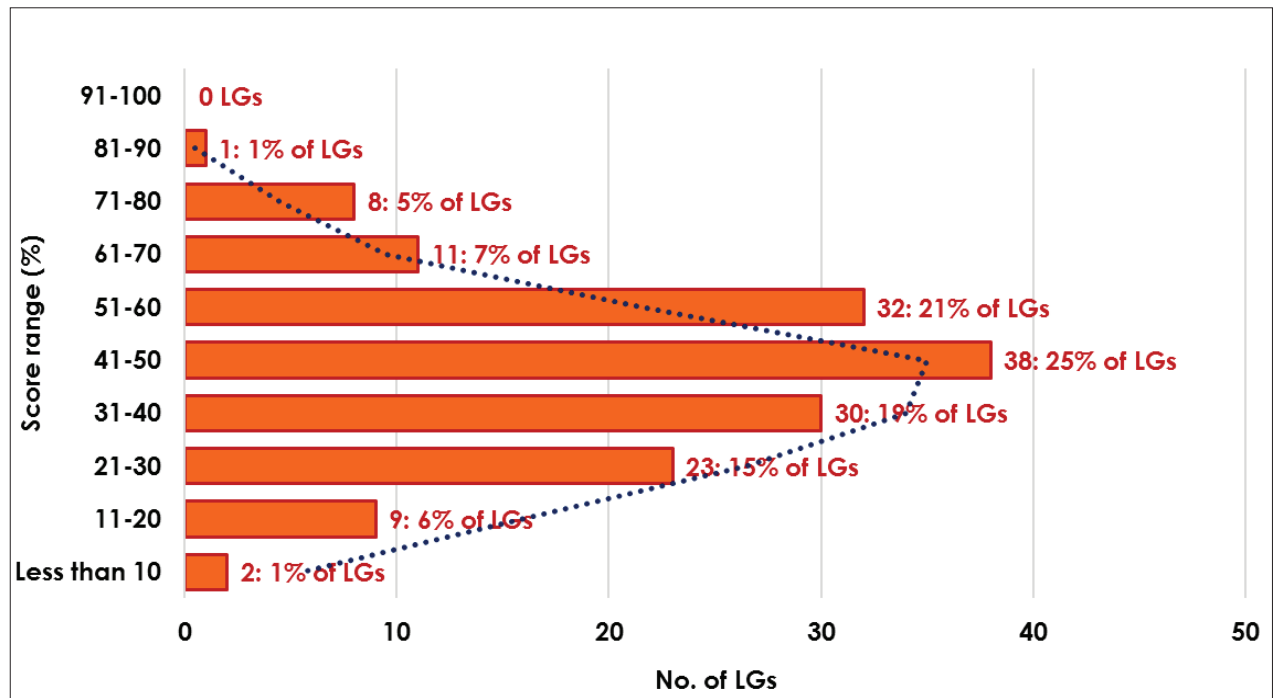
No. of LGs assessed = 154

The overall performance score for LGs' compliance to PMs was 63% with DLGs scoring 67% and MLGs 62% respectively. LGs performed better in areas of; Local Government Service Delivery Results scoring 76% followed by Investment Management scoring 73%, while Performance Reporting and Performance Improvement 53% and Management, Monitoring and Supervision of Services 55% were the least performed areas by Local Governments.

5.2.3 Distribution of LGs across average score categories – LGMSD 2021

Figure 88 presents the distribution (by number and proportion) of LGs across the different composite score ranges for Health Performance Areas

Figure 88: Distribution of all LGs in Health across score categories

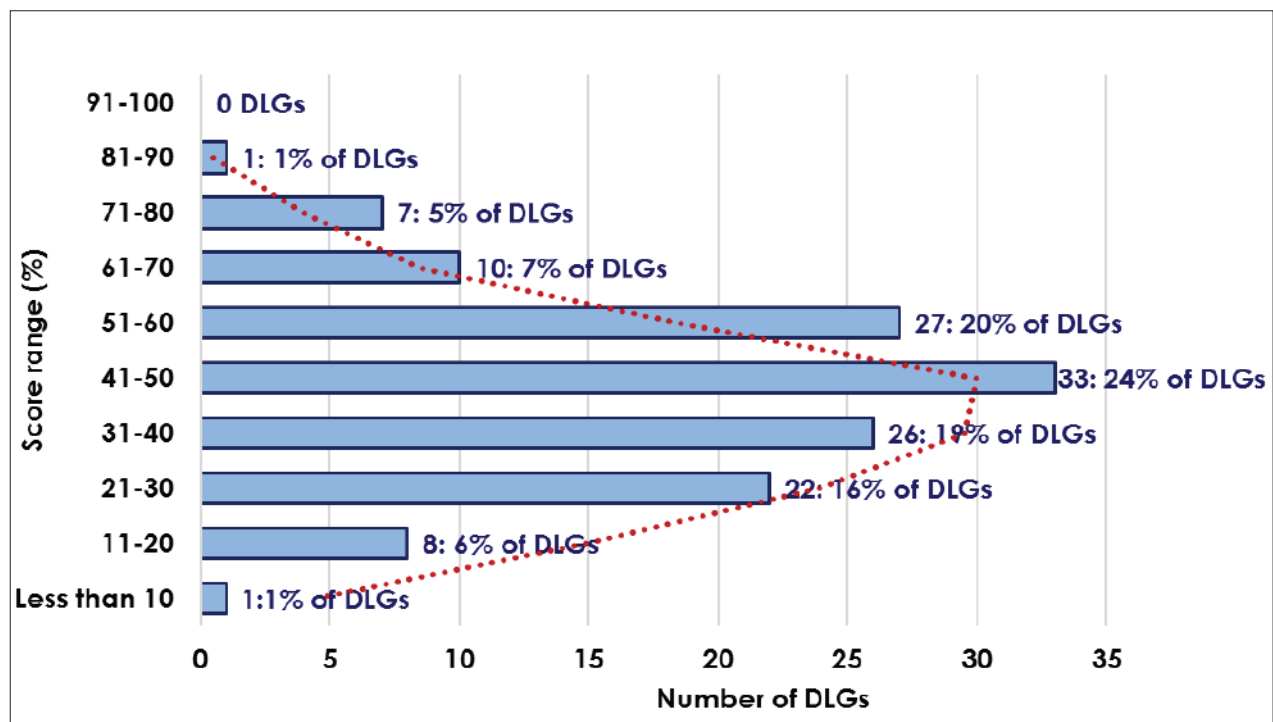


No. of LGs assessed = 154

The highest number of LGs (38) scored in the range of 41% - 50%, while 32 LGs (21%) scored between 51% - 60% and then 30 LGs (19%) scored between 31% and 40%. 34 LGs scored 30% and below. 52 LGs scored above 50% of the maximum attainable score for Health Performance Areas.

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

Figure 89: Distribution of DLGs in Health across score categories

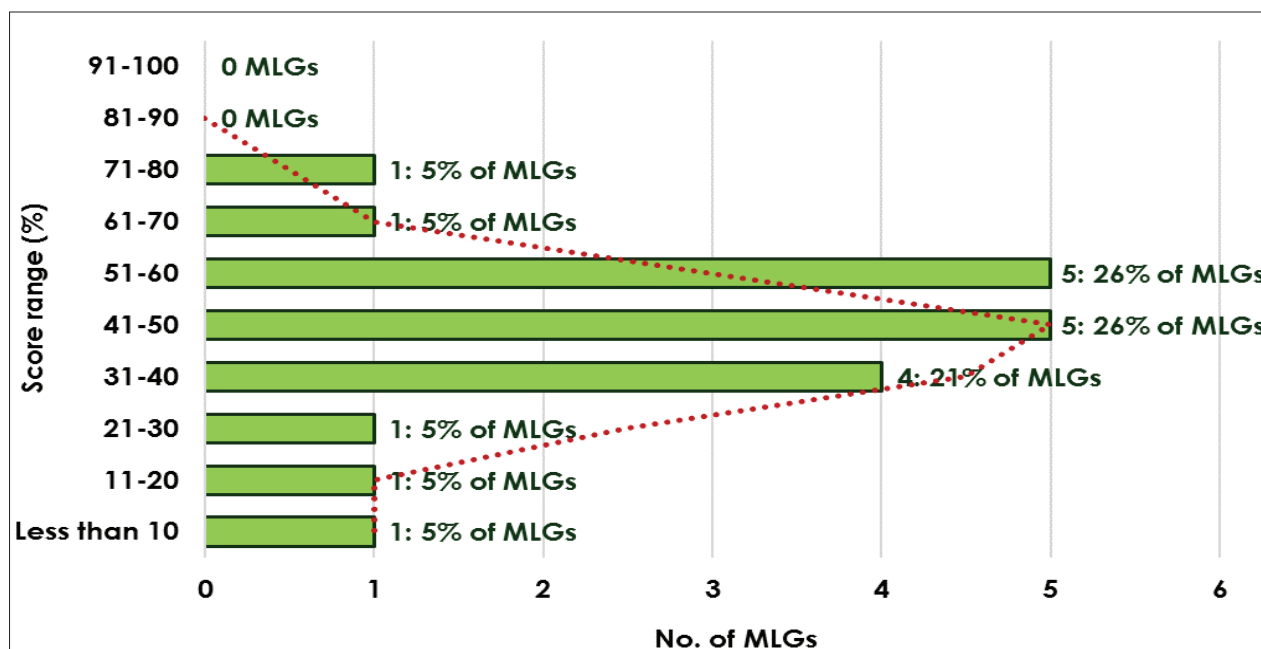


No. of LGs assessed = 154

Overall, 24% (33) of the 135 DLGs assessed scored between 41% - 50%, while 27 DLGs (20%) scored in the range of 51% - 60%. A total of 45 DLGs scored above 50% of the maximum score.

Figure 90 presents the distribution (by number and proportion) of MLGs across the different score ranges in the health performance measures.

Figure 90: Distribution of MLGs in Health across score categories



No. of LGs assessed = 154

Overall, 26% (5) of the 19 MLGs assessed scored between the ranges of 41% - 50% and 51% - 60% respectively, while 4 MLGS (21%) scored in the range of 31% - 40%. 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 Sector performance respectively during the 2021 LGMSD.

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

Rank 2021	Score 2021	Vote Name	Rank 2020	Score 2020
1	86	Kamwenge District	5	72
2	80	Ibanda District	3	82
3	79	Isingiro District	1	91
4	76	Oyam District	95	28
5	74	Lira District	16	58
5	74	Ibanda Municipal Council	61	37
7	72	Rubanda District	3	82
7	72	Kole District	108	23
9	71	Apac District	49	42
10	70	Gulu District	65	35

No. of LGs Assessed = 154 in 2021 and 153 in 2020

Kamwenge DLG got the highest score of 86% followed by Ibanda DLG (80%), Isingiro DLG (79%), Oyam district (76%), Lira district and Ibanda Municipal Council each scoring 74% respectively. The comparison for the last 2 years' assessments shows significant mobility with Kole DLG improving from 23% (ranked 108) in 2020 to 72% (ranked 7) in 2021. Oyam, Ibanda MLG, Apac and Gulu districts were among the most improved LGs.

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

Rank 2021	Score 2021	Vote Name	Rank 2020	Score 2020
145	19	Buhweju District	114	21
146	18	Kitagwenda District	84	30
146	18	Iganga Municipal Council	146	8
146	18	Busia District	81	31
149	17	Kasese District	103	24
149	17	Luuka District	143	10
149	17	Kasanda District	55	40
152	16	Bukwo District	88	29
153	9	Ntoroko District	150	5
153	9	Sheema Municipal Council	97	27

No. of LGs Assessed = 154 in 2021 and 153 in 2020

On the other hand, both Sheema Municipal Council and Ntoroko district scored the lowest at 9%, followed by Bukwo District (16%), Kasanda, Luuka and Kasese Districts each scoring 17%. Overall, in 2021 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.

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 2021 LGMSD assessment.

Table 22: Overview of the top 10 scoring indicators for Health MCs and PMs - 2021

Rank 2021	Performance Indicator	Score 2021
1	Health projects approved by the Contracts Committee and cleared by Solicitor General (where above threshold)	97%
2	Health infrastructure projects followed standard technical designs by Ministry of Health	97%
3	Complete Health project procurement Files	96%
4	Health infrastructure projects meet approved MoH designs	95%
5	Health contract price within +/-20 of Engineers estimates	93%
6	Health development grant spend on eligible activities	92%
7	LGs conducting Environment, Social and Impact Assessments	90%
8	District Health Teams held health promotion activities	88%
9	Accuracy of information on upgraded & constructed health facilities	88%
10	Substantively recruited a Biostatistician	86%

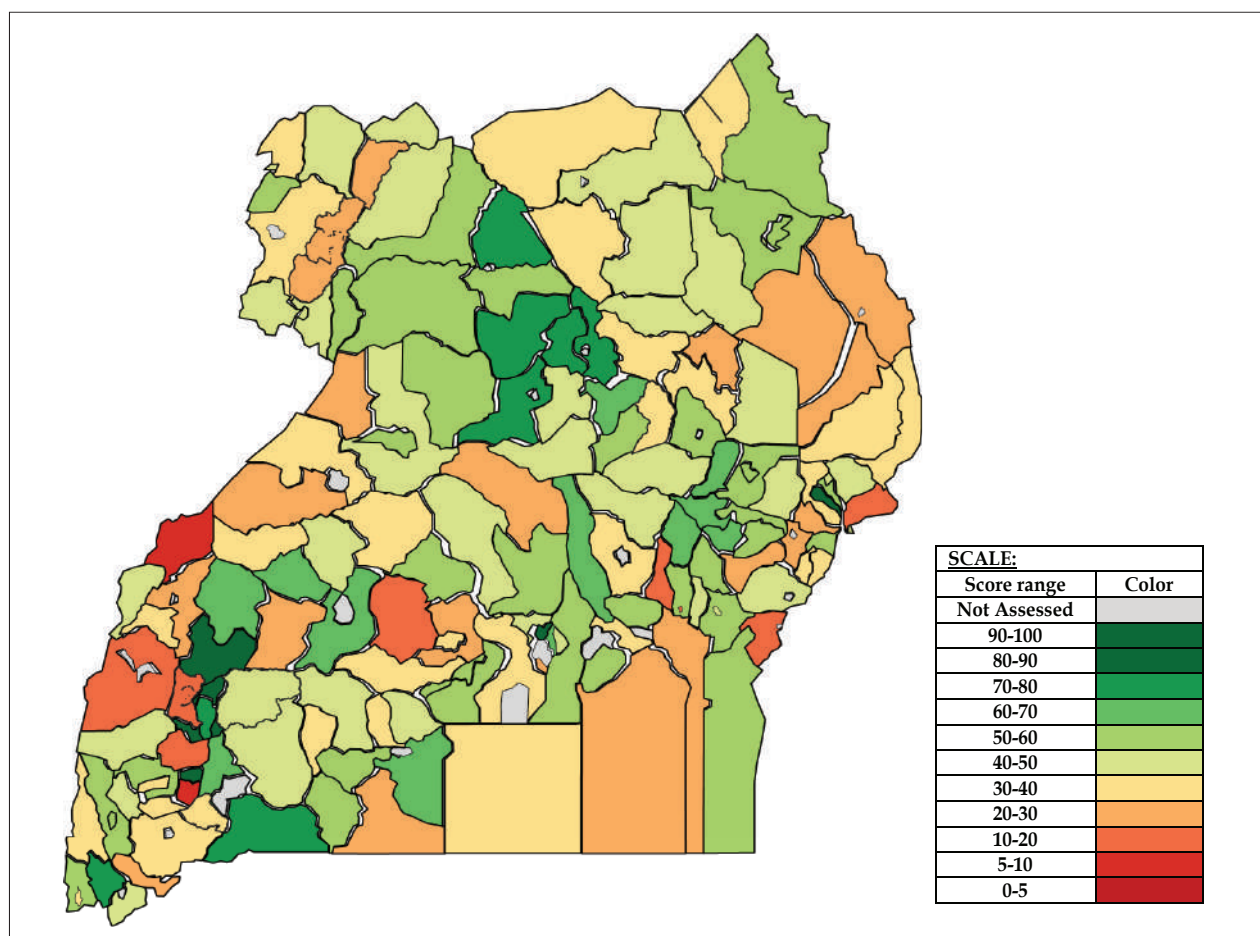
Table 23: Overview of the bottom 10 scoring indicators for Health MCs and PMs - 2021

Rank 2021	Performance Indicator	Score 2021
66	Timely submission of Annual Workplans & budgets to DHO	44%
67	Health Centres implemented Performance Improvement Plans	44%
68	Deployment of health workers as per sector guidelines	38%
69	Health facility transfers publicized timely	32%
70	Timely submission of health sector Budget Performance reports	29%
71	Timely submission of warrants for health facility transfers	25%
72	Timely submission of RBF invoices to MOH	25%
73	Health facility compliance with MoH budgeting and reporting guidelines	23%
74	Corrective actions taken based on health facility worker appraisal reports	17%
75	Timely invoicing & communication of health facility transfers	15%

5.2.6 Analysis of Health Performance scores across the county

Figure 91 depicts the distribution of performance scores for all the LGs across the country for Health measures.

Figure 91: Map of Health Performance Scores across LGs



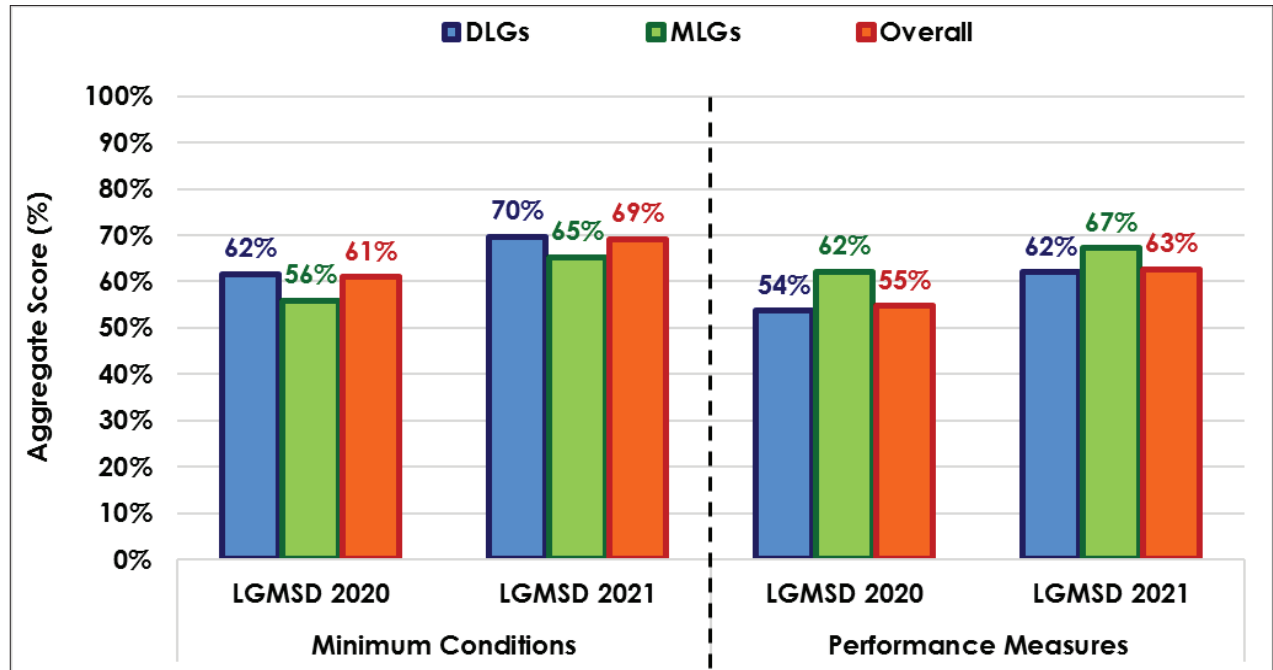
No. of LGs assessed = 154

5.3 Performance Trends in Health Performance Area

5.3.1 Comparing performance between LGMSD 2020 and 2021 Assessment

Figure 92 shows the trends in performance overall for health minimum conditions and performance measures for 2020 and 2021 LGMSD assessments.

Figure 92: Comparing the Health Performance Scores between LGMSD 2020 and 2021

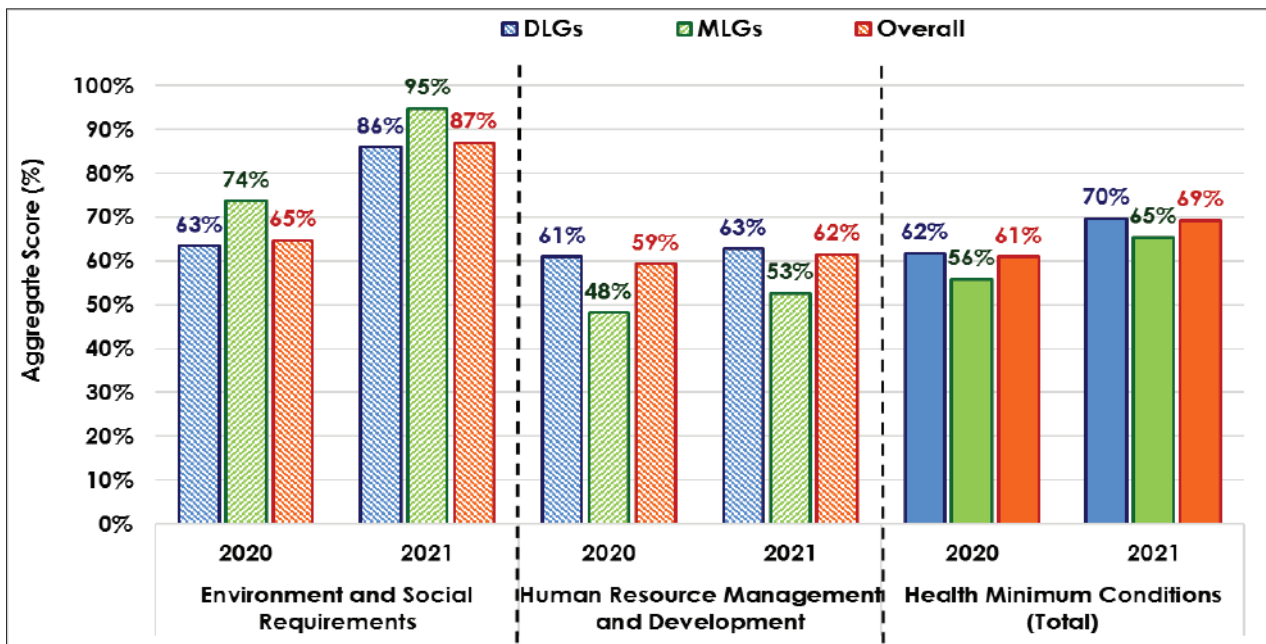


No. of LGs Assessed = 154 in 2021 and 153 in 2020

There was an improvement in performance in LGMSD 2021 compared to LGMSD 2020 for both Minimum Conditions and Performance Measures. Performance in MCs improved from 61% in 2020 to 69% in 2021 while PMs improved from 55% to 63% over the same period.

Figure 93 shows the trends in performance overall for health minimum conditions for two thematic areas for 2020 and 2021 LGMSD assessments.

Figure 93: Performance in thematic areas under Health minimum conditions - LGMSD 2020 and 2021

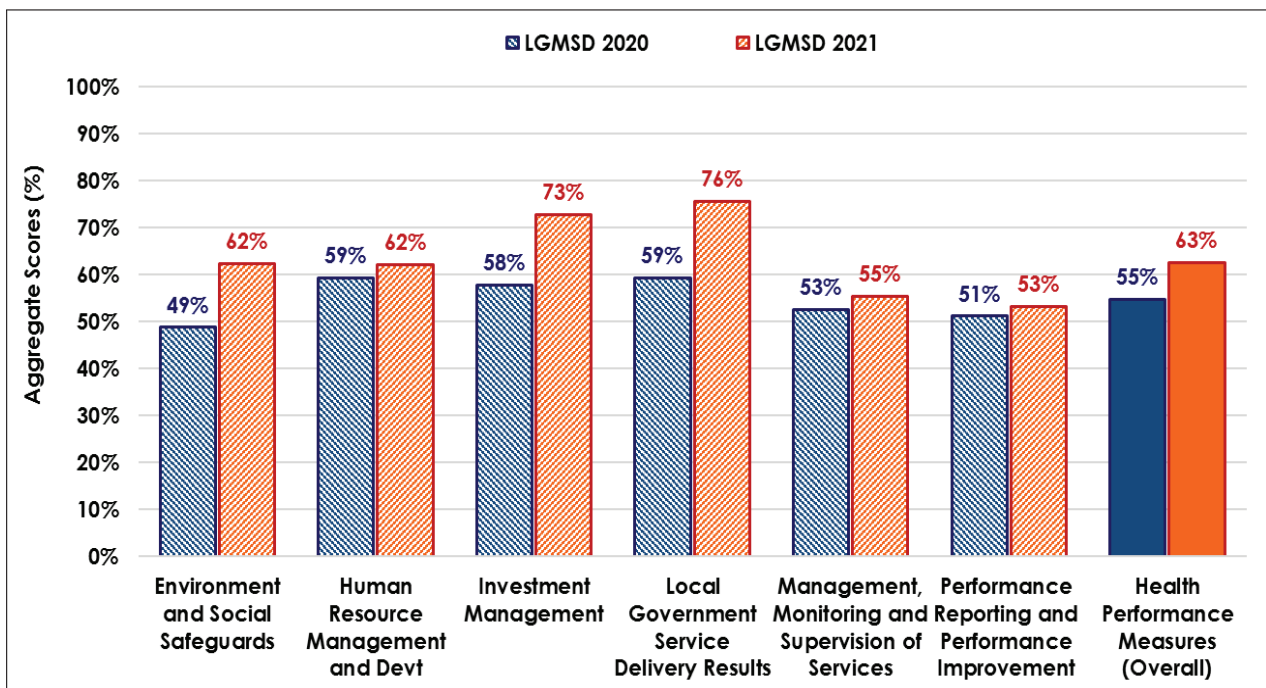


No. of LGs Assessed = 154 in 2021 and 153 in 2020

Under MCs, Environment and Social Requirements performed better at 87% having improved from 65% in 2020 as compared to Human Resource Management and Development that scored 69% against 61% in 2020.

Figure 94 shows the trends in performance overall for health performance measures for six thematic areas for 2020 and 2021 LGMSD assessments.

Figure 94: Overall performance for health performance measures thematic areas - LGMSD 2020 and 2021

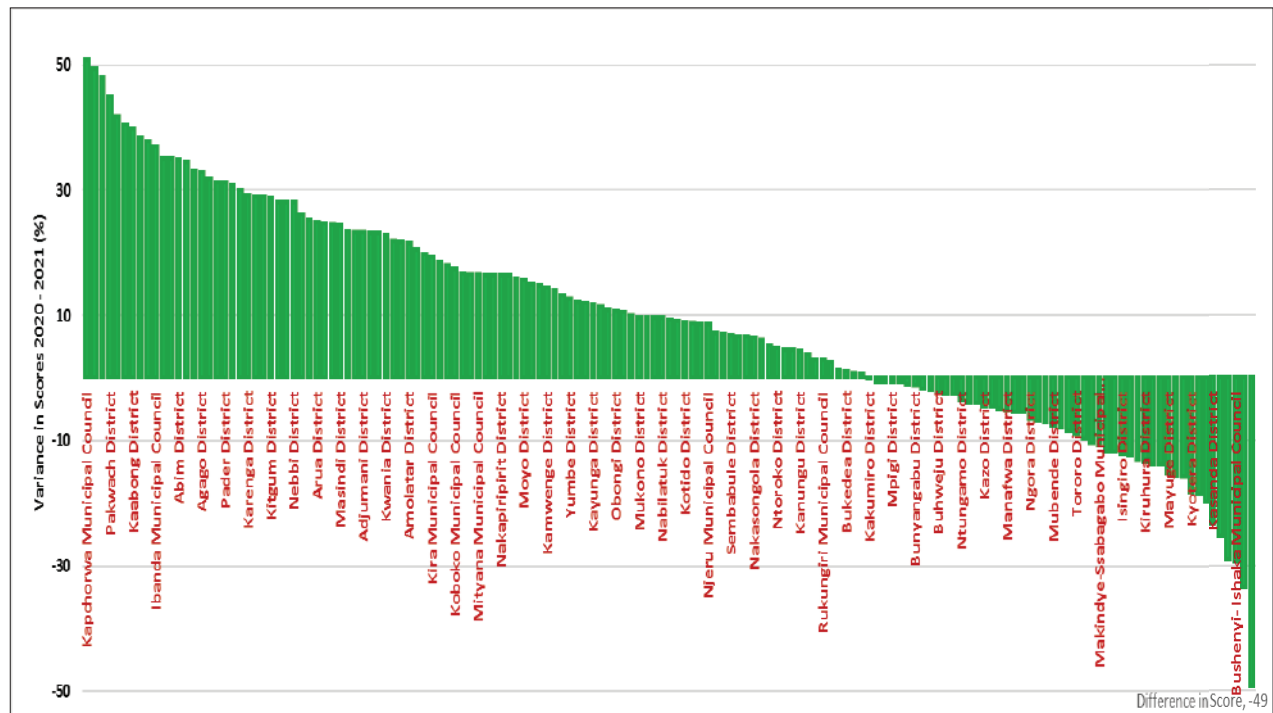


No. of LGs assessed = 154

Under PMs, Local Government Service Delivery (76%) and Investment Management (73%) were the best performed measures as compared to Performance Reporting and Performance Improvement (53%) and Management, Monitoring and Supervision of Services (55%).

Figure 95 shows LGs that improved and those that declined between 2020 and 2021 LGMSD assessments.

Figure 95: LGs that improved and those that declined



No. of LGs Assessed = 154 in 2021 and 153 in 2020

There are more LGs that improved than those that declined over the two assessments. Kapchorwa Municipal Local Government improved the most while Bushenyi-Ishaka MLG declined the most.

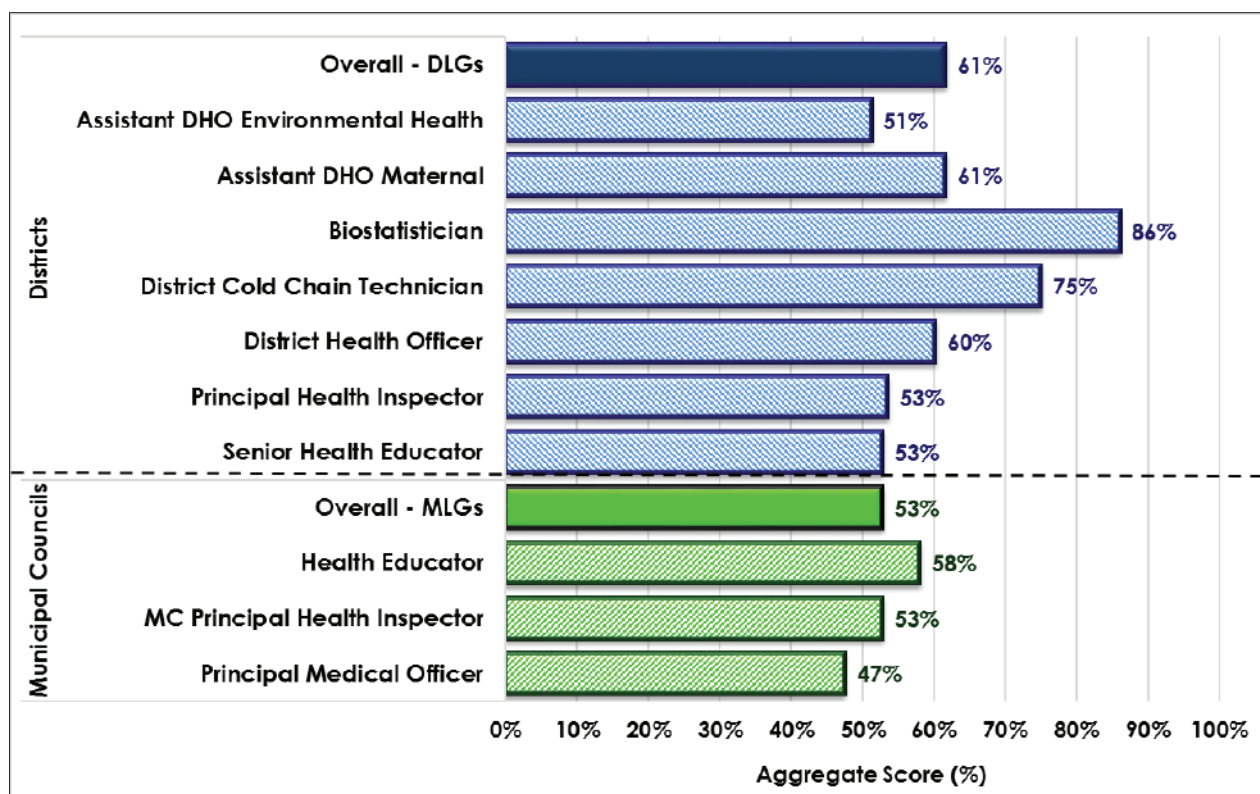
5.4 Results on Health Minimum Conditions

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

5.4.1 Human Resource Management and Development – Health

Figure 96 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 96: Scores for Health Minimum Conditions for HRM&D LGMSD 2021

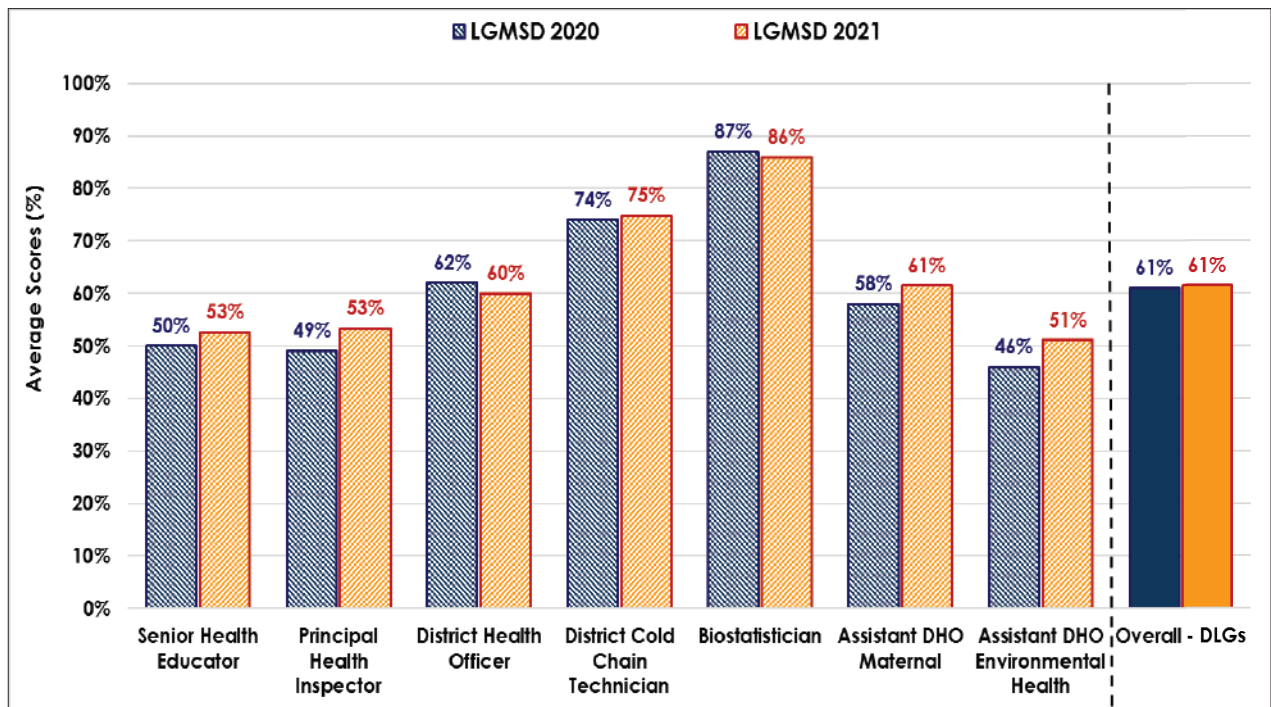


No. of DLGs assessed = 154

The district LGs performed slightly better in HRM&D aspects scoring 61% overall against 53% for MLGs. The best performed indicators for DLGs are recruitment of a Biostatistician performing at 86%, District Cold Chain Technician and Assistant DHO Maternal scoring 75% and 61% respectively. Recruitment of the Assistant DHO Environment Health (51%) Senior Health Educator and Principal Health Inspector (53%) were the least performed indicators. MLGs performed slightly better in recruitment of Health Educator but worst in recruitment of Principal Medical Officers.

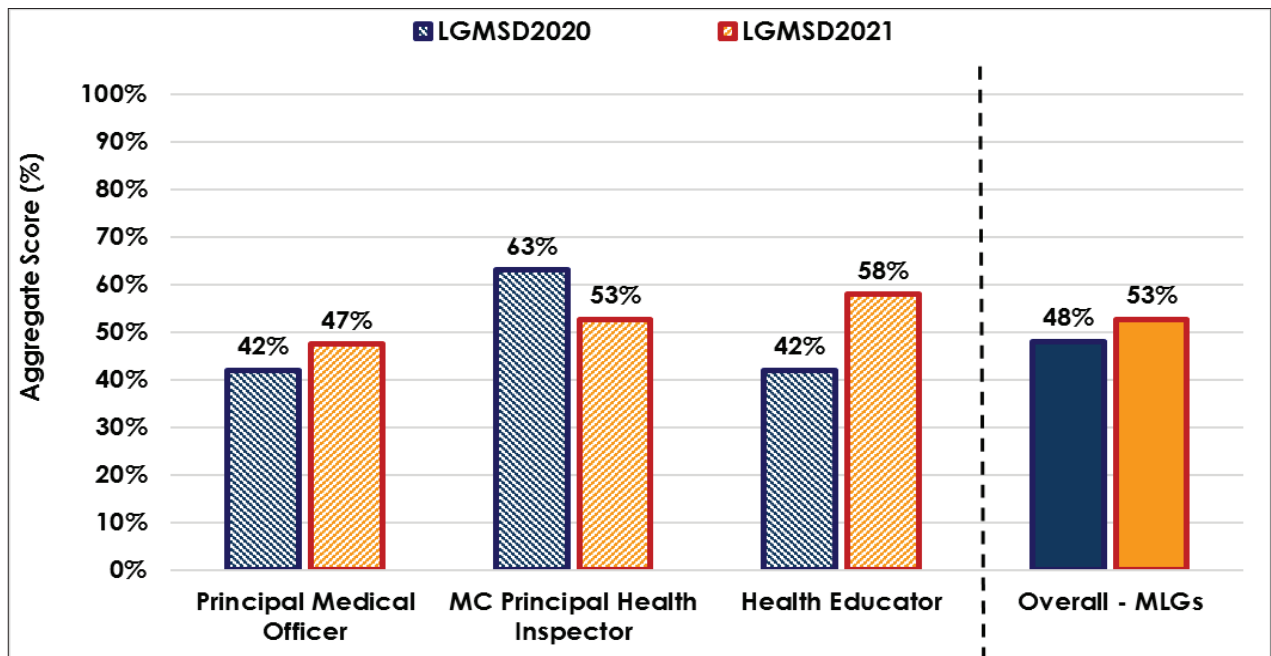
Figures 97 and 98 show the comparison performance of DLGs and MLGs in Minimum Conditions for the area of Human Resource Management and Development.

Figure 97: Comparison performance for Human Resource Management and Development for DLGs – LGMSD 2020 and 2021



No. of LGs Assessed = 154 in 2021 and 153 in 2020

Figure 98: Comparison performance for Human Resource Management and Development for MLGs – LGMSD 2020 and 2021



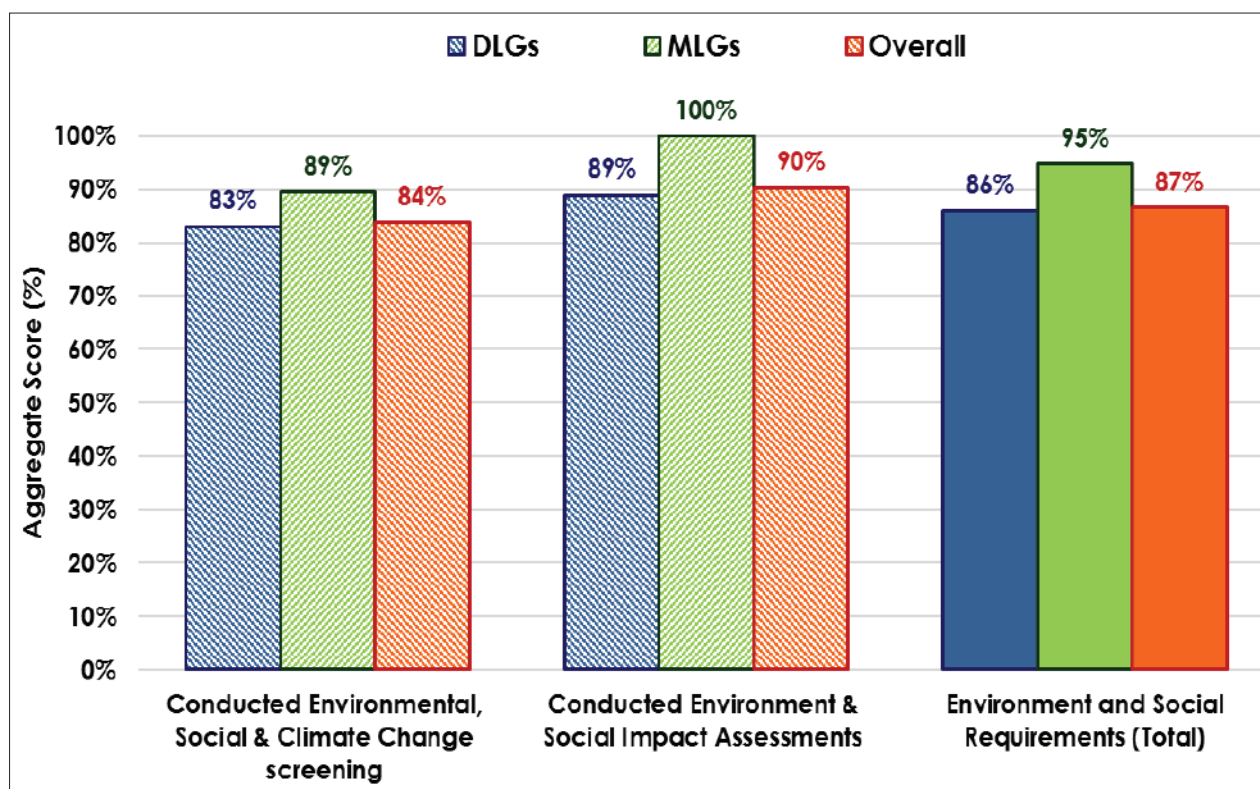
No. of LGs Assessed = 154 in 2021 and 153 in 2020

There was a slight improvement in recruitment of staff for Health across the critical positions in districts except for District Health Officer and Biostatistician that declined by 2% and 1% respectively in LGMSD 2021. Similarly, MLGs registered increased recruitment except for the position of Municipal Principal Health Inspector that declined from 63% in 2020 to 53% in 2021.

5.4.2 Environment and Social Requirements – Health

Figure 99 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 99: Scores for Health Minimum Conditions for Environment and Social Requirements - LGMSD 2021



No. of LGs assessed = 154

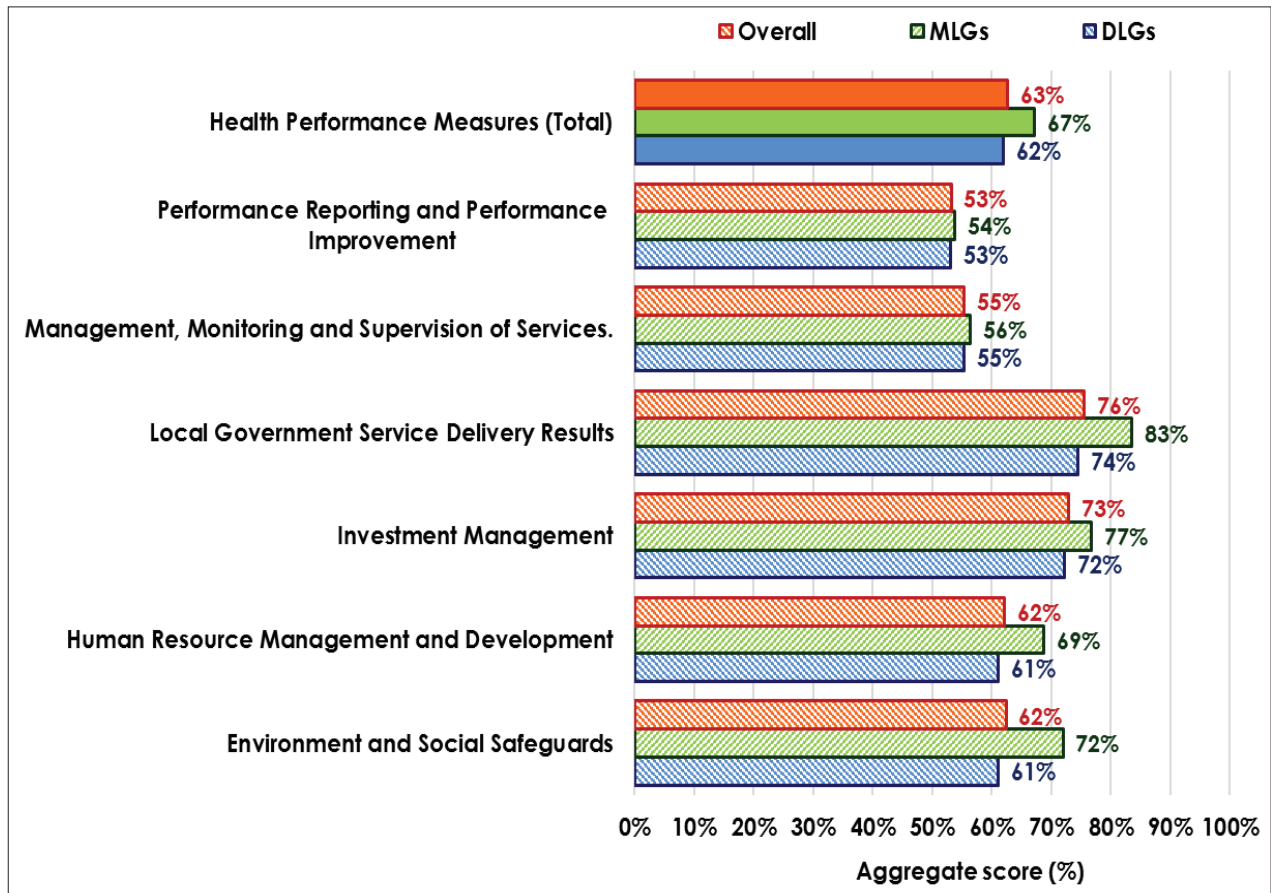
LGs performed well in both conducting ESCC and ESIA for Health projects scoring 87% overall and 84% for ESCC and 90% for ESIA respectively. All MLGs (100%) conducted ESIA as compared to 89% for DLGs.

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 100 shows the performance of LGs in PMs above.

Figure 100: Scores for Health PMs - LGMSD 2021



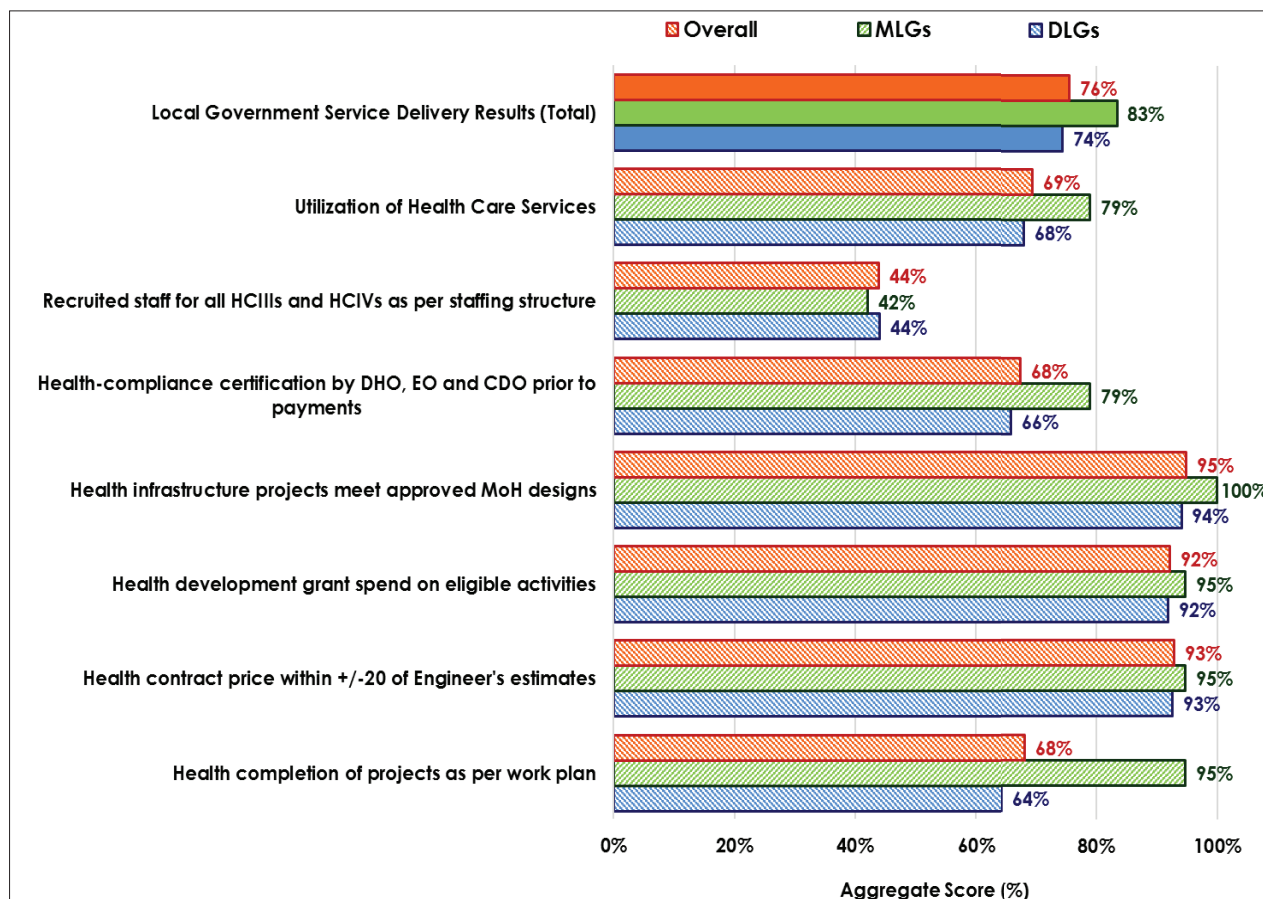
No. of LGs assessed = 154

Overall, LGs scored 63% in Health PMs with Local Government Service Delivery being the best performed at 76% followed by Investment Management at 73% and HRM&D and Environment and Social Safeguards at 62% respectively. Details of the individual PM performance are highlighted below.

5.5.1 Local Government Service Delivery Results

Figure 101 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 101: Scores for Health PMs for Local Government Service Delivery - LGMSD 2021



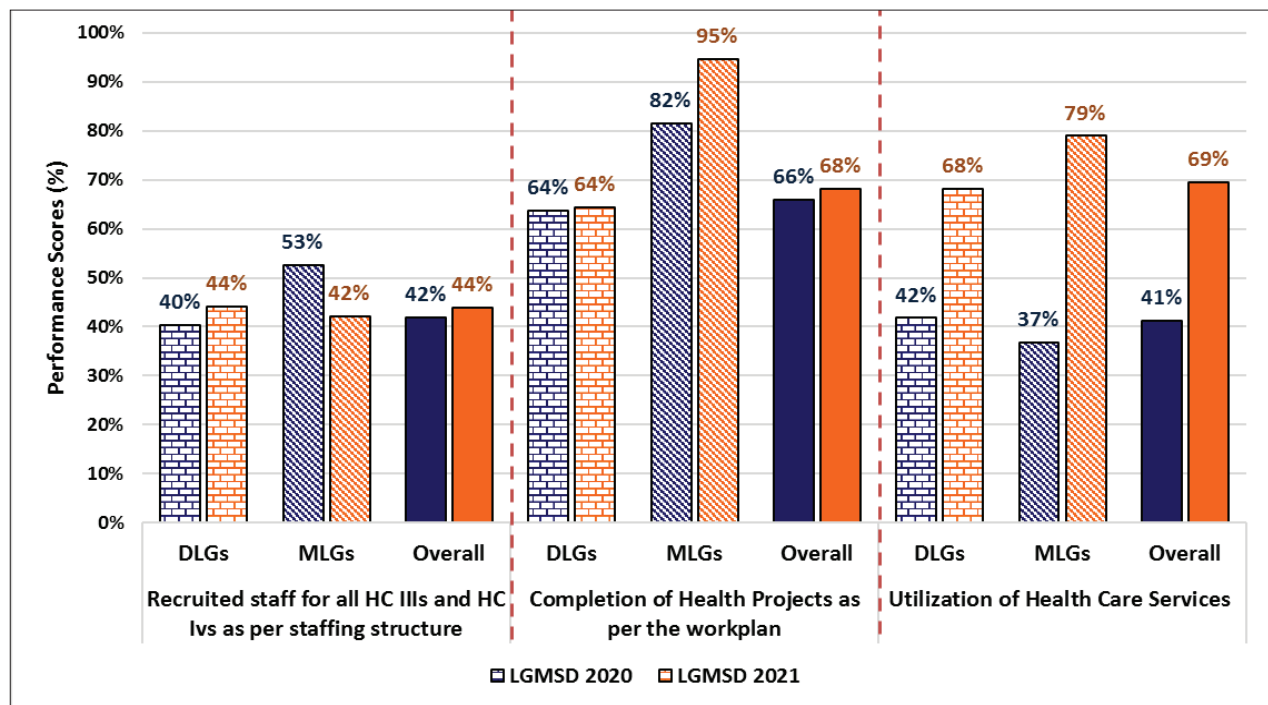
No. of LGs assessed = 154

MLGs performed better than DLGs in most of the indicators under LG Service Delivery Results performance measure except on recruitment of staff for all HC III and HC IVs as per staffing structure. Overall, the best performed indicators were health infrastructure projects meeting approved Ministry of Health designs (95%), contract prices being within the Engineer's estimates (93%) and health development grant being spent on eligible activities (92%).

Whereas, recruitment of staff has a direct impact on service delivery, LGs performed poorly on this indicator for HC III and HC IVs scoring 44% with MLGs scoring 42% and 44% for DLGs. In terms of access to and utilization of Health Care Services (HCS), LGs' overall score was 69% mainly targeting increased deliveries in HCs. Completion of health projects as per workplan and compliance certification by DHO, EO and CDO prior to payments scored 68% respectively.

Figure 102 below shows the trend of some selected indicators under Local Government Service delivery.

Figure 102: Trend for selected Indicators under Local Government Service Delivery Results-LGMSD 2021



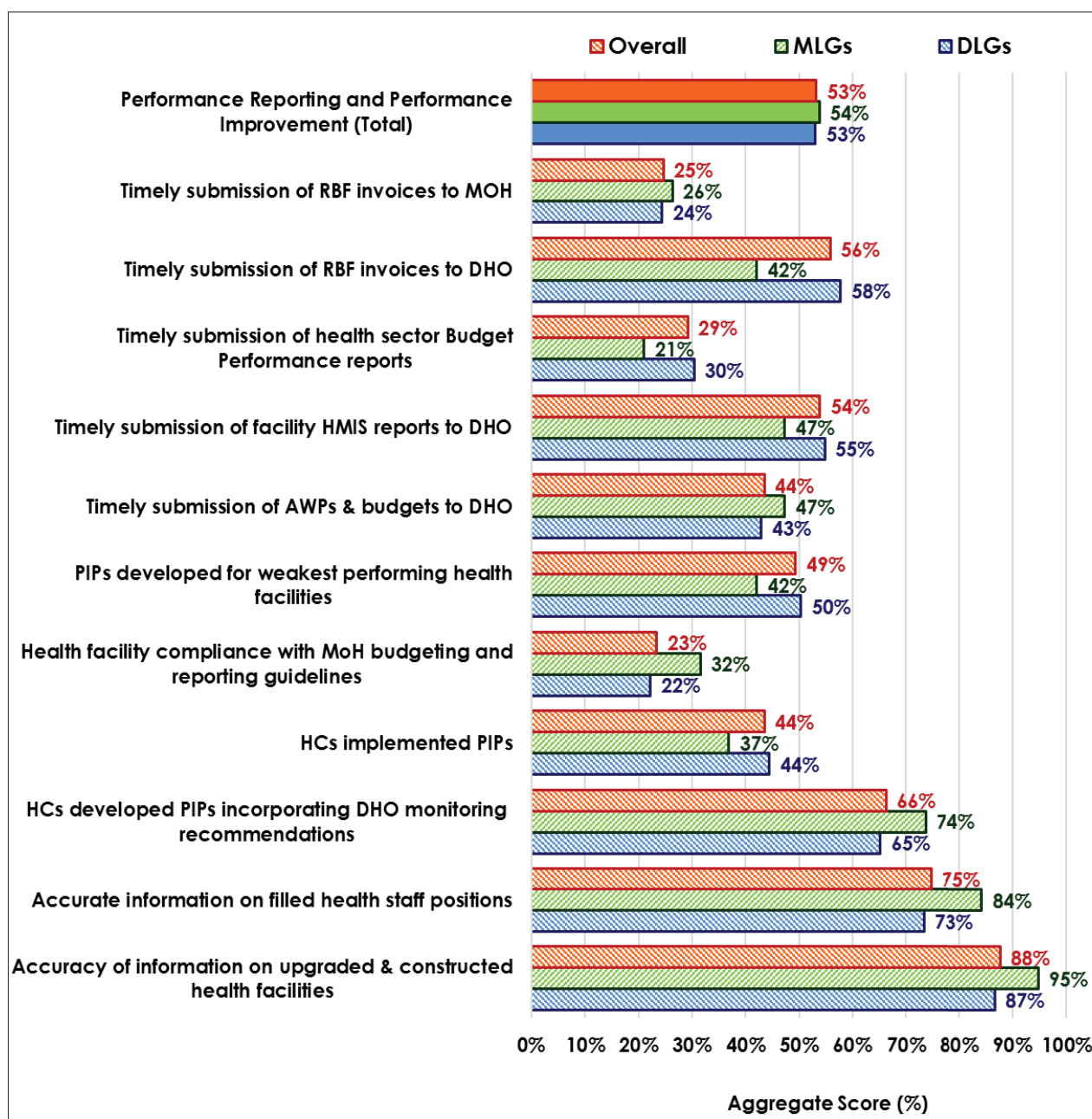
No. of LGs Assessed = 154 in 2021 and 153 in 2020

LGs have registered a slight improvement in recruitment of staff for all HCIII and IVs from 42% to 44% and completion of health projects as per the annual workplan from 66% to 68%. Utilization of health care services greatly improved from 41% to 69% between 2020 and 2021.

5.5.2 Performance Reporting and Performance Improvement

Figure 103 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 103: Scores for Health PMs for Performance Reporting and Performance Improvement - LGMSD 2021

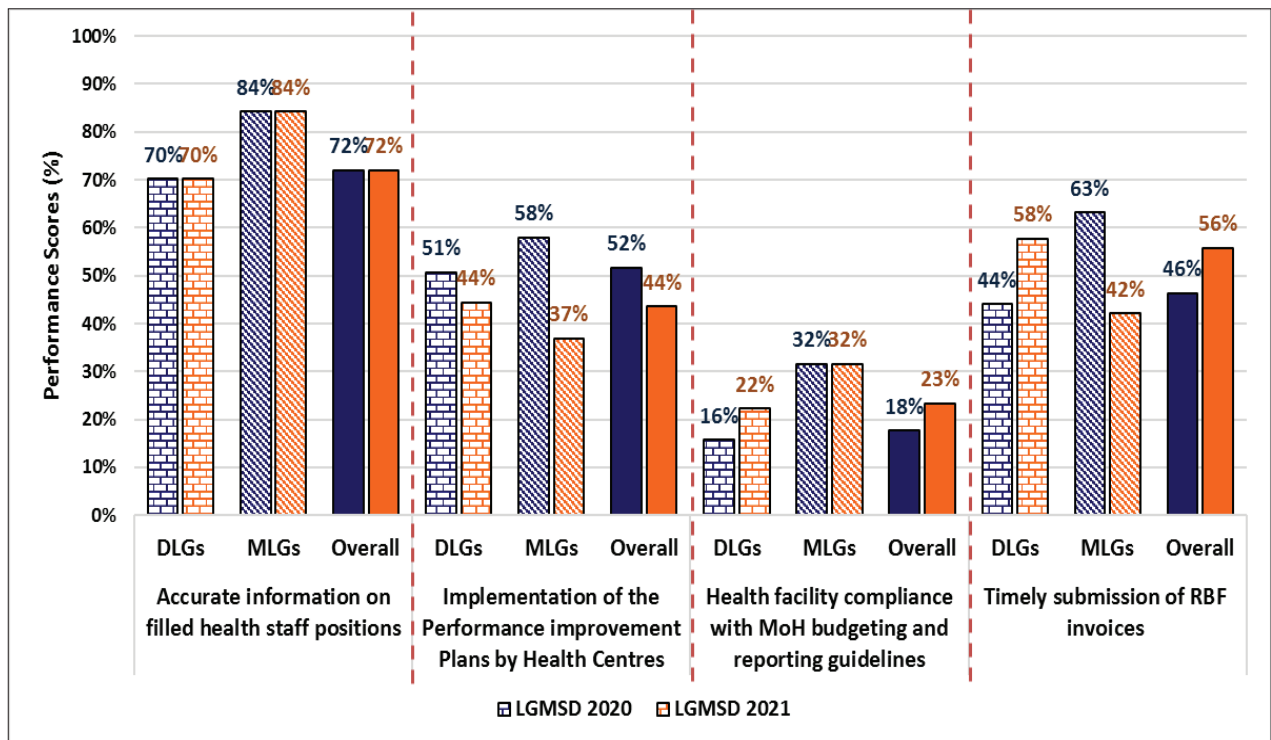


No. of LGs assessed = 154

The overall performance for indicators under Performance Reporting and Improvement was 53% in 2021 assessment. The best performed areas were accuracy of information for upgraded and constructed health facilities (88%) and information on filled health staff positions (75%).

The LGs performed poorly in compliance to MoH budgeting and reporting guidelines scoring only 23%, timely submission of RBF invoices to MoH, sector budget performance reports and annual workplans and budgets scoring 25%, 29% and 44% respectively. All the above relate to compliance to guidelines.

Figure 104: Trend for selected Indicators under Performance Reporting and Improvement-LGMSD 2021



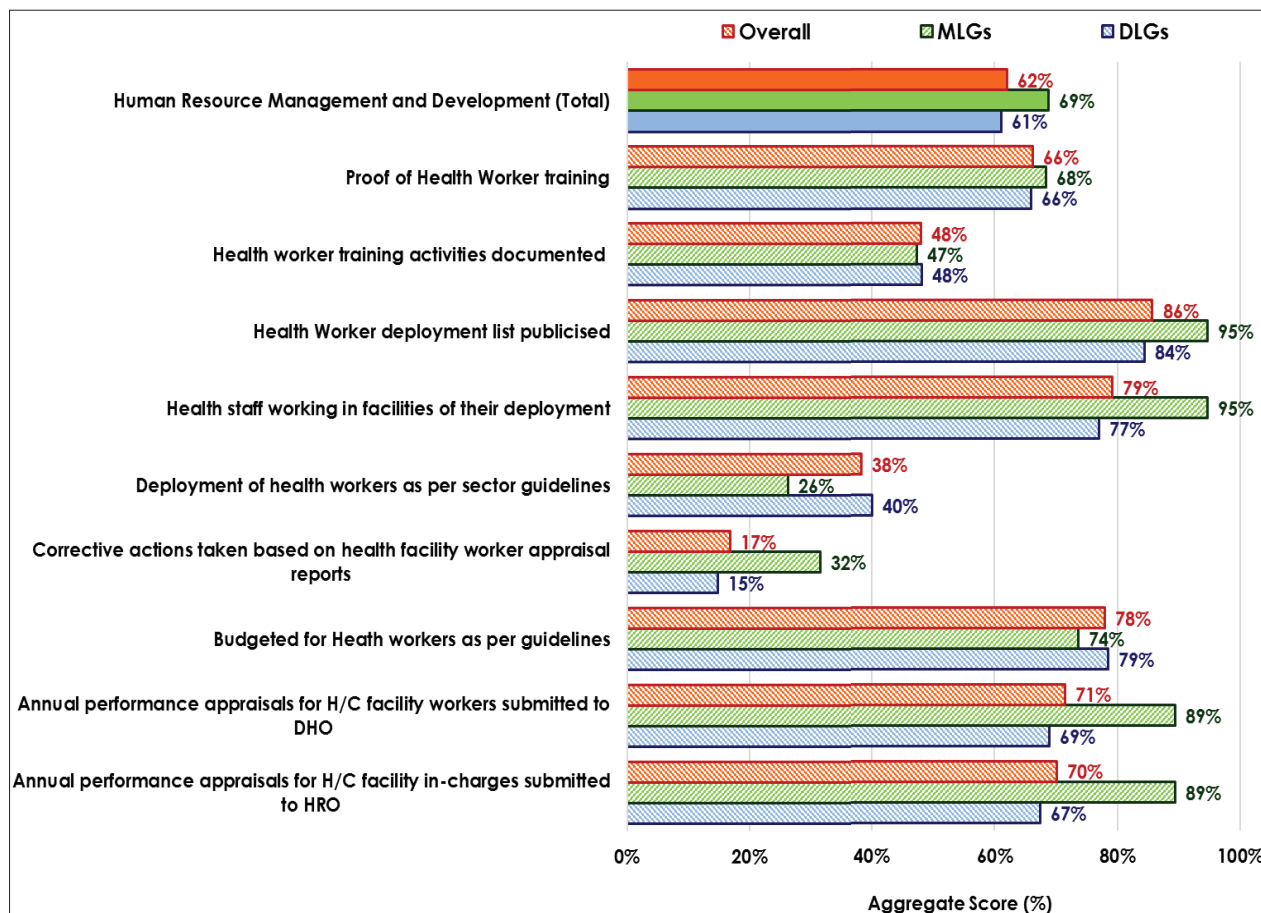
No. of LGs Assessed = 154 in 2021 and 153 in 2020

In the area of Performance Reporting and Improvement, LGs registered a decline in implementation of performance improvement plans for health centres from 52% to 44% while accuracy of information on filled health staff positions remained at 72%. A slight improvement was 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 18% to 23% and timely submission of RBF invoices from 46% to 56% for the period 2020 to 2021.

5.5.3 Human Resource Management and Development

Figure 105 highlights the performance of LGs in PMs for the area of Human Resource Management and Development.

Figure 105: Scores for Health PMs for Human Resource Management and Development - LGMSD 2021



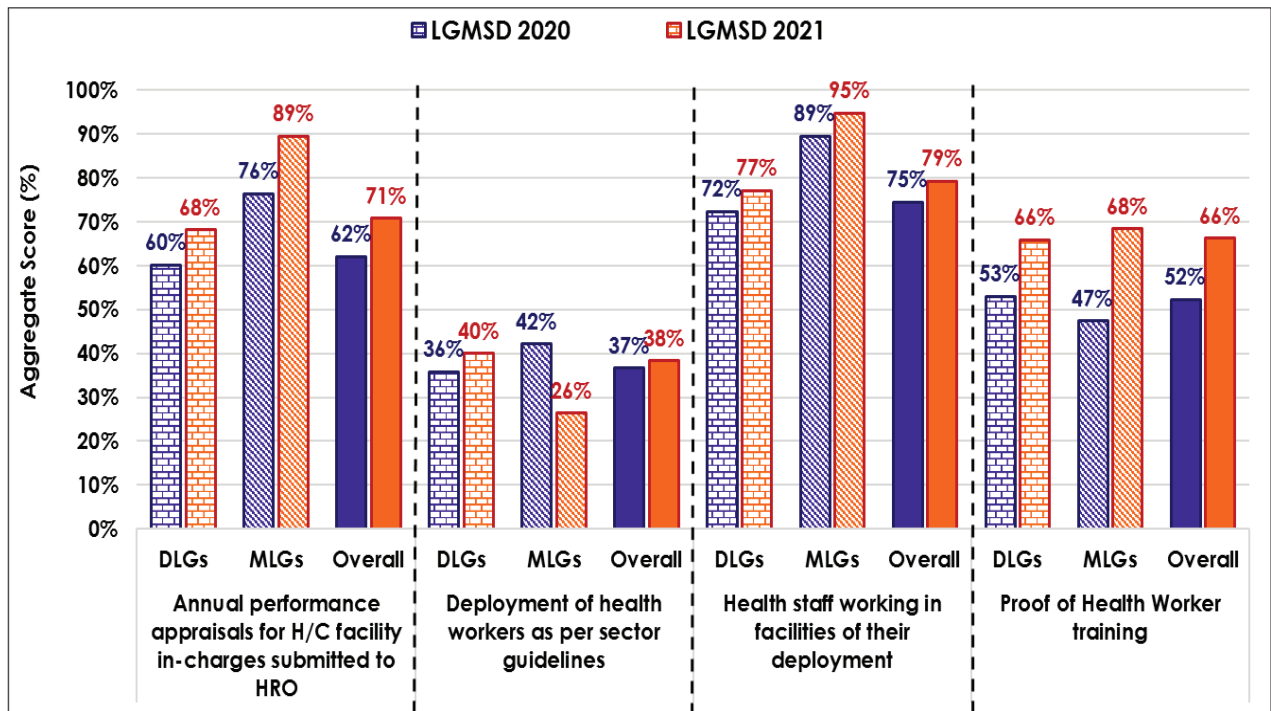
No. of LGs assessed = 154

In the area of Human Resource Management and Development, MLGs edged DLGs in most of the indicators except under budgeting and deployment of health workers as per guidelines. The overall performance for indicators under HRM&D was 62% with MLGS scoring 69% and DLGs 61% respectively. Both DLGs and MLGs performed well in publicizing the deployment lists for health workers (86%), presence of health workers in facilities of their deployment (79%) and budgeting for health workers as per sector guidelines.

However, whereas LGs conducted and submitted annual performance appraisals for health centre facility workers and in-charges to DHO and HRO performing at 71% and 70% respectively, they performed poorly in terms of taking corrective actions based on health facility worker appraisal reports at 32% for MLGs and 15% for DLGs. Similarly, whereas 66% of the LGs had conducted training of health workers for continuous professional development, only 48% of LGs had evidence of documentation of the training activities undertaken.

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 38% overall. The above challenges indicate inadequate follow up and supervision at LG level to ensure adherence to guidelines.

Figure 106: Trend for selected Indicators under Human Resource Management and Development-LGMSD 2021



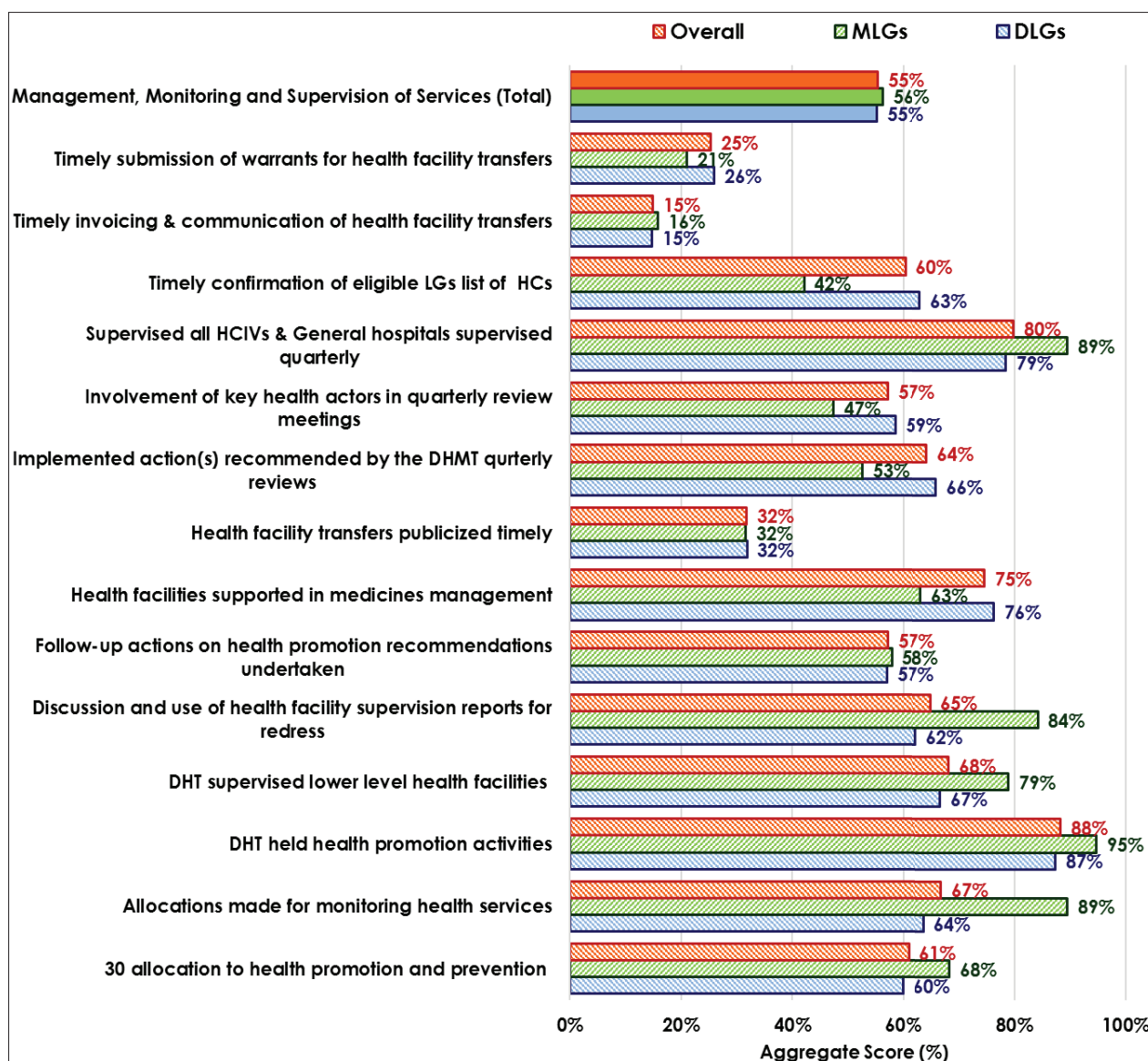
No. of LGs Assessed = 154 in 2021 and 153 in 2020

In this performance area, LGs registered a slight improvement in appraisal of health facility in-charges from 62% to 71%, deployment of health workers as per sector guidelines from 37% to 38% and proof of health workers' training to improve their competence from 52% to 66% for the period 2020 to 2021.

5.5.4 Management, Monitoring and Supervision of Services

Figure 107 highlights the performance of LGs in PMs for the area of Management, Monitoring and Supervision of Services.

Figure 107: Scores for Health PMs for Management, Monitoring and Supervision of Services - LGMSD 2021

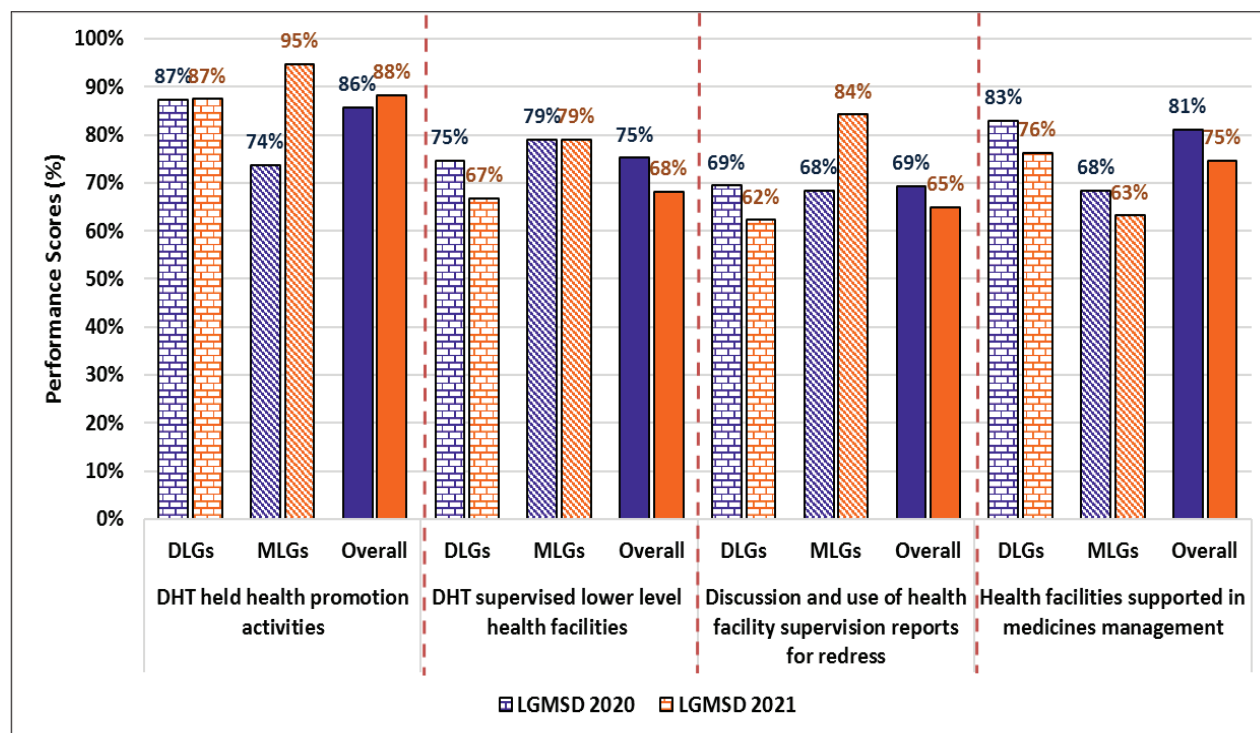


No. of LGs assessed = 154

Overall performance for this PM was 55% with MLGs scoring 56% against 55% for DLGs in 2021 assessment. The best performed area was holding of health promotion activities (88%), supervision of all HC IVs and general hospitals at 80% and support of health facilities in medicines management. MLGs also performed better than DLGs in allocation of funds to monitoring health services.

Local Governments performed less well in a number of 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%, 25% and 32% respectively.

Figure 108: Trend for selected Indicators under Management, Monitoring and Supervision of Services - LGMSD 2021



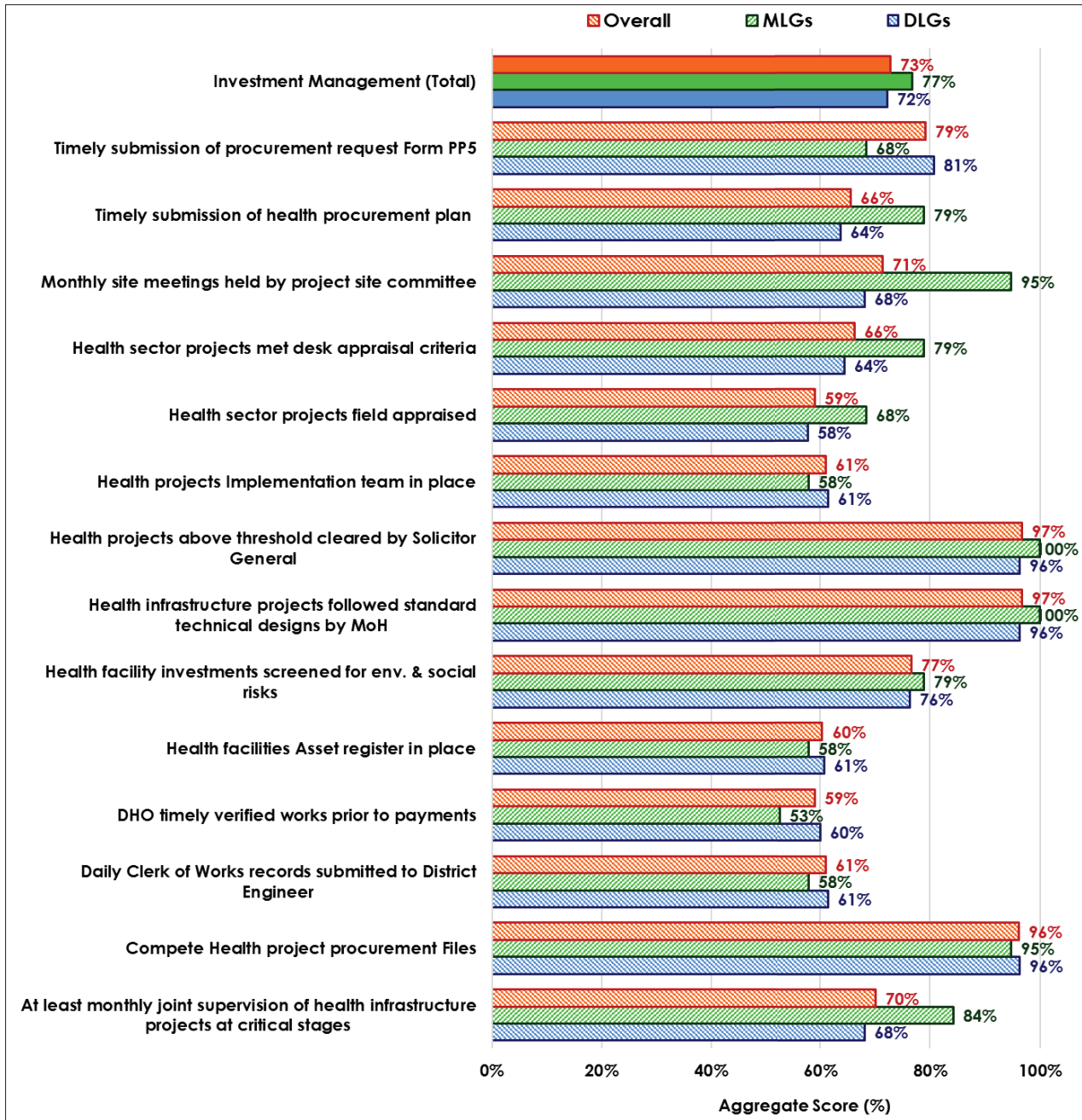
No. of LGs Assessed = 154 in 2021 and 153 in 2020

LGs registered decline in monitoring and supervision of health facilities declining from 75% to 68%. Support of facilities in medicines management and use of health facility supervision reports for redress equally declined between 2020 and 2021. Good performance was in undertaking health promotion activities since most of it was on prevention of COVID19.

5.5.5 Investment Management

Figure 109 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 109: Scores for Health PMs for Investment Management- LGMSD 2021

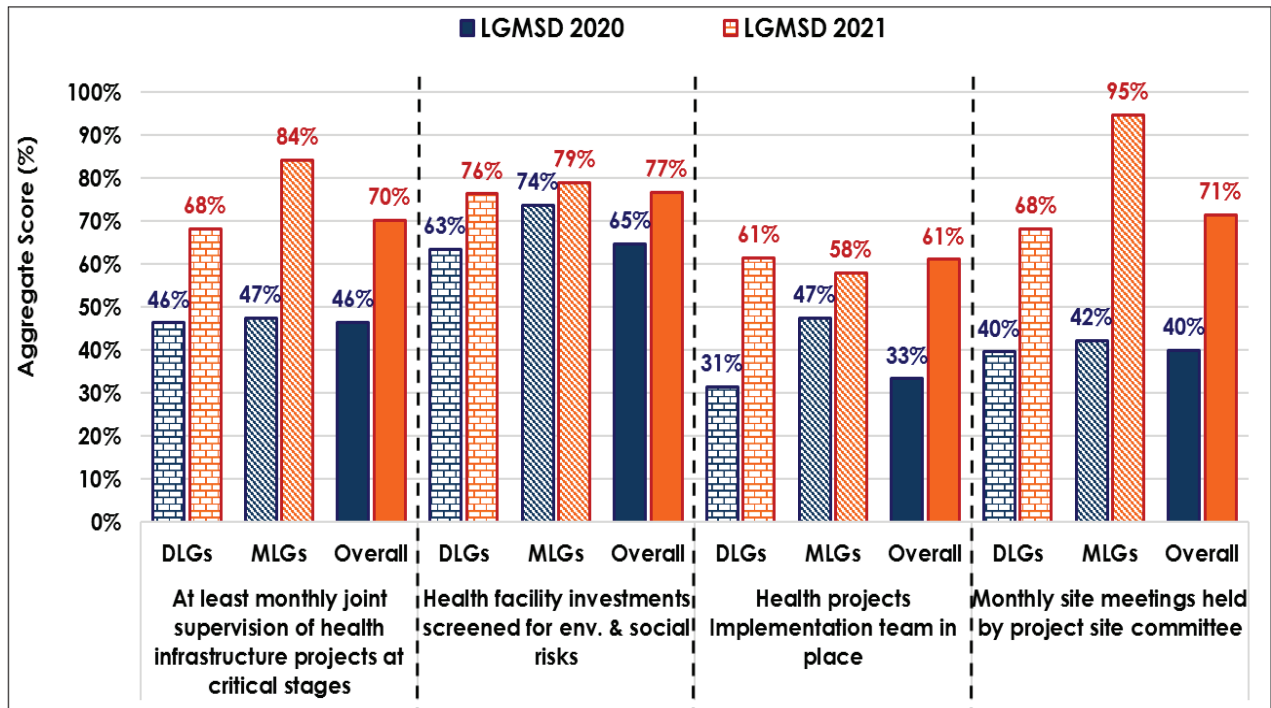


No. of LGs assessed = 154

Local Governments scored 73% overall in Investment Management with DLGs scoring 72% and MLGs 77%. The best performed areas include; health projects being approved by the Contracts Committee and cleared by the Solicitor General where applicable and health infrastructure projects following MoH standard technical designs each scoring 97%. LGs having complete project procurement files (96%) was another well performed area.

Amidst the above good performance, LGs performed just above average in field appraisal of projects and timely verification of works prior to payments at 59%, having health facility asset registers in place (60%), establishment of projects implementation teams and submission of daily clerk of works records to the District Engineer each scored 61%.

Figure 110: Trend for selected Indicators under Investment Management-LGMSD 2021



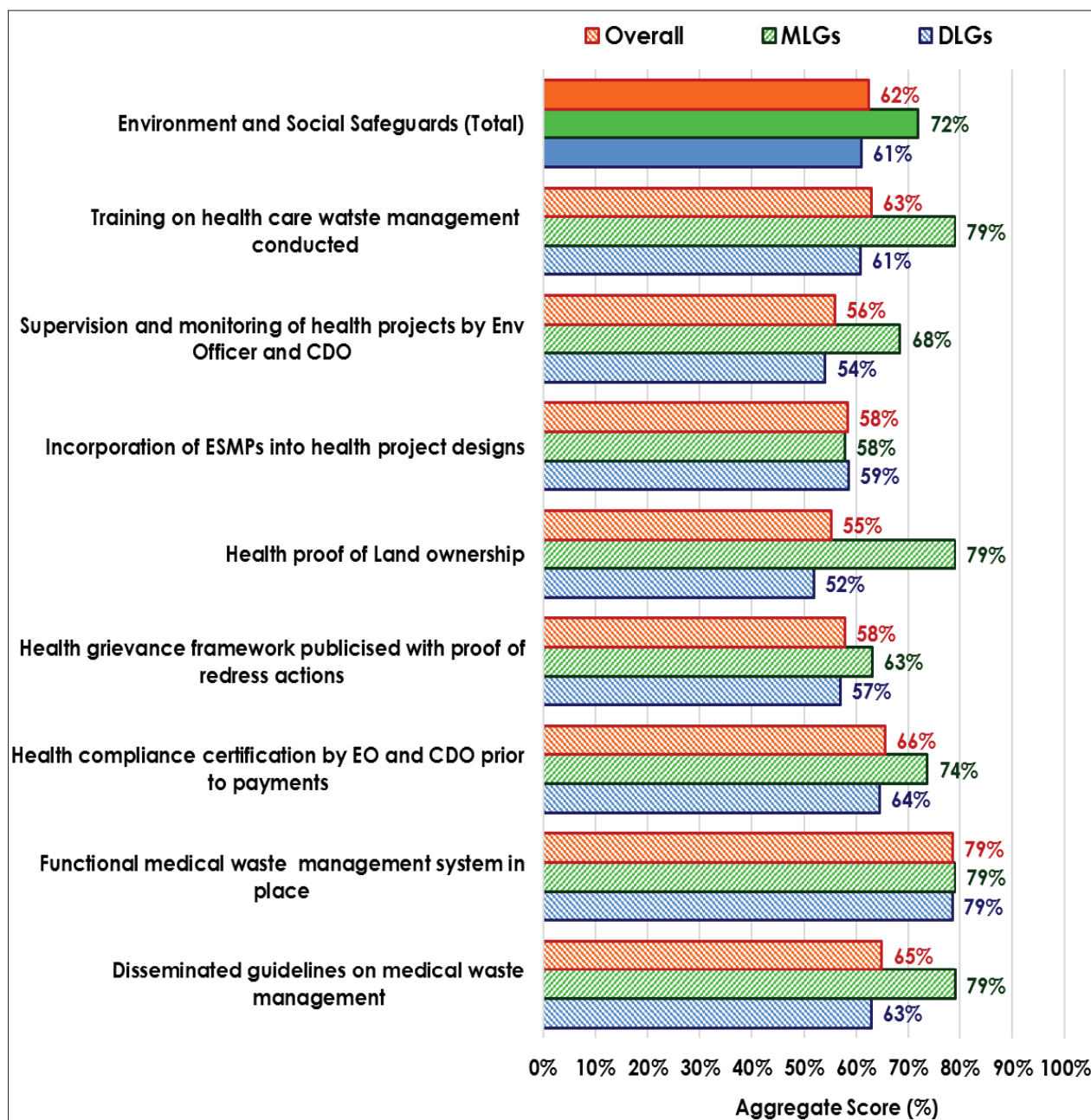
No. of LGs Assessed = 154 in 2021 and 153 in 2020

LGs registered an improvement in key indicators related to Investment Management in 2021. There was an improvement in joint supervision of health infrastructure projects from 46% in 2020 to 70% in 2021. Similarly, screening for environment and social risks improved from 65% to 77%. There was a great improvement in establishment of projects implementation teams from 33% to 61% over the same time period and from 40% to 71% for monthly meetings by project site committees.

5.5.6 Environment and Social Safeguards

Figure 111 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 111: Scores for Health PMs for Environment and Social Safeguards - LGMSD 2021

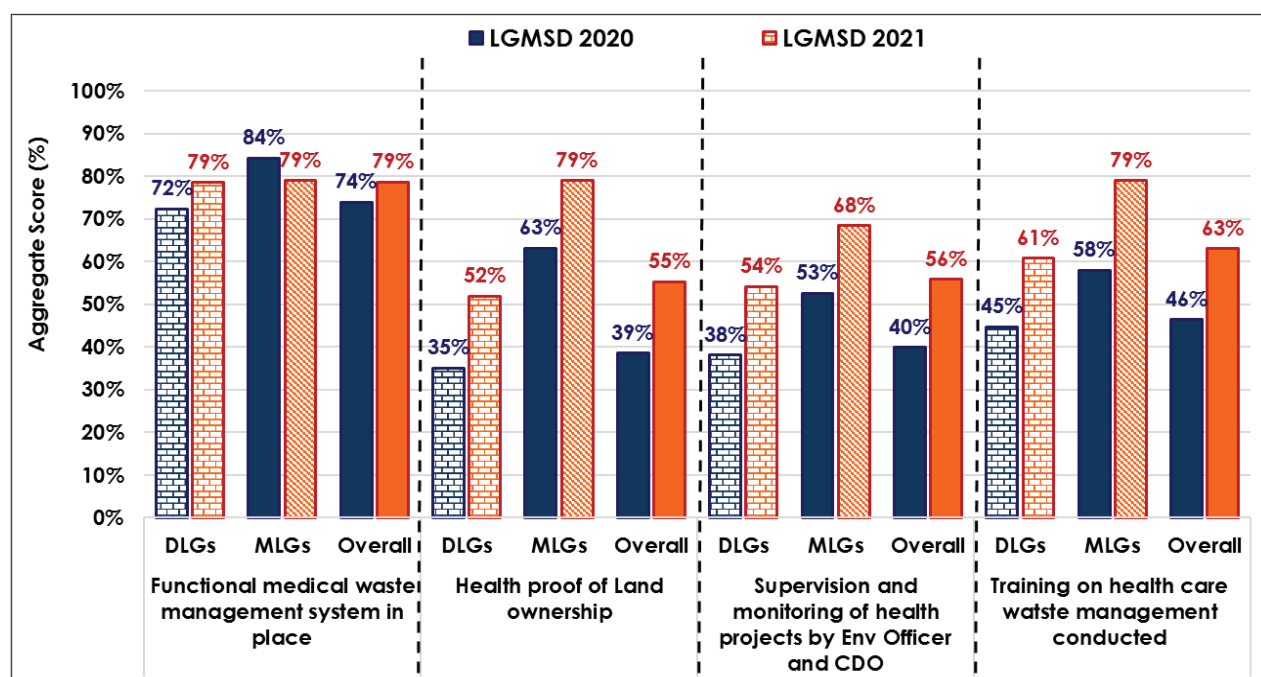


No. of LGs assessed = 154

MLGs edged DLGs in most of the indicators under Environment and Social Safeguards except for incorporation of Environment and Social Management Plans (ESMPs) into health project designs. The overall score for this performance measure was 62% with MLGs scoring 72% and DLGs 61%. Among the best performed areas include; having a functional medical waste management system scoring 79%, compliance certification of projects by Environment Officer and Community Development Officer prior to payment (66%) and dissemination of guidelines on waste management to health facilities which scored 65%

On the other hand, the lowest performed areas included; presence of proof of land ownership for health projects scoring 55%, joint supervision and monitoring of health projects by the Environment Officer (EO) and the Community Development Officer (CDO) scoring 56%, while incorporation of ESMPs into the health project designs scored 58%.

Figure 112: Trend for selected Indicators under Environment and Social Safeguards - LGMSD 2021



No. of LGs Assessed = 154 in 2021 and 153 in 2020

LGs registered an improvement in key indicators related to Environment and Social Safeguards. There was an improvement in functionality of medical waste management system from 74% to 79%, having proof of land ownership for health projects from 39% to 55% and training on health care waste management which improved from 46% to 63% between 2020 and 2021.

5.6 Conclusion, Emerging Issues and Recommended Actions for Health Performance Assessment – LGMSD 2021

The 2021 LGMSD assessment indicated an improvement in overall performance for DLGs and MLGs with an average score of 44% (44% for DLGs and 43% for MLGs) in 2021 from 35% (34% for DLGs and 35% for MLGs) in 2020. Local Governments registered an improvement in most indicators for example; compliance to environment and social issues, recruitment of Assistant DHO for Maternal in LGs, health projects meeting MoH approved designs, accuracy of reported information on health facilities completed, supervision of health centers and general hospitals, conducting promotional activities among others. It is also important to note that core indicators for services, such as utilization of services improved.

However, there were a number of emerging issues emanating from poorly performed areas as highlighted in Table 28.

Table 24 highlights key emerging issues relating to Health Performance Assessment along the proposed recommendations for LGMSD 2021.

Table 24: Emerging Issues and Recommended Actions from the LMGSD 2021 for Health

No.	Emerging Issue/ Outstanding Challenges	Recommended Action (s)	Responsibility
1.	Filling the position of DHO in LGs has declined from 62% in 2020 to 60% in 2021 claimed to be caused by low salaries to DHOs as compared to other lower-level officers like medical doctors.	Harmonize the salary structure across Government.	MoPS LGs
2.	Recruitment of staff for all HC Ills and IVs as per staffing structure performing at 44%.	Provide adequate wage for recruitment of staff.	MoFPED
3.	Deployment of health workers as per MoH guidelines scoring only 38% among LGs.	Strict follow up to ensure compliance of LGs to guidelines.	MoH
4.	Late submission of the mandatory documents including; i. Warrants for health facility transfers performing at only 25%. ii. RBF invoices to MoH scoring 25% iii. Health Sector Budget Performance Report at 29% and iv. HCs' annual Work Plans and Budgets to DHO scoring 44%	Build capacity of the DHO's office to undertake timely submission of these statutory documents	MoFPED LGs' CFO LGs' Planner
5.	Inadequate health facility compliance to MoH budgeting and reporting guidelines scored performing at 23%.	Strict follow up to ensure compliance of LGs to guidelines.	MoH
6.	Corrective actions taken based on health facility worker appraisal report scoring 17%.	Strengthen the rewards and sanctions system in LGs.	MoPS LGs
7.	Implementation of Performance Improvement Plans (PIPs) by weakest performing HCs declining from 52% to 44%	Adequate follow up and capacity building to ensure implementation of PIPs	LGs MoH
8.	Timely invoicing and communication of health facility transfers and its publication performing at 15% and 32% respectively.	Capacity building and follow up to ensure adherence to this requirement.	MoFPED MoH

6.0 Water and Environment Performance Assessment

6.1 Introduction to Water and Environment Performance Assessment

The assessment for Water and Sanitation 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 Performance Minimum Conditions for LGMSD Assessment 2021

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%
			Borehole Maintenance Technician	10%
			Civil Engineer Water	15%
			Environment Officer	10%
			Forestry Officer	10%
			Natural Resources Officer	15%
		B. Environment and Social Requirements	Conducted ESCC screening	10%
			Conducted ESIA's	10%
			Obtained water abstraction permit	10%
	Total			100%

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 2020

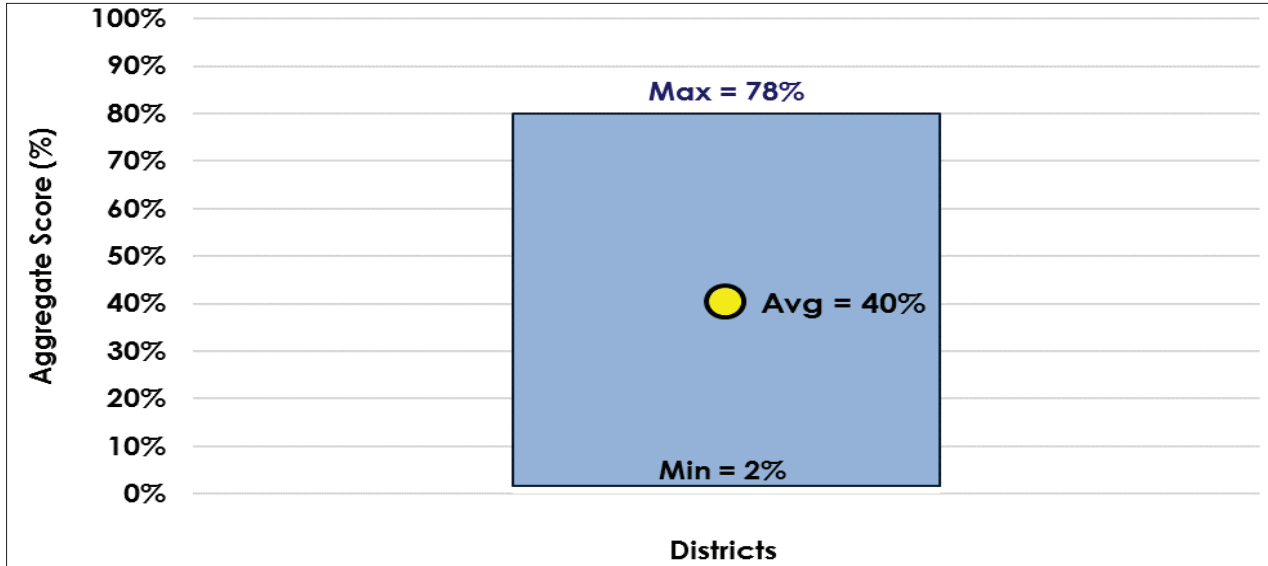
No.	Area addressed	Thematic area	Percentage of overall maximum score
1	Performance Area	Local Government Service Delivery Results	16%
		Performance reporting and performance improvement.	10%
		Human Resource Management and Development	10%
		Management, monitoring, supervision of services	20%
		Investment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

6.2 Overview of Water and Environment Performance Results – LGMSD 2021

6.2.1 Polarity of Composite Scores for Water and Environment performance

Figure 113 shows the relative orientation of the maximum, average and minimum composite scores in Water and Environment.

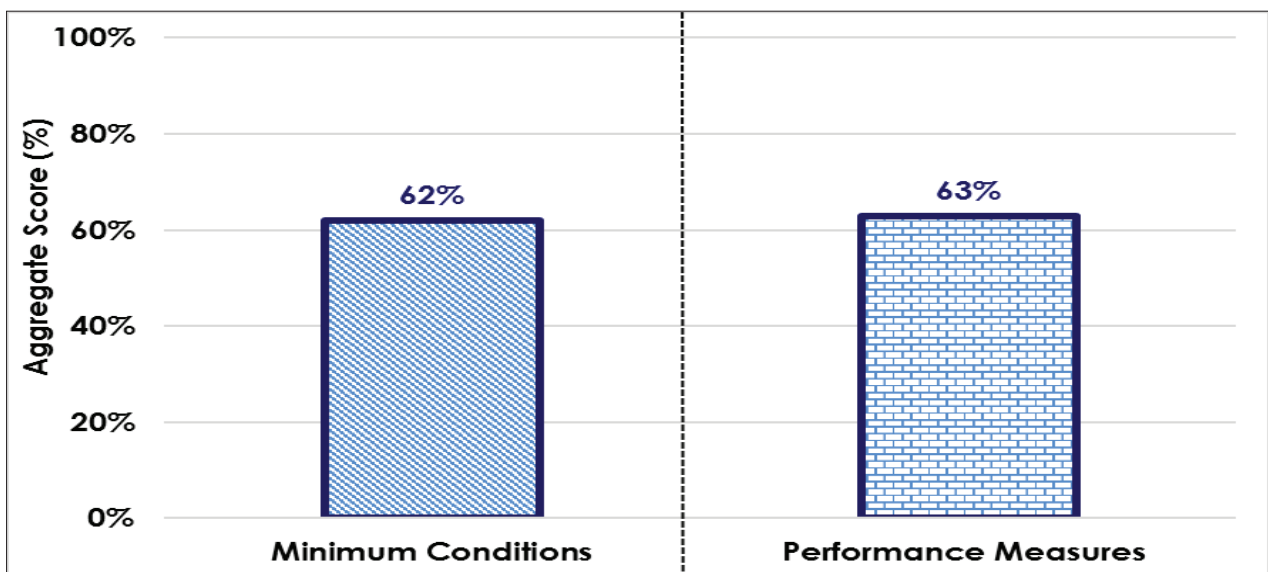
Figure 113: Polarity of composite scores for Water and Environment (MCs and PMs combined)



No. of DLGs assessed = 135

The maximum score for DLGs assessed under the Water and Environment measures was 78% while the minimum score was 2%. 70 DLGs out of the assessed 135 DLGs scored below the average of 40%.

Figure 114: Average scores for minimum conditions and Performance Measures under Water and Environment for 2021



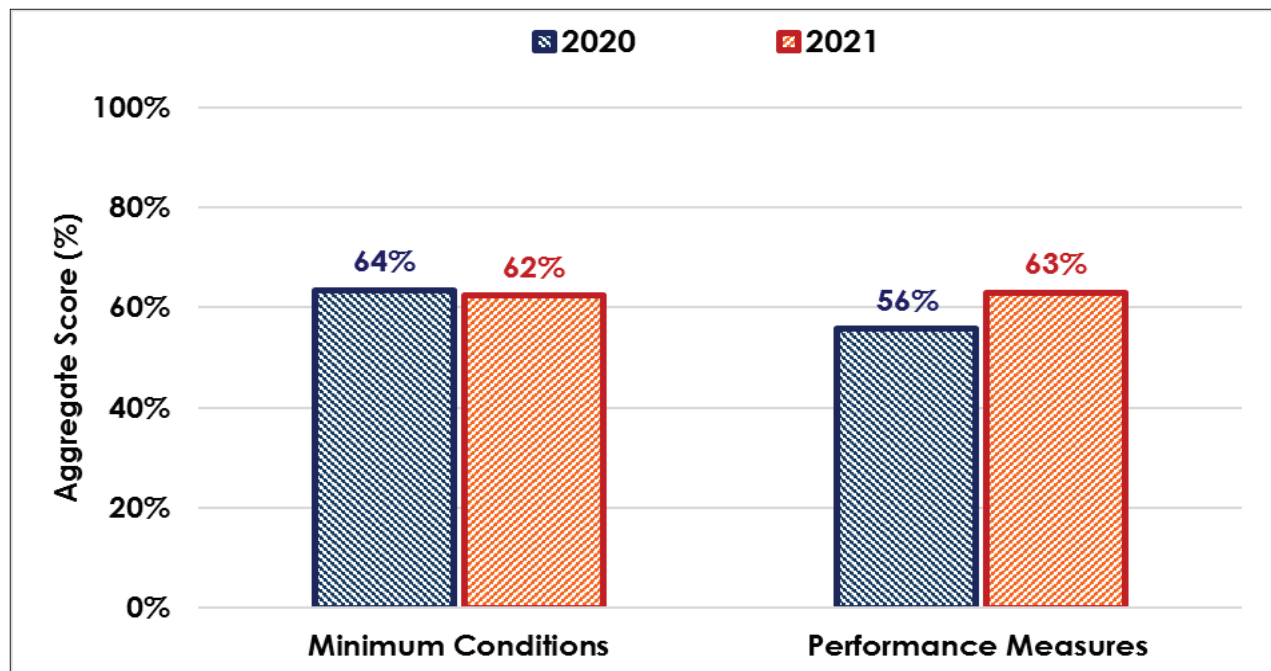
No. of DLGs assessed = 135

Figure 114 above shows the average score for DLGs under Minimum Conditions and Performance Measures as evidenced from the average scores, there was a slightly better performance in compliance of DLGs to performance measures compared to minimum conditions.

Comparison of average scores for minimum conditions and Performance Measures under Water and Environment for 2020 and 2021

The Figure 115 below shows average scores for the minimum conditions and Performance Measures for the two years that this assessment has been conducted based on the revised framework.

Figure 115: Comparison of average scores for minimum conditions and Performance Measures under Water and Environment for 2020 and 2021



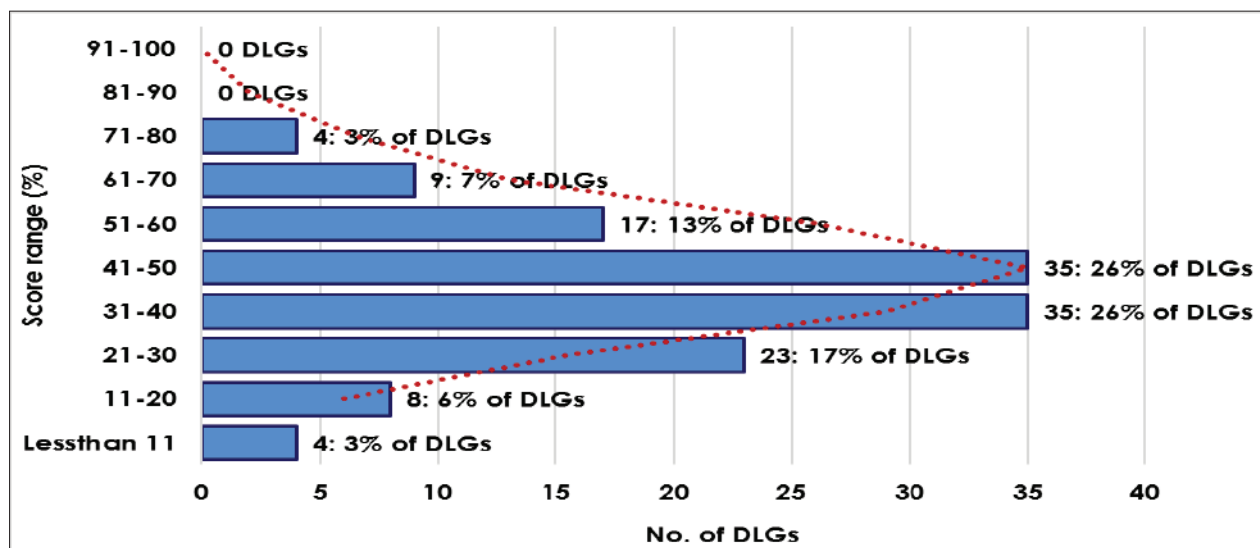
No. of DLGs Assessed = 135 in 2021 and 134 in 2020

There was a marginal improvement in overall performance of DLGs' compliance in Performance Measures from 56% in 2020 to 63% in 2021. However, performance in minimum conditions declined to 62% in 2021 from 64% in 2020. The detailed analysis for each is discussed in the subsequent sections.

6.2.2 Distribution of LGs across score categories

Figure 116 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 116: Distribution of LGs in Water and Environment across score categories (combined MCs and PMs)

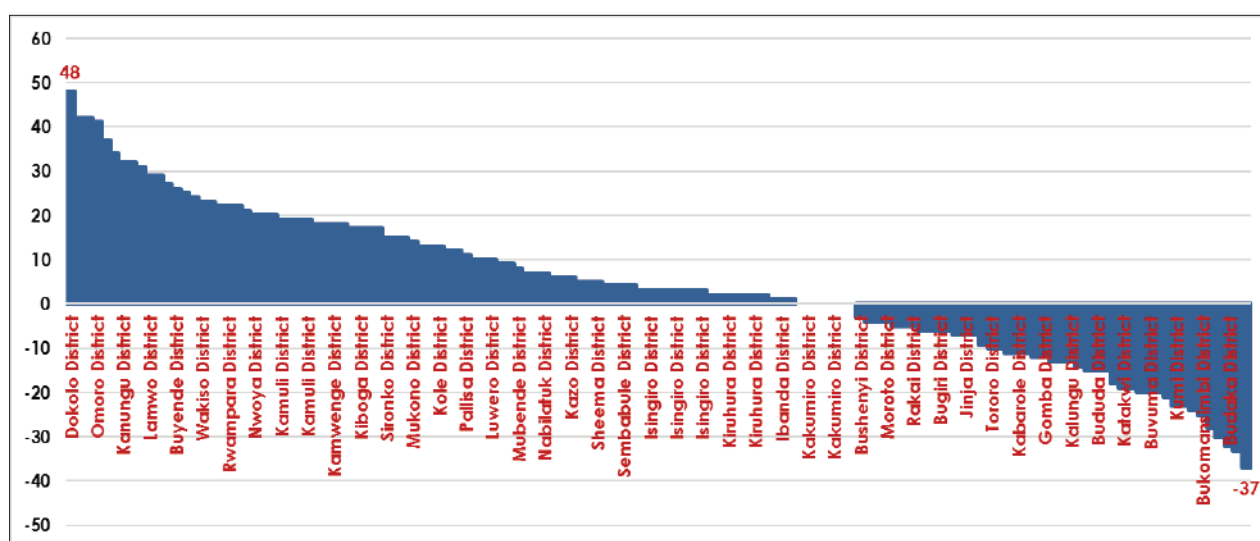


No. of DLGs assessed = 135

It should be noted that none of the DLGs scored over 80%. This performance is largely attributed to the poor performance in the minimum conditions largely seen as core performance indicators in the revised framework which influence the overall score. Generally, 3% (4) of the districts (i.e. Ibanda, Mpigi, Isingiro and Wakiso) scored between 71%-80%, while, 7% (9) of the districts scored between 61%-70%, 13%(17) of the districts scored between 51%-60%, 26%(35) of the districts scored 41%-50%, another 26%(35) of the districts scored between 31%-40%, 17%(23) of the districts scored between 21%-30%, 6%(8) of the districts scored 11%-20%. 4 districts namely; Bulisa, Amuria, Rukiga and Ntoroko scored less than 11%. Overall, 70 districts scored below the average score of 41%, and this performance is attributed to the poor performance in the minimum conditions which are a major determinant to the overall score for each DLG.

Figure 117 shows LGs that improved and those that declined between 2020 and 2021 LGMSD assessments.

Figure 117: LGs that improved and those that declined between 2020 and 2021



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

The figure above shows the districts that experienced an improvement and decline in their overall scores under Water and Environment measures between 2020 and 2021 assessments. Dokolo district registered the most improvement (48 percentage points) while Budaka district was the most 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 in Water and Environment performance area respectively in the 2021 assessment their respective ranks and scores in 2020 assessment.

Table 27: Ten (10) Overall Highest Scoring LGs on Water and Environment (Minimum conditions and Performance Measures) in LGMSD Assessment of 2021

Vote	Rank 2021	Score 2021	Rank 2020	Score 2020
Ibanda District	1	80	1	79
Mpigi District	2	77	2	76
Isingiro District	3	75	4	72
Wakiso District	4	71	34	48
Bulambuli District	5	70	5	67
Gulu District	6	68	95	26
Kazo District	7	67	11	61
Sembabule District	7	67	9	63
Omoro District	9	66	99	25
Dokolo District	10	65	121	17

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

In terms of rank, 4 District Water offices (Ibanda, Mpigi, Isingiro and Bulambuli) remained in the top ten best performing LGs in all the LGMSD assessments in 2021 and 2020. In terms of rank, Omoro and Dokolo improved the most from 99th to 9th and 121st to 10th positions respectively.

Table 28: Ten (10) Overall Lowest Scoring LGs on Water and Environment (Minimum conditions and Performance Measures) in LGMSD Assessment of 2021

Vote	Rank 2021	Score 2021	Rank 2020	Score 2020
Buliisa District	135	2	106	22
Amuria District	134	6	119	18
Rukiga District	133	9	132	7
Ntoroko District	132	10	121	17
Bukedea District	130	11	34	48
Soroti District	130	11	79	30
Kapelebyong District	129	15	57	38
Obongi District	128	16	115	20
Kitagwenda District	127	17	125	14
Kyenjojo District	125	19	50	40

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

In the LGMSD assessment of 2021, Buliisa District was ranked last with a score of 2% followed by Amuria and Rukiga with 6% and 9% respectively.

2 DLGs (Rukiga and Kitagwenda) have consistently been ranked in the bottom quartile in the LGMSD assessments of 2021 and 2020. A tremendous decline in performance is observed in Bukedea, Soroti, kapelebyong and Kyenjojo Districts having declined by 96, 51, 72 and 75 places in rank respectively. This tremendous decline⁶ is attributed to low staffing levels and poor records management.

6.2.4 Best and Worst scoring indicators for Water and Environment

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

Table 29: Overview of the top 10 scoring indicators for Water and Environment MCs and PMs in LGMSD Assessment of 2021

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

Significant improvement is observed in indicators of conducting ESCC screening and ESIA's. However, there was a slight decline, although still high performance, in the indicators of Water infrastructure investments incorporated in AWP from 99% in 2020 to 96% in 2021 and Accuracy of information on WSS facilities constructed from 97% in 2020 to 96% in 2021.

Most of the well performing performance measures continued to perform well and some even further improved, such as compliance with technical design standards.

⁶ Kapelebyong is a one-man office and therefore a number of activities cannot be undertaken effectively. Bukedea. Main issue was poor documentation. Kyenjojo no substantive civil engineer and Natural Resources officer, so causing poor performance in minimum conditions which affected the overall score.

Table 30: Overview of the bottom 10 scoring indicators for Water and Environment MCs and PMs in LGMSD Assessment of 2021

Rank 2021	Performance Indicator	Score 2021	Rank 2020	Score 2020
37	Increase in functionality of WSCs	16%	33	35%
36	Natural Resources Officer	17%	31	37%
35	Preparation of training plan for water staff	18%	38	23%
34	Budgeted water projects below district average	26%	23	53%
33	Increase in functionality of water supply facilities	27%	26	47%
32	Prioritized allocations for S/Cs with water coverage below district	34%	32	36%
31	Quarterly monitoring of each WSS facility	40%	26	47%
30	Obtained water abstraction permit	45%	15	66%
30	Water source & NR plans for WSS facilities prepared and implemented	45%	37	28%
29	Disseminated water source & catchment protection guidelines to CDOs	50%	36	31%

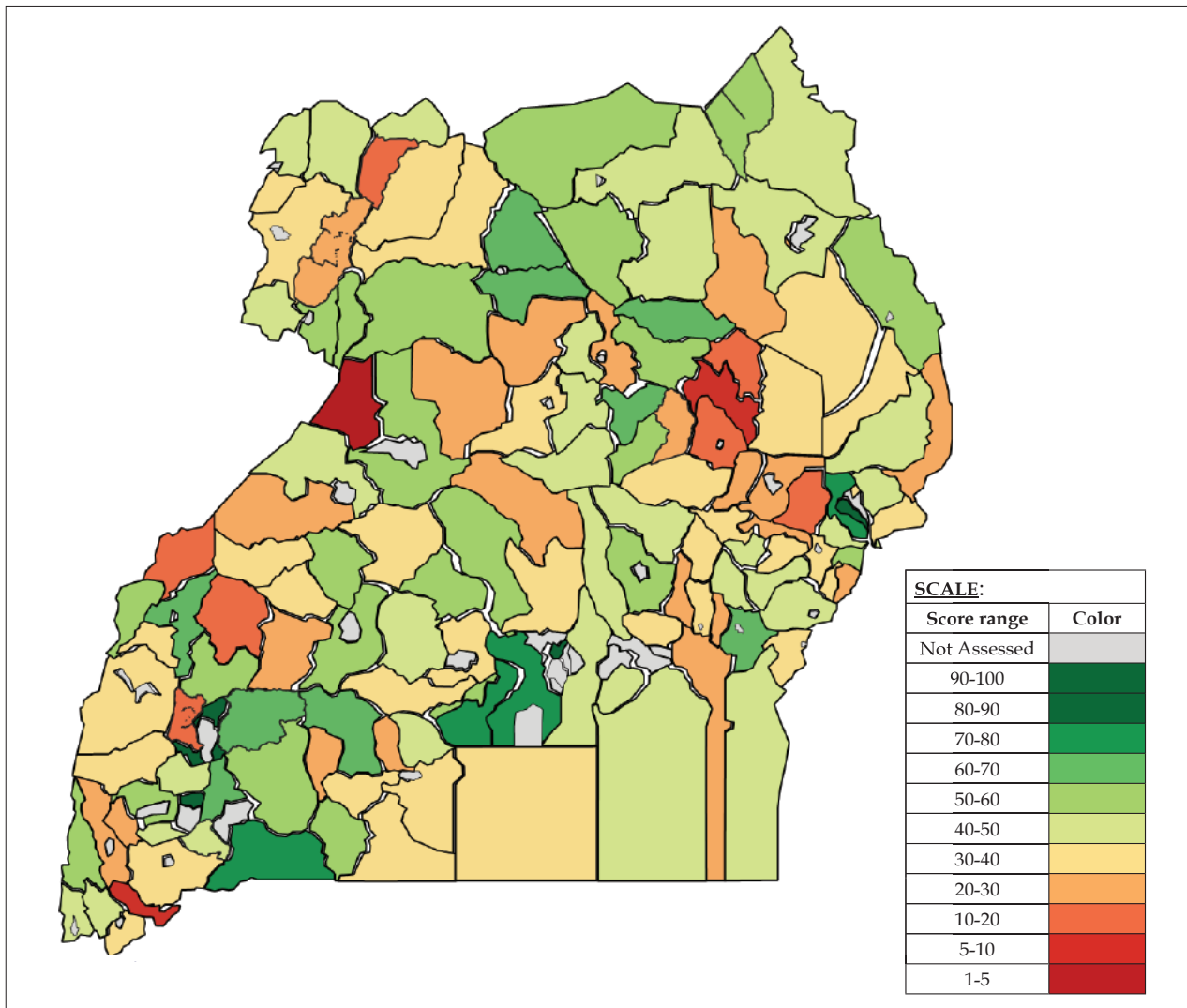
From Table 30 above, there was an increased decline for some of the indicator scores in 2021 compared to 2020. Significant decline was observed in; increase in functionality of Water and Sanitation Committees from 35% in 2020 to 16% in 2021 of LGs registering an increase, preparation of training plan for water staff from 23% in 2020 to 18% in 2021, having a Natural Resources Officer from 37% in 2020 to 17% in 2021, 27% of LGs registered an increase in functionality of water supply facilities in 2021, however, this was low compared to 47% increase in 2020 and obtaining of water obstruction permits from 66% in 2020 to 45% in 2021.

The tremendous decline in functionality of Water and Sanitation Committees is attributed to the voluntary community-based management system being used to manage the Water systems. As a result, a number of committees easily stop performing their duties due to limited facilitation from the community thus the decline in their functionality.

6.2.5 Map showing analysis of Water and Environment Performance assessment scores across the county

Figure 118 illustrates the geographical distribution of composite scores for all the LGs across the country in the Water and Environment performance assessment.

Figure 118: Analysis of Water and Environment Performance assessment scores across the county



No. of DLGs assessed = 135

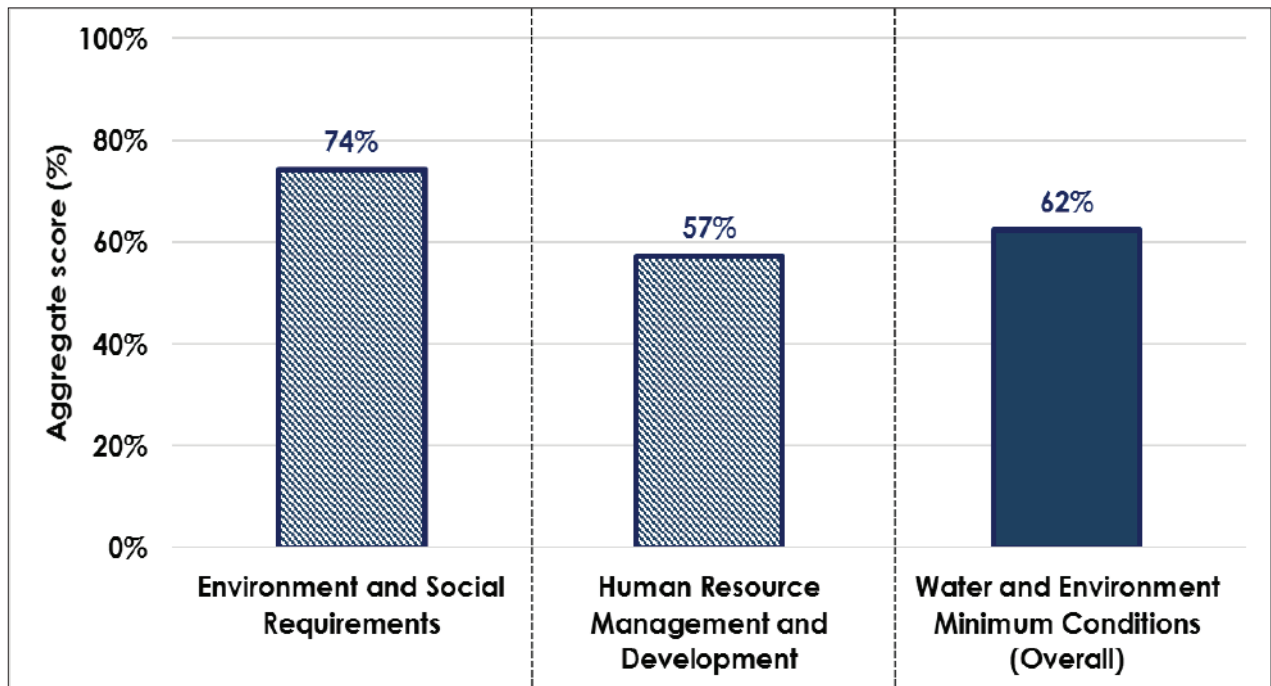
Most Local Governments generally performed below average as depicted in the figure above. Therefore, LGs' performance under Water and Environment was evenly distributed across the country.

6.3 Results on Water and Environment Minimum Conditions

6.3.1 Performance per assessment area under Water and Environment Minimum Conditions

Figure 119 shows performance across the two thematic areas of Water and Environment minimum conditions.

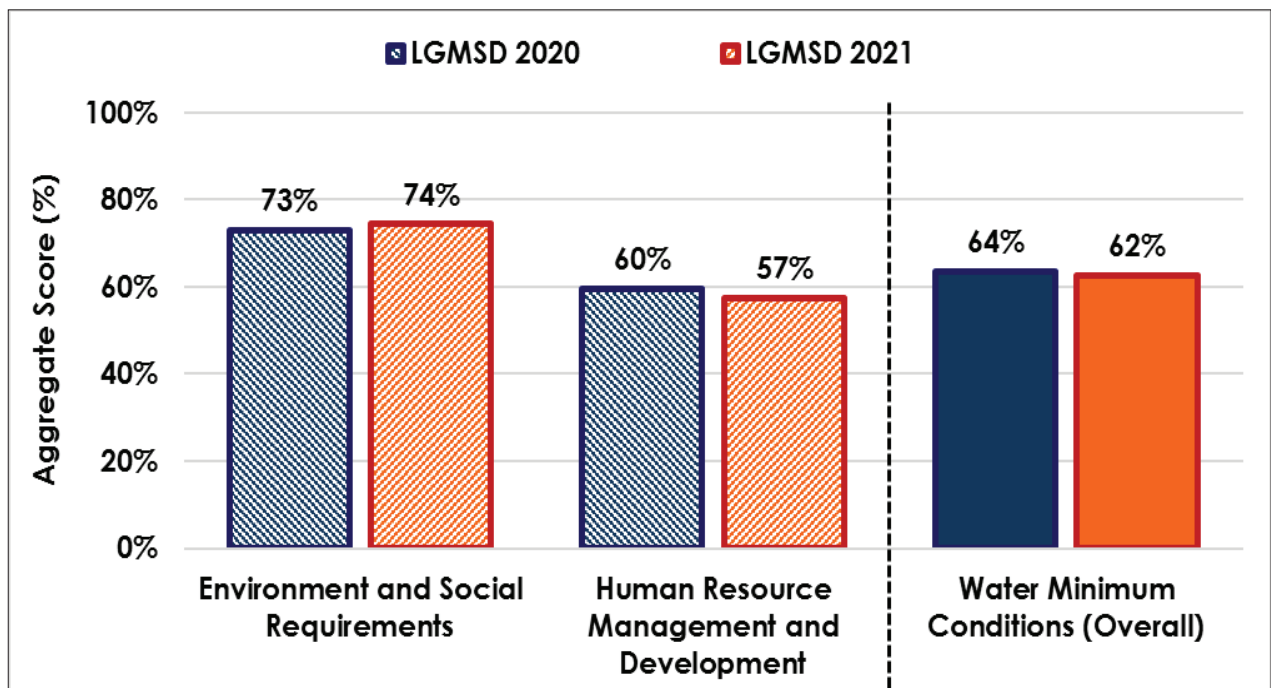
Figure 119: Comparison of Scores for Water and Environment Minimum Conditions per Assessment Area for LGMSD assessments for 2021



No. of DLGs assessed = 135

Figure 119 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 74% compared to Human Resource requirements with an average score of 57%.

Figure 120: Comparison of Scores for Water and Environment Minimum Conditions per Assessment Area for LGMSD assessments for 2020 and 2021



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

Figure 120 above shows a trend analysis in performance regarding adherence to minimum conditions namely; Environmental and Social requirements and Human Resource Management and Development.

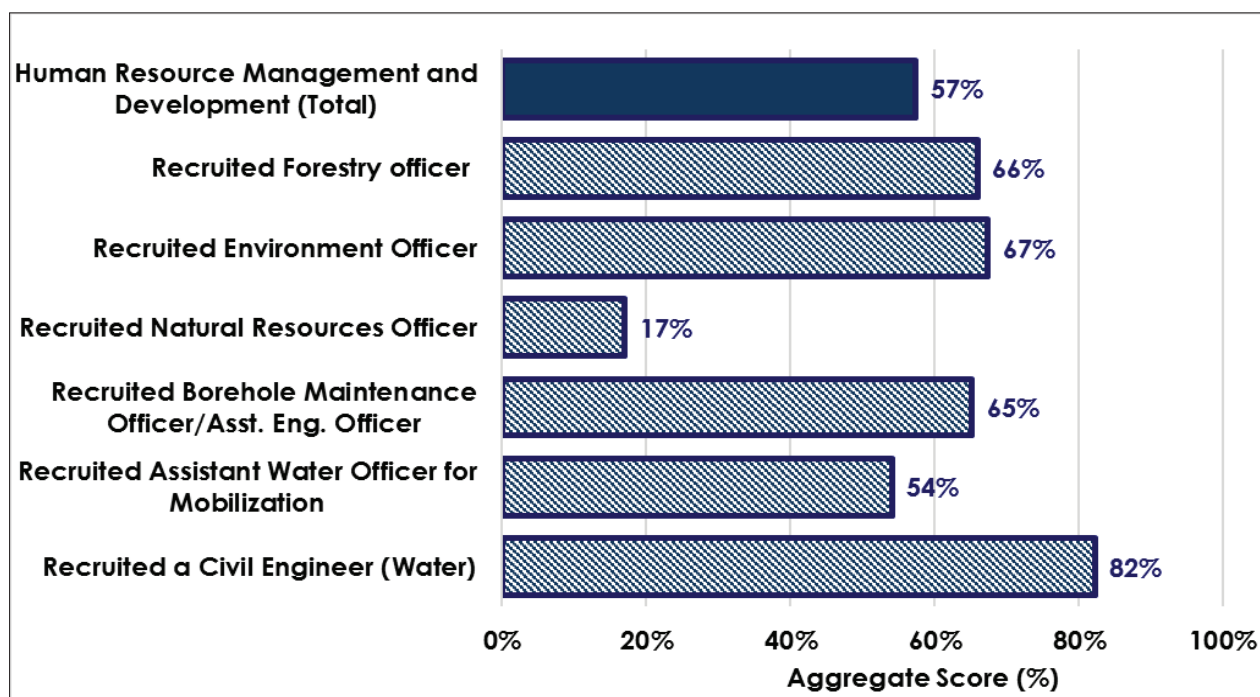
There was a marginal improvement in the overall performance of Environment and Social requirements down from 73% in 2020 to 74% in 2021 (indicators assessed included obtaining water abstraction permits, conducting ESIA and ESCC Screening). However, performance in Human Resource Management and Development declined to 57% in 2021 from 60% in 2020 (focus being on recruitment for key positions under Water and Environment sector).

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 or formally requested for secondment of staff for all critical positions.

Figure 121 shows the performance of DLGs in Minimum Conditions for the area of Human Resource Management and Development.

Figure 121: Scores of Water and Environment MCs in Human Resource Management and Development



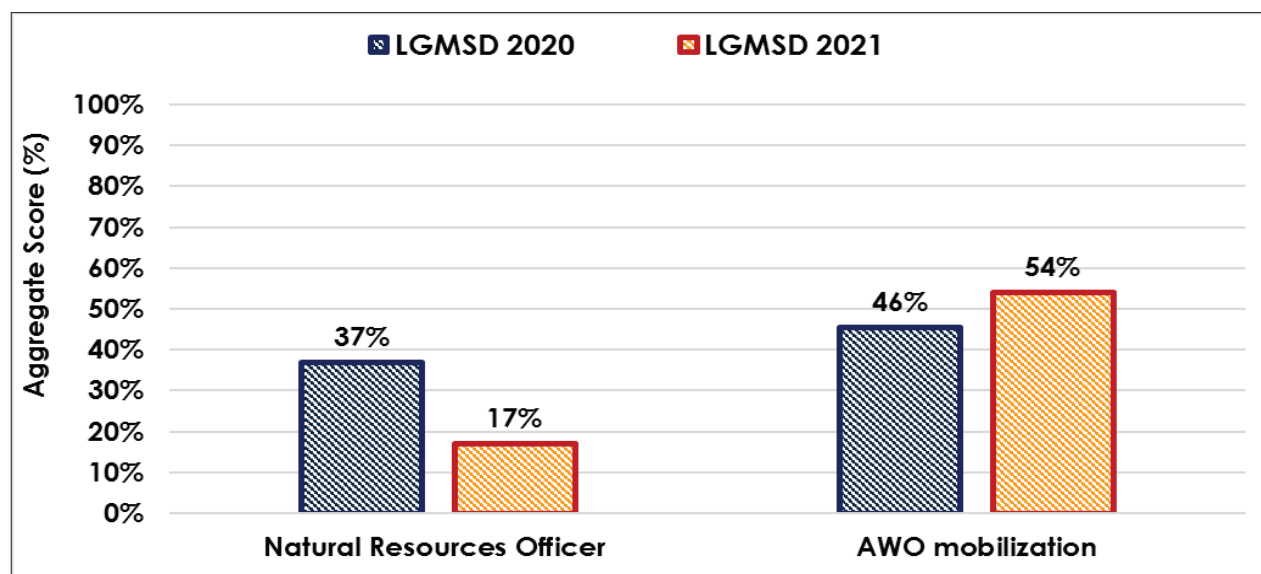
No. of DLGs assessed = 135

Overall, 57% of DLGs adhered to Human Resource Management and Development requirements. 82% of DLGs had filled the position of Civil Engineer Water. Only 17% and 54% of DLGs had filled the positions of Natural Resources Officer and Assistant Water Officer for Mobilization respectively.

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

Figure 122 below shows a trend analysis for selected indicators under human Resource Minimum Conditions.

Figure 122: Trend analysis for selected indicators under human Resource Minimum Conditions.



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

The low performance levels depicted by the DLGs in the recruitment of Natural Resources Officer is largely attributed to; high number of Natural Resource Officers who have retired and difficulty in attracting other officers to replace these vacant positions in most LGs. Also, a number of Assistant Water Officers in charge of mobilization are seconded staff from the Community department of the LG as a result LGs find no need to allocate more wage to recruit AWOs since the seconded officers are already in the DLG structure and payroll.

Below is a list Districts with selected positions that have not been filled.

Districts without Civil Engineer (water)

Amudat District, Amuria District, Apac District, Arua District, Bullisa District, Busia District, Iganga District, Kaabong District, Kitagwenda District, Kyankwanzi District, Kyenjojo District, Madi-Okollo District, Masaka District, Masindi District, Mitooma District, Moroto District, Nabilatuk District, Namisindwa District, Ntungamo District, Obongi District, Soroti District, and Tororo District.

Districts without Assistant Water Officer for Mobilization

Abim District, Amuria District, Amuru District, Arua District, Budaka District, Bududa District, Bukedea District, Bukomansimbi District, Bullisa District, Busia District, Butaleja District, Butebo District, Gomba District, Hoima District, Iganga District, Jinja District, Kabale District, Kagadi District, Kakumiro District, Kalaki District, Kaliro District, Kapchorwa District, Kapelebyong District, Karenga District, Kasanda District, Kibaale District, Kibuku District, Kikuube District, Kiryandongo District, Kitagwenda District, Kitgum District, Koboko District, Kumi District, Kyegegwa District, Kyotera District, Lamwo District, Lira District, Madi-Okollo District, Manafwa District, Maracha District, Mayuge District, Mbale District, Mitooma District, Moyo District, Nakaseke District, Namayingo District, Namisindwa District, Namutumba District, Napak District, Ngora District, Ntoroko District, Ntungamo District, Obongi District, Pader District, Pakwach District, Rubanda District, Rukiga District, Rukungiri District, Soroti District, Terego District, Tororo District, and Zombo District.

Districts without Natural Resources Officer

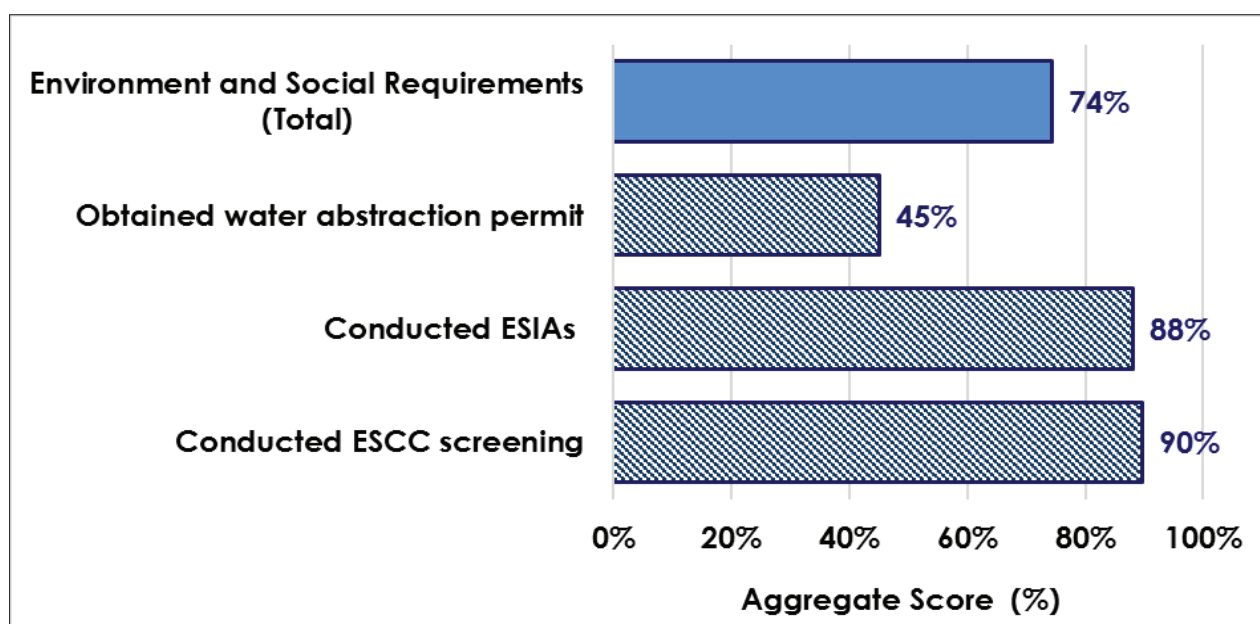
Abim District, Adjumani District, Agago District, Alebtong District, Amolatar District, Amudat District, Amuria District, Amuru District, Apac District, Arua District, Budaka District, Bugiri District, Bugweri District, Buikwe District, Bukedea District, Bukomansimbi District, Bukwo District, Bulambuli District, Bullisa District, Bundibugyo District, Bushenyi District, Busia District, Butaleja District, Butambala District, Butebo District, Buvuma District, Buyende District, Dokolo District, Gomba District, Gulu District, Hoima District, Iganga District, Isingiro District, Jinja District, Kaabong District, Kabale District, Kaberamaido District, Kagadi District, Kakumiro District, Kalaki District, Kaliro District, Kalungu District, Kamuli District, Kamwenge District, Kapchorwa District, Kapelebyong District, Karenga District, Kasanda District, Katakwi District, Kazo District, Kibaale District, Kibuku District, Kikuube District, Kiruhura District, Kiryandongo District, Kisoro District, Kitagwenda District, Kitgum District, Koboko District, Kole District, Kotido District, Kumi District, Kwanja District, Kyegegwa District, Kyenjojo District, Kyotera District, Lamwo District, Lira District, Luuka District, Lwengo District, Lyantonde District, Madi-Okollo District, Manafwa District, Maracha District, Masaka District, Mayuge District, Mbale District, Mbarara District, Mitooma District, Moroto District, Moyo District, Mubende District, Mukono District, Nabilatuk District, Nakapiripirit District, Nakasongola District, Namayingo District, Namisindwa District, Namutumba District, Napak District, Nebbi District, Ngora District, Ntoroko District, Nwoya District, Obongi District, Omoro District, Otuke District, Oyam District, Pader District, Pakwach District, Pallisa District, Rubanda District, Rubirizi District, Rukiga District, Rukungiri District, Serere District, Sironko District, Soroti District, Terego District, Tororo District, and Yumbe District

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

Figure 123: Scores of Water and Environment in MCs in Environment and Social Requirements



No. of DLGs assessed = 13

Overall, 74% of DLGs adhered to Environmental and Social requirements. Good performance was observed in all areas assessed i.e. conducting of ESIA and ESCC. Obtaining of obstruction permits performed low at 45% because most of the water projects in the DLGs did not require abstraction permits i.e. absence of piped water systems.

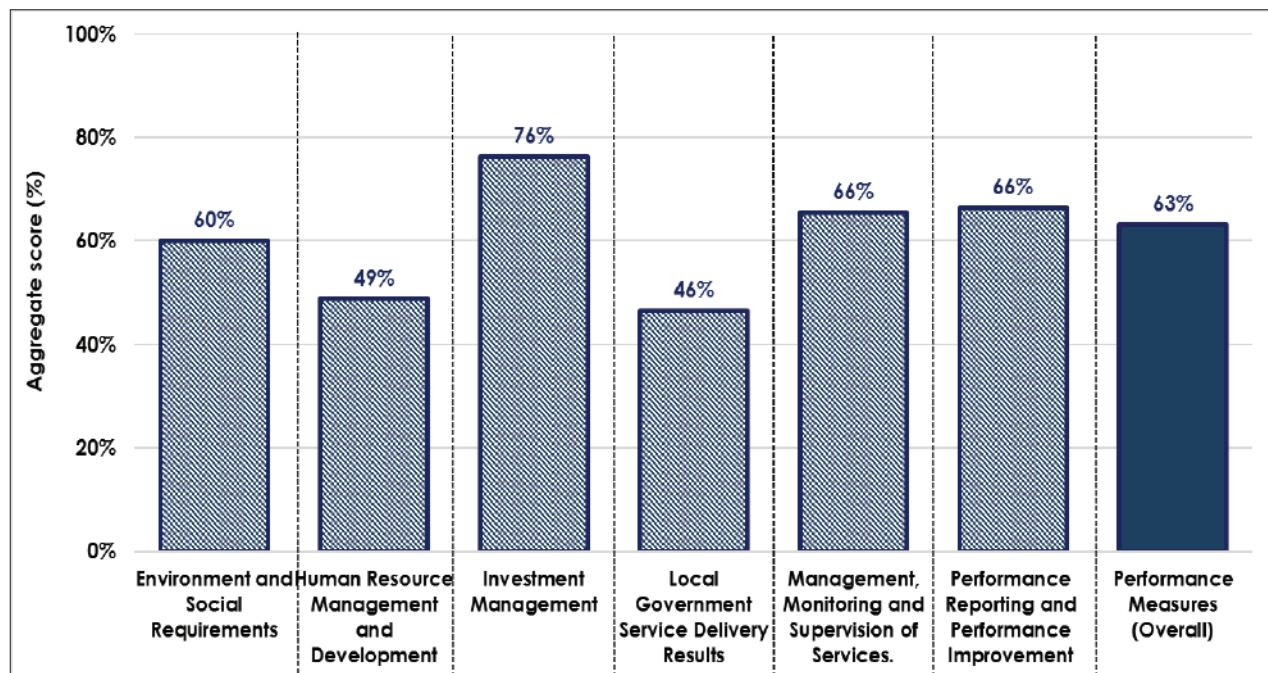
6.4 Results on Water and Environment Performance Measures

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 124 shows the average scores of DLGs across the six assessment areas of Water and Environment performance measures for the 2 years that the revised assessment has been conducted.

Figure 124: Average Scores per Assessment Area under Water and Environment Performance Measures for LGMSD assessments for 2021

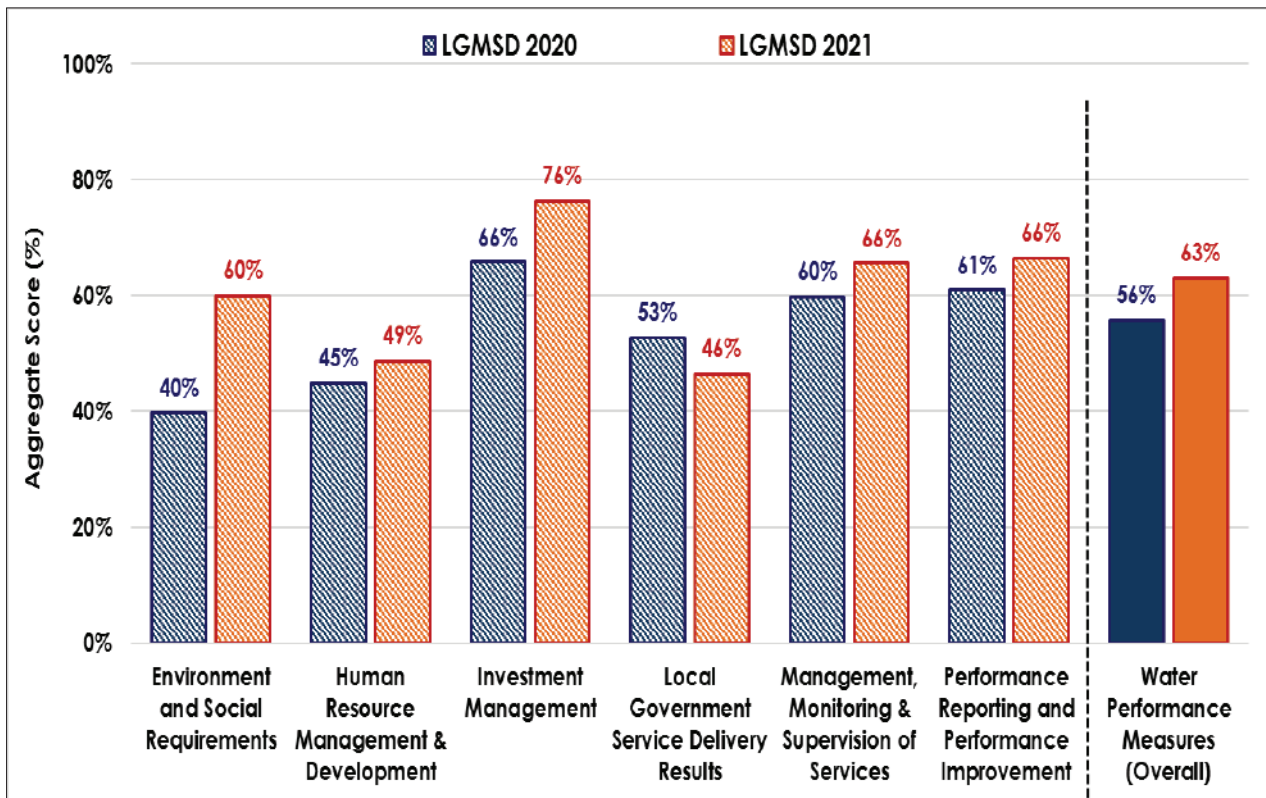


No. of DLGs assessed = 135

Investment management had the highest score of 76%, followed by management, monitoring and supervision services, and performance reporting and performance improvement both with scores of 66%. Local Government service delivery results had the lowest score of 46%.

Figure 125 shows the average scores of DLGs across the six assessment areas of Water and Environment performance measures for the 2 years that the revised assessment has been conducted.

Figure 125: Comparison of Average Scores per Assessment Area under Water and Environment Performance Measures for LGMSD assessments for 2020 and 2021



No. of DLGs assessed = 135 in 2021 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 63% in 2021. The most significant improvement over the last 2 assessments was in environment and social requirements with 20% improvement points between 2020 and 2021 followed by Investment and Management with 10% improvement points between 2020 and 2021.

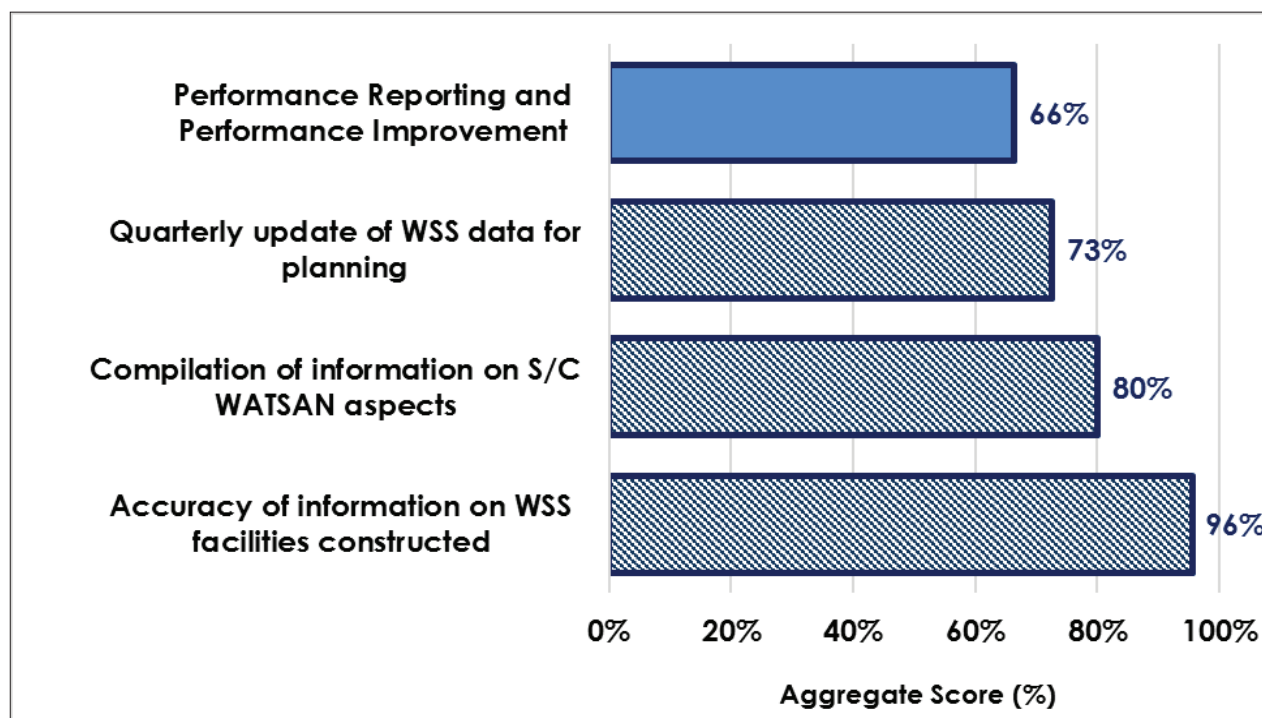
However, we note a declining trend in scores in the Performance Areas of Local Government Service Delivery from 53% in 2020 to 46% in 2021. Performance in Human Resource Management and Development remained low despite the marginal improvement from 45% in 2020 to 49% in 2021.

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

Figure 126: Score for Water and Environment PM on Performance Reporting and Performance Improvement



No. of DLGs assessed = 135

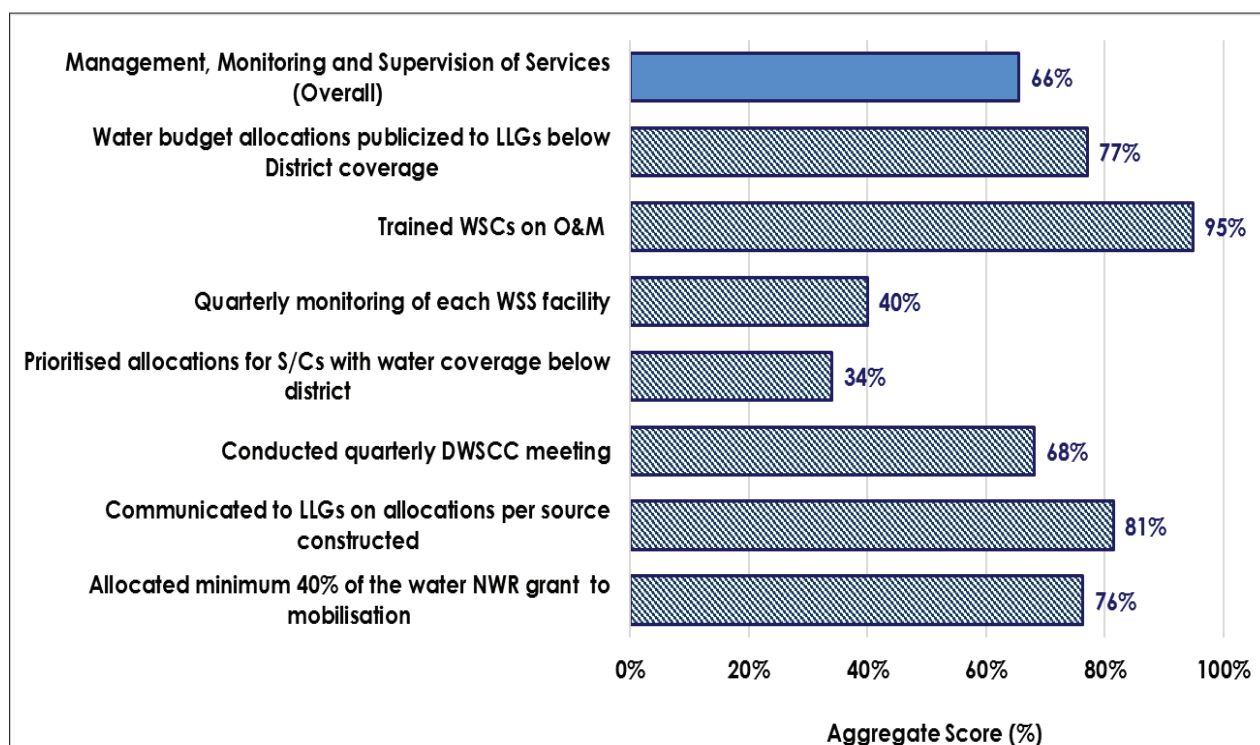
The overall average score across was 66%. Best performed indicator was accuracy of information on WSS facilities constructed at an average of 96%; Indicators on compilation of information on S/C WATSAN aspects, quarterly update of WSS data for planning aspects all scored above 70%.

6.4.3 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 127 shows the performance of LGs in Performance Measures requirements for the area of Management Monitoring and Supervision.

Figure 127: Score for Water and Environment PM on Management Monitoring and Supervision



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

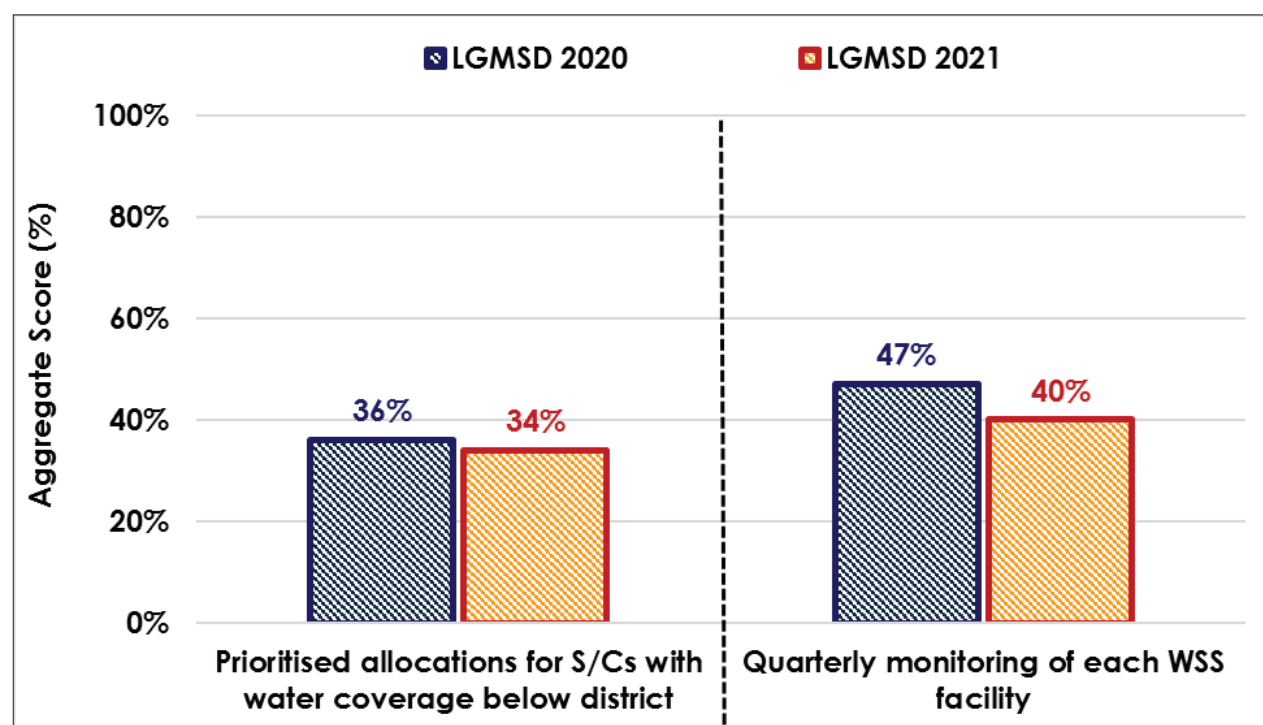
The overall average score across was 66%. Best performed indicators were training of WCSCs on O&M with an average score of 95%, communication to LLGs on allocations per source constructed with an average score of 81%.

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 40%.

Comparison of scores for selected indicators for Management, Monitoring and Supervision of Services for 2020 and 2021

Figure 128 below shows a trend analysis of selected indicators under Management, Monitoring and Supervision Performance Measure.

Figure 128: Trend analysis of selected indicators under Management, Monitoring and Supervision Performance Measure.



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

There was a decline in overall average score for prioritization of Sub counties with water coverage below district from 36% in 2020 to 34% in 2021 and quarterly monitoring of WSS facilities declined from 47% in 2020 to 40% in 2021. 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.

Districts that did not prioritise allocations for S/Cs with water coverage below district average

Abim District, Adjumani District, Agago District, Alebtong District, Amuria District, Buikwe District, Bukedea District, Bukomansimbi District, Buliisa District, Bunyangabu District, Buyende District, Gomba District, Jinja District, Kabale District, Kaberamaido District, Kalaki District, Kalungu District, Kamwenge District, Kanungu District, Karenga District, Kasese District, Katakwi District, Kibaale District, Kikuube District, Kiruhura District, Kisoro District, Kitagwenda District, Kole District, Kumi District, Kween District, Lira District, Luuka District, Luwero District, Lwengo District, Madi-Okollo District, Masaka District, Masindi District, Moyo District, Mpigi District, Nakaseke District, Nakasongola District, Namutumba District, Ngora District, Ntoroko District, Ntungamo District, Otuke District, Oyam District, Pallisa District, Rubirizi District, Serere District, Sheema District, Soroti District, Tororo District, and Yumbe District.

Districts that did not undertake quarterly monitoring of each WSS facility:

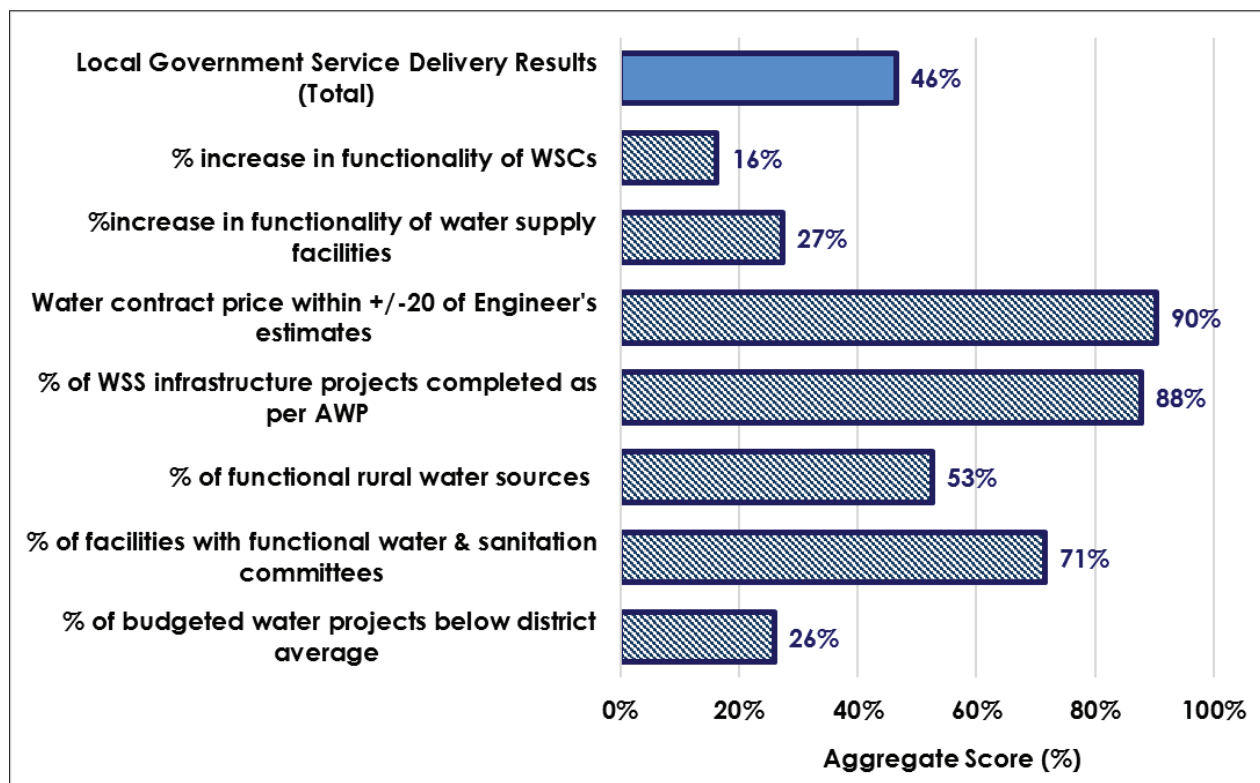
Abim District, Adjumani District, Agago District, Alebtong District, Amuria District, Apac District, Arua District, Budaka District, Bugiri District, Bugweri District, Bukedea District, Bukwo District, Buliisa District, Bundibugyo District, Bunyangabu District, Butebo District, Buvuma District, Hoima District, Iganga District, Jinja District, Kaabong District, Kabale District, Kaberamaido District, Kagadi District, Kakumiro District, Kamwenge District, Kapchorwa District, Kapelebyong District, Karenga District, Kasese District, Katakwi District, Kibaale District, Kikuube District, Kiruhura District, Kiryandongo District, Kisoro District, Kitagwenda District, Koboko District, Kotido District, Kween District, Kyankwanzi District, Kyegegwa District, Kyenjojo District, Lira District, Luuka District, Luwero District, Madi-Okollo District, Maracha District, Masindi District, Mayuge District, Mbarara District, Mitooma District, Mityana District, Moyo District, Nakasongola District, Namayingo District, Namisindwa District, Namutumba District, Nebbi District, Ntoroko District, Ntungamo District, Obongi District, Otuke District, Oyam District, Pallisa District, Rukiga District, Rwampara District, Serere District, Sheema District, Soroti District, Terego District, Wakiso District, and Yumbe District.

6.4.4 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 129 shows the performance of LGs in Performance Measures requirements for the area of Local Government Service Delivery.

Figure 129: Score for Water and Environment PM on Local Government Service Delivery



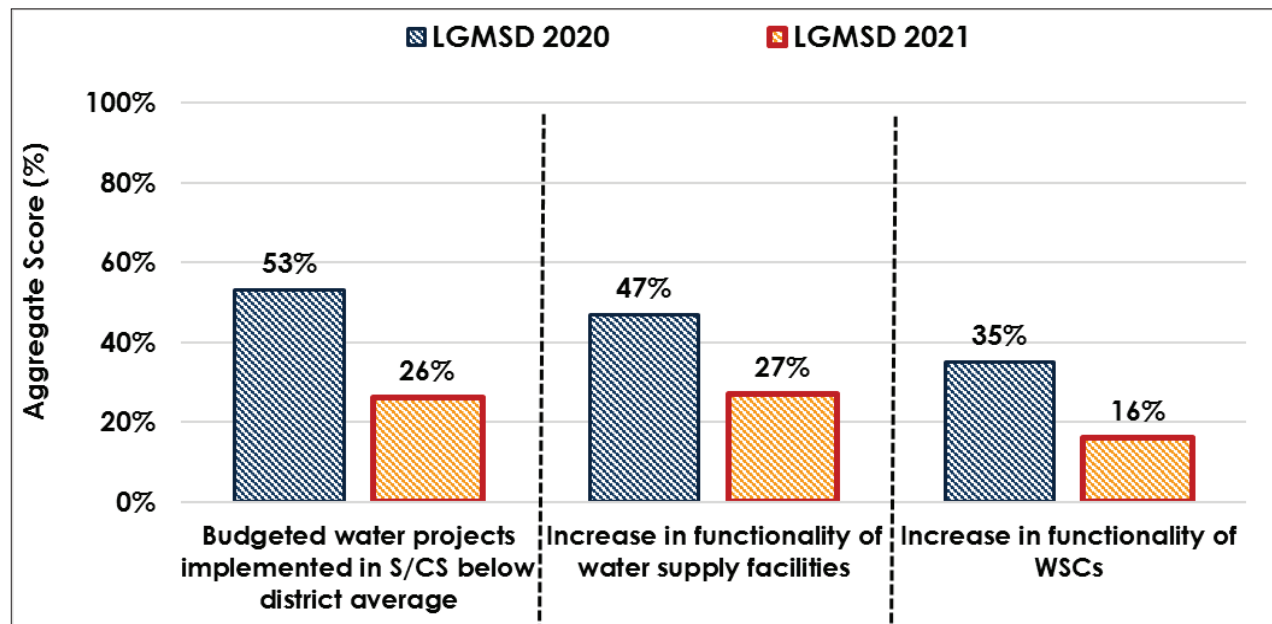
No. of DLGs assessed = 135

The overall average score across was 46%. Best performed indicators were water contract price within +/-20% of Engineer's estimates and completion of WSS infrastructure projects as per AWP with average scores of 90% and 88% respectively. However, performance in Change in functional WATSAN committees and change in functional water facilities remains low at an average score of 16% and 27% respectively. Important to note is that the functional change is not easily noted over a short period of time hence going forward time frame needs to be considered in order to observe the change.

Comparison of scores for selected indicators for Local Government Service Delivery for 2020 and 2021

Figure 130 below shows the trend performance of selected indicators under the Local Government Service Delivery Performance measure in 2020 and 2021.

Figure 130: Trend performance of selected indicators under the Local Government Service Delivery Performance measure in 2020 and 2021



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

In figure 130 above, there was a decline in overall average score in percentage of budgeted water projects implemented in Sub counties with safe water coverage below district average from 53% in 2020 to 26% in 2021, 27% of LGs registered an increase in functionality of water supply facilities in 2021 compared to 47% increase in 2020, 35% increase in functionality of WSCs in 2020 compared to 16% in 2021. As noted above, lack of commitment by District leadership to budget for water projects in Sub counties with water coverage below district coverage has been noted as one of the challenges.

The decline in the functionality of water supply facilities is due to the low community involvement and participation in Operation and maintenance. The current community management model allows for sources to be managed by volunteers within the community. Most of the volunteers are not committed and have abandoned the WSCs roles hence failure to supervise the water sources causing decline in their functionality. Important to note is that the WSCs are not well facilitated by the community hence low morale to supervise and ensure the water sources are maintained.

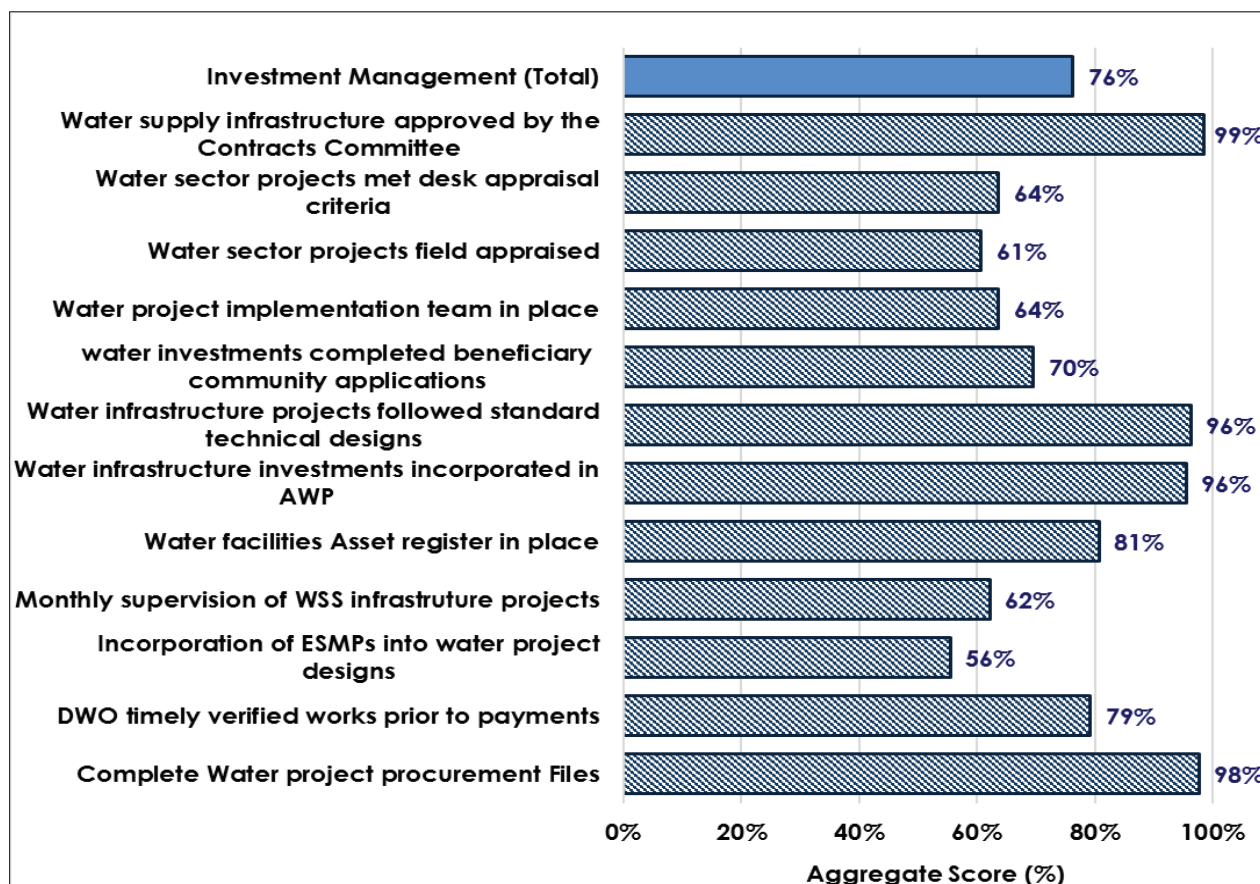
Districts that did not budget for water Projects below district coverage:

Adjumani District, Amolatar District, Amudat District, Amuria District, Apac District, Arua District, Budaka District, Bududa District, Bugiri District, Bugweri District, Bukedea District, Bukomansimbi District, Bulambuli District, Buliisa District, Bundibugyo District, Bunyangabu District, Bushenyi District, Busia District, Butebo District, Buyende District, Gomba District, Gulu District, Hoima District, Iganga District, Jinja District, Kaabong District, Kabale District, Kabarole District, Kaberamaido District, Kagadi District, Kalaki District, Kalangala District, Kaliro District, Kalungu District, Kamwenge District, Kanungu District, Kapelebyong District, Kasanda District, Kasese District, Katakwi District, Kibaale District, Kiboga District, Kikuube District, Kiryandongo District, Kisoro District, Kitagwenda District, Koboko District, Kole District, Kumi District, Kween District, Kyankwanzi District, Kyegegwa District, Kyenjojo District, Kyotera District, Lamwo District, Lira District, Luuka District, Luwero District, Lwengo District, Lyantonde District, Madi-Okollo District, Maracha District, Masaka District, Mayuge District, Mbarara District, Moroto District, Mpigi District, Mubende District, Nabilatuk District, Nakaseke District, Nakasongola District, Namayingo District, Napak District, Nebbi District, Ngora District, Ntoroko District, Ntungamo District, Nwoya District, Oyam District, Pallisa District, Rakai District, Rubanda District, Rubirizi District, Rukungiri District, Rwampara District, Sembabule District, Serere District, Soroti District, and Tororo District.

6.4.5 Investment Management

This section presents findings on: i) planning and budgeting for investments, and ii) procurement and contract management/execution. Figure 131 shows the performance of LGs in Performance Measure requirements for the area of Investment management.

Figure 131: Score for Water and Environment PM on Investment Management.



No. of DLGs assessed = 135

The overall average score across was 76%. Best performed indicators were; Water Supply Infrastructure approved by the Contracts Committee at an average score of 99%, Completion of water project procurement files at an average score of 98%. Water infrastructure projects following standard technical designs at an average score of 96% and infrastructure projects incorporated in Annual Work Plans at an average score of 96%. All indicators scored above average; however, the least scored indicator was incorporation of ESMPs into water project designs at an average score at 56%.

Districts that did not incorporate Environment and Social Management Plans (ESMPs) into water project designs:

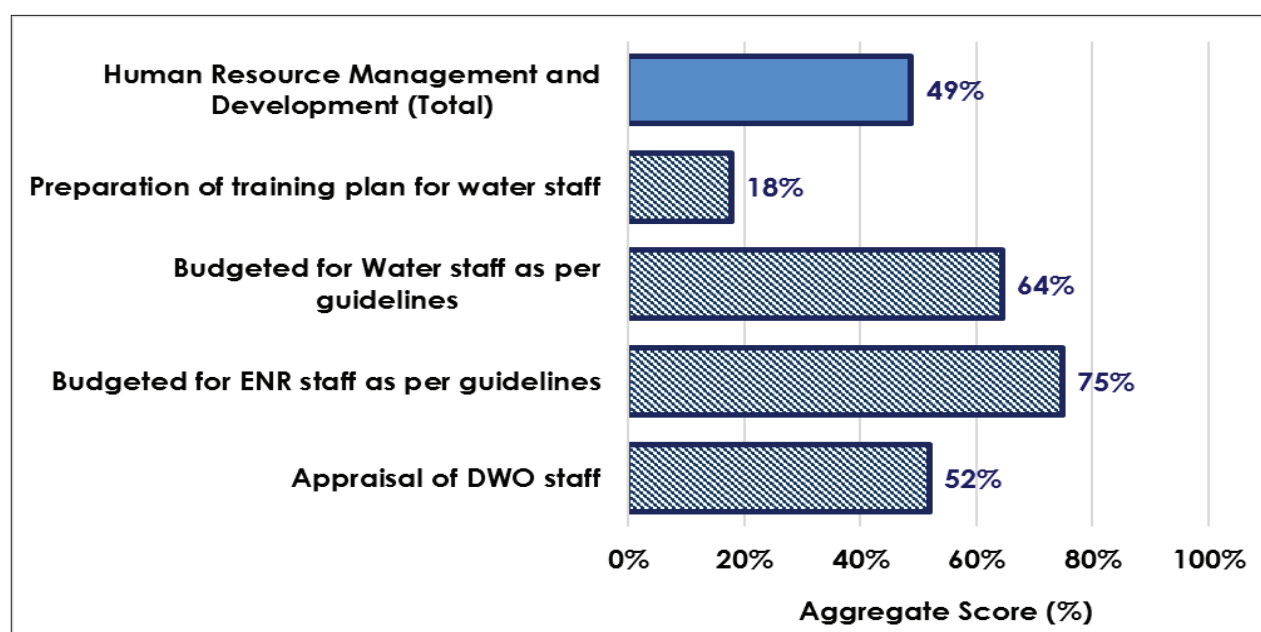
Abim District, Adjumani District, Agago District, Amolatar District, Amudat District, Amuria District, Arua District, Budaka District, Bugweri District, Buhweju District, Buikwe District, Bulambuli District, Buliisa District, Bundibugyo District, Bunyangabu District, Busia District, Butaleja District, Butebo District, Buvuma District, Gomba District, Hoima District, Iganga District, Jinja District, Kaabong District, Kaberamaido District, Kagadi District, Kapelebyong District, Kasanda District, Kasese District, Katakwi District, Kayunga District, Kibaale District, Kibuku District, Kikuube District, Kiryandongo District, Kitagwenda District, Kumi District, Kyegegwa District, Luwero District, Lyantonde District, Manafwa District, Masindi District, Mbale District, Moroto District, Moyo District, Mubende District, Mukono District, Nabilatuk District, Nakaseke District, Nakasongola District, Ngora District, Ntoroko District, Omoro District, Oyam District, Pallisa District, Rakai District, Rukiga District, Rwampara District, Serere District, and Terego District.

6.4.6 Human Resource Management Development

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

Figure 132 shows the performance of LGs in Performance Measure requirements for the area of Human Resource Management Development

Figure 132: Scores for Water and Environment PM on Human Resource Management Development



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

The overall average score across was 49%. Best performed indicators were Budgeting for ENR staff and water staff as per guidelines at average scores of 75% and 64% respectively.

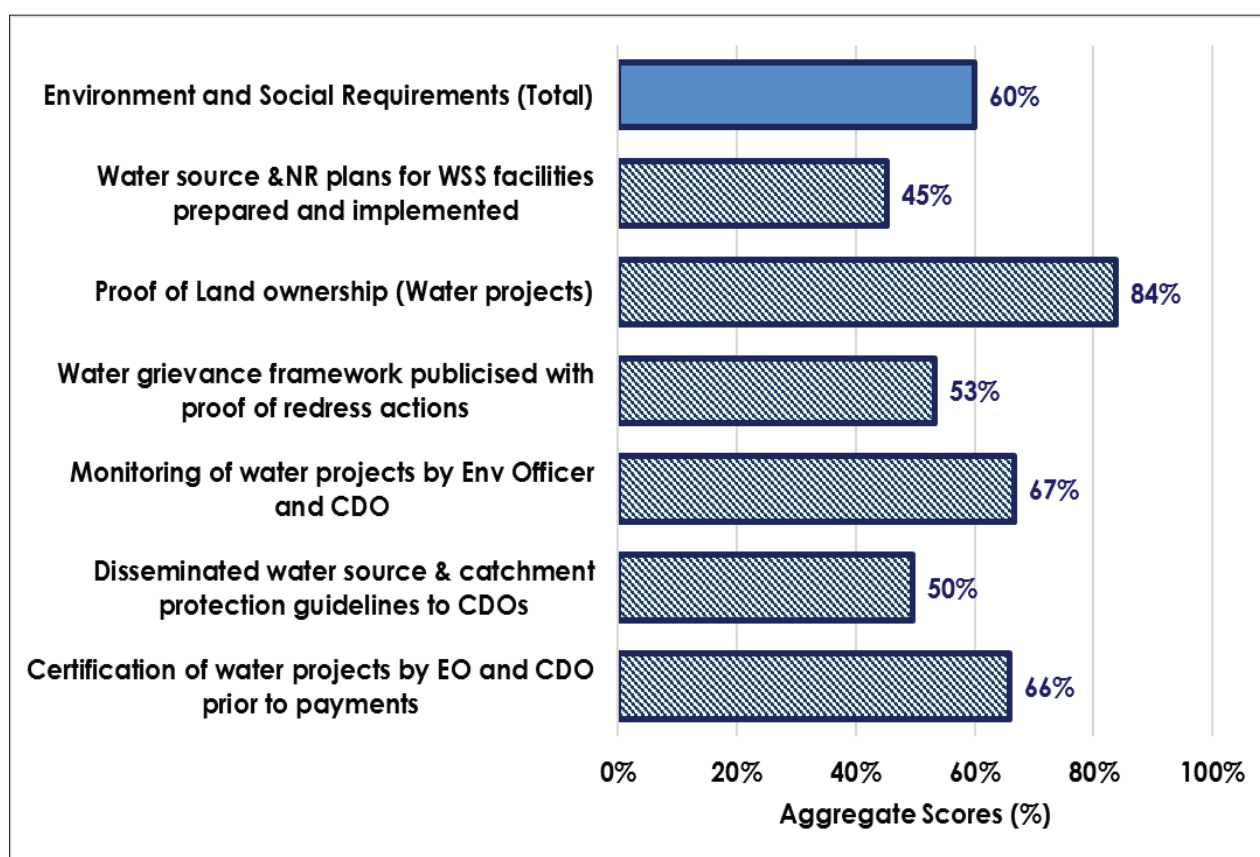
Worst performed indicators were preparation of training plan for water staff at an average score of 18%.

6.4.7 Environment and Social Requirements

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

Figure 133 shows the performance of LGs in Performance Measure requirements for the area of Environment and Social Requirements.

Figure 133: Scores for Water and Environment PM on Environment and Social Requirements



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

The overall average score across was 60%. Best performed indicators was proof of land ownership where WSS projects were implemented at an average score of 84% followed by monitoring at 67%.

Worst performed indicators were; preparation and implementation of water resource protection plans, and natural resource management plans where WSSS facilities were constructed in the previous FY (45%), dissemination of water source and catchment protection guidelines by CDOs (50%) and publication of water grievance framework with proof of redress actions (53%).

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

Water and Sanitation performance measures just like all other performance measures that are assessed under the new revised LGMSD performance assessment and framework has had a number of its indicators refined, updated and a number of indicators introduced in order to improve management and delivery of services. It's important to note that this assessment is the second of its kind under the new revised LGMSD assessment framework.

Overall, 70 out of 135 districts scored below the average score of 41%, and this performance is attributed to the poor performance in some of the minimum conditions which are a major determinant to the overall score for each DLG. The table below summarizes emerging issues and proposed recommendations for the Water and Environment assessment.

Table 31: Emerging issues and recommendations under Water and Environment

No.	Emerging Issue/Outstanding Challenges	Recommended Action (s)	Responsibility
1	Low Prioritization of allocations for S/Cs with water coverage below district average	District Executive Committees and Technical Planning Committees should be sensitized to adhere to planning and budgeting guidelines in water and environment.	MoWE DLGs
2	Low performance levels depicted by the DLGs in the recruitment of Assistant Water Officer (AWO) for mobilization and Natural Resources Officer	Where wage is not available, DLGs should appoint AWO officers on secondment	DLGs
3	Quarterly monitoring of WSS facilities	Support DLGs to develop monitoring work plans for WSS facilities. Follow up with District Water Offices for compliance	MoWE DLGs
4	Lack of training plans put in place for water staff	All DLGs should develop and implement training plans.	MoWE DLGs
5	Lack of implementation of water resource protection plans, and natural resource management plans where WSSS facilities are constructed.	Build capacity of DLGs to implement water resource protection plans, and natural resource management plans	MoWE

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 second 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. 40 Districts selected to receive the micro-scale irrigation grant were assessed in this LGMSD. All indicators were assessed in FY 2021/22, however, indicators which were not applicable during the year of assessment were scored 0. This is because;

- 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 the functions even without the microscale irrigation grant.

The results for the assessment conducted in FY 2020/21 and FY 2021/22 will be used for monitoring and evaluation purposes and to develop performance improvement plans but not to 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) are only for complementary services. Therefore, the results of the performance assessment to be conducted in FY 2022/23 will be the first to be used to impact on the allocation of grants for FY 2023/24. This is because the LGs would have received and used the capital development grant for FY 2021/22.

The LG Micro - Scale Irrigation was assessed against 2 performance areas of Human Resource Management and Development and Environmental and Social Requirements with maximum 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 2021

Number	Performance Area	Performance Indicators	Percentage score of overall Score for MCs
A	Human Resource Management and Development	Senior Agricultural Engineer	70 Percentage points
B	Environment and Social Requirements	Environment, Social and Climate Change Screening/ Environment	30 Percentage points
Total			100 Percentage points

The performance of the LG Micro - Scale Irrigation Performance Measures was assessed against six thematic areas with weighted performance scores totaling to a maximum of 100 percentage points. The thematic areas are presented in Table 33.

Table 33: Scoring guide for Micro-Scale Irrigation Performance assessment for LGMSD 2021

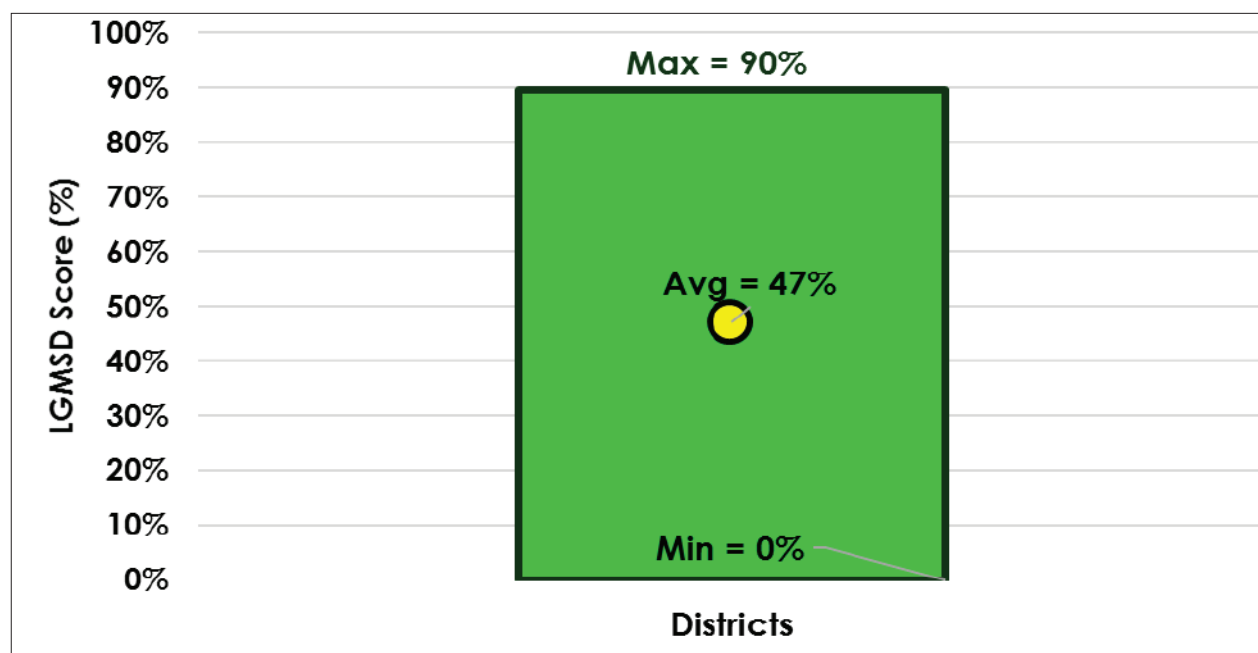
Number	Performance Area	Percentage score of PMs
A	Local Government Service Delivery Results	20 Percentage points
B	Performance Reporting and Performance Improvement	10 Percentage points
C	Human Resource Management and Development	10 Percentage points
D	Management, Monitoring and Supervision of Services	22 Percentage points
E	Investment Management	26 Percentage points
F	Environment and Social Safeguards	12 Percentage points
Total		100 percentage points

7.2 Overview of Micro - Scale Irrigation Performance Results – LGMSD 2021

7.2.1 Polarity of Scores for Micro - Scale Irrigation Performance

Figure 134 shows the relative orientation of the maximum, average and minimum scores in Micro Scale Irrigation performance measures for all the selected LGs.

Figure 134: Polarity of score for micro – irrigation performance measures



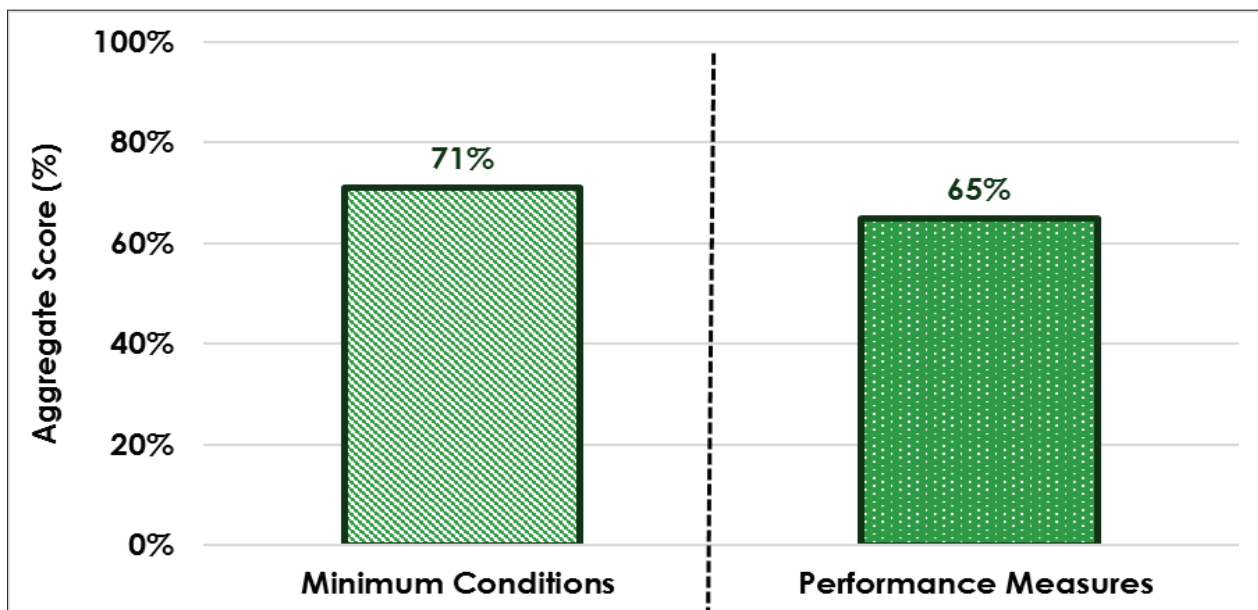
No. of LGs assessed = 40

The Overall average score for all the 40 LGs for all Micro Scale Irrigation performance measures was 47% compared to 9% of the previous year. The highest score was 90% compared to 57% of the previous year and the minimum score was maintained at 0%.

Average Scores for Micro Scale Irrigation Minimum Conditions and Performance Measures - LGMSD 2021

Figure 135 shows the average scores under Micro Scale Irrigation MCs and PMs; disaggregated for DLGs.

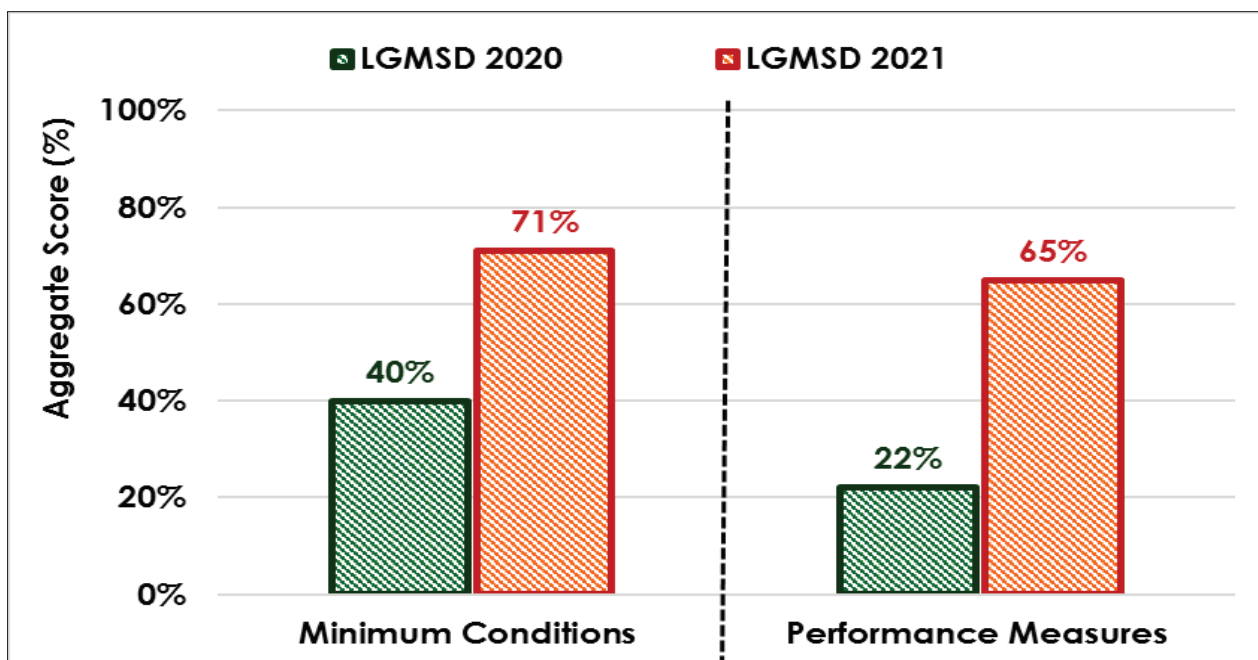
Figure 135: Average scores for minimum conditions and Performance Measures under microscale irrigation for 2021



No. of DLGs assessed = 40

Comparison of average scores for minimum conditions and Performance Measures under microscale irrigation for 2020 and 2021

Figure 136: Comparison of average scores for minimum conditions and Performance Measures under microscale irrigation for 2020 and 2021



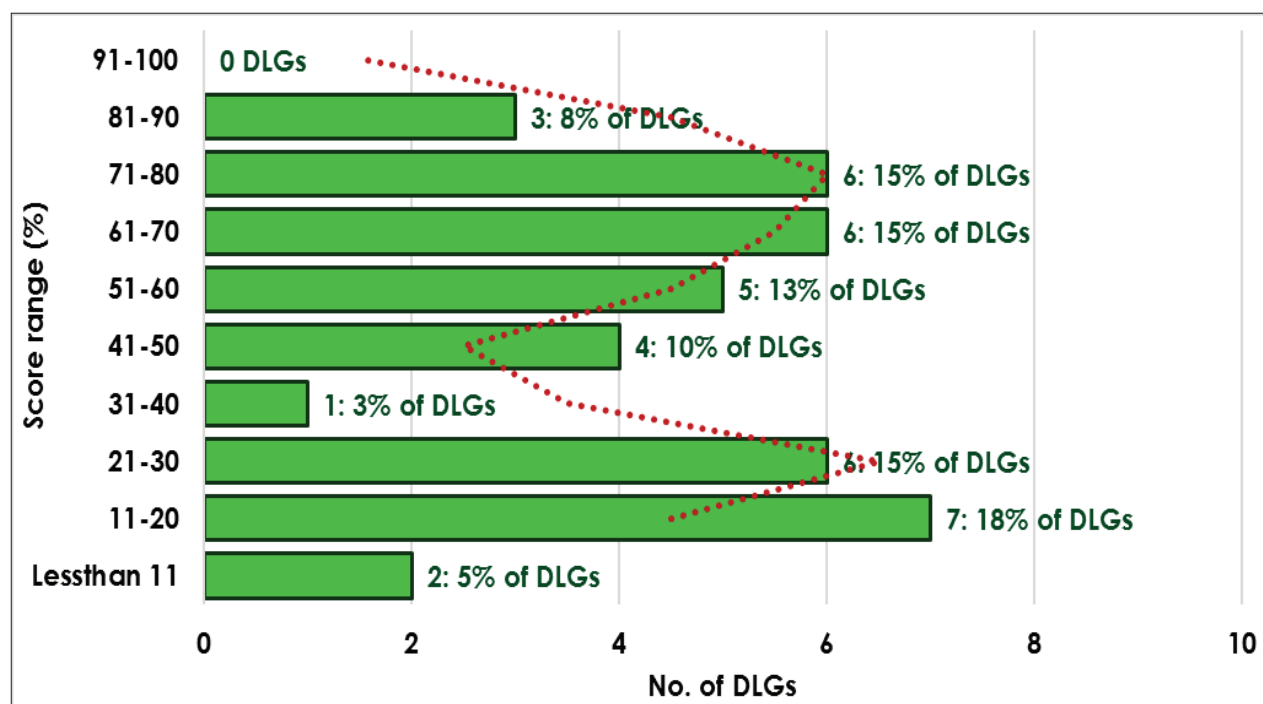
No. of LGs assessed = 40

The overall average score for Micro-scale irrigation minimum conditions was 71% compared to 40% for the previous year and 65% compared to 22% for the previous year on performance measures. The improvement in performance is due to implementation of phases of the programme which had not started the previous year, whereby some of the activities by design have now been implemented compared to last year where they had not been implemented.

7.2.2 Distribution of LGs across average score categories – LGMSD 2021

Figure 137 presents the distribution (by number and proportion) of Districts across the different score ranges for Micro Scale Irrigation performance.

Figure 137: Micro Scale -irrigation performance scores distribution for 40 Districts combined for both MCs and PMs



No. of LGs assessed = 40

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 Sector performance respectively during the 2021 LGMSD.

Table 34: Ten (10) Overall Highest Scoring LGs on Micro Scale Irrigation Sector Performance

Vote	Rank 2021	Score 2021	Rank 2020	Score 2020
Sembabule District	1	90	8	17
Lwengo District	2	83	31	0
Mpigi District	3	81	28	0
Rakai District	4	80	10	16
Kamwenge District	5	79	3	29
Butambala District	5	79	2	36
Kyenjojo District	7	75	20	6
Bukomansimbi District	8	74	37	0
Tororo District	9	71	1	57
Kyegegwa District	10	70	11	16

No. of LGs assessed = 40

Sembabule District got the highest score of 90% thus ranking number one compared to the score of 17% and rank 8 of the previous year. Tororo district which was the highest performer last year was pushed to rank 9 with a score of 71% compared to 57% of last year though with a slight improvement. Great improvement was by Lwengo, Mpigi and Bukomansimbi Districts with scores of 83%, 81% and 74% with ranks of 2,3&8 respectively compared to scores of 0 with ranks of 31%, 28% and 37% respectively.

Table 35: Ten (10) Overall Lowest Scoring LGs on Micro Scale Irrigation Sector Performance

Vote	Rank 2021	Score 2021	Rank 2020	Score 2020
Mubende District	39	0	6	18
Sironko District	39	0	25	0
Ntungamo District	38	11	22	5
Bududa District	37	16	39	0
Kapchorwa District	36	18	34	0
Amuru District	35	19	40	0
Kyotera District	32	20	32	0
Mukono District	32	20	4	25
Kitagwenda District	32	20	33	0
Kalungu District	29	22	35	0

No. of LGs assessed = 40

Districts of Mubende and Sironko scored 0% and ranking among the last 10 poor performing districts. This was due to poor performance in meeting the minimum conditions for Human Resource Management and Development.

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 performance measures in the 2021 LGMSD.

Table 36: Ten (10) Best Scoring Indicators for Micro Scale Irrigation Sector

Performance Indicators	Rank 2021	score 2021	rank 2020	score 2020
Mobilization activities for farmers conducted	1	95%	2	88%
Awareness training on micro-irrigation	1	95%	9	55%
An up-to-date database of farmer applications	1	95%	5	78%
Up to-date LLG information entered into MIS	2	93%	1	90%
LG visits to EOI farmers	3	93%	31	10%
Quarterly report based on info from LLGs	4	90%	13	45%
Preparation of micro-irrigation training plan	4	90%	16	33%
Hands-on support to LLG extension workers	5	88%	22	18%
Extension staff working in LLGs of their deployment	5	88%	7	68%
Maintenance training & support supervision of approved farmers	6	85%	48	5%
Disseminated info on use of farmer co-funding	6	85%	8	65%
Allocation of irrigation grant as per guidelines	6	85%	21	25%
Accurate information on filled extension staff positions	6	85%	3	80%

The best performing indicators included, mobilization activities for farmers conducted, awareness training on micro-irrigation and an up-to-date database of farmer applications all scoring at 95% compared to 88%, 55% and 78% respectively scored in the previous year.

All the best 10 indicators scored at 85% and above. The indicators whose improvement were tremendous were maintenance training & support supervision of approved farmers which improved from the rank of 48 with a score of 5% in the previous year to rank of 6 with a rank of 85% and LG visits to EOI farmers which improved from rank of 31 with a score of 10% to rank 3 with a score of 93%.

Table 37: Ten (10) Worst Scoring Indicators for Micro Scale Irrigation Sector

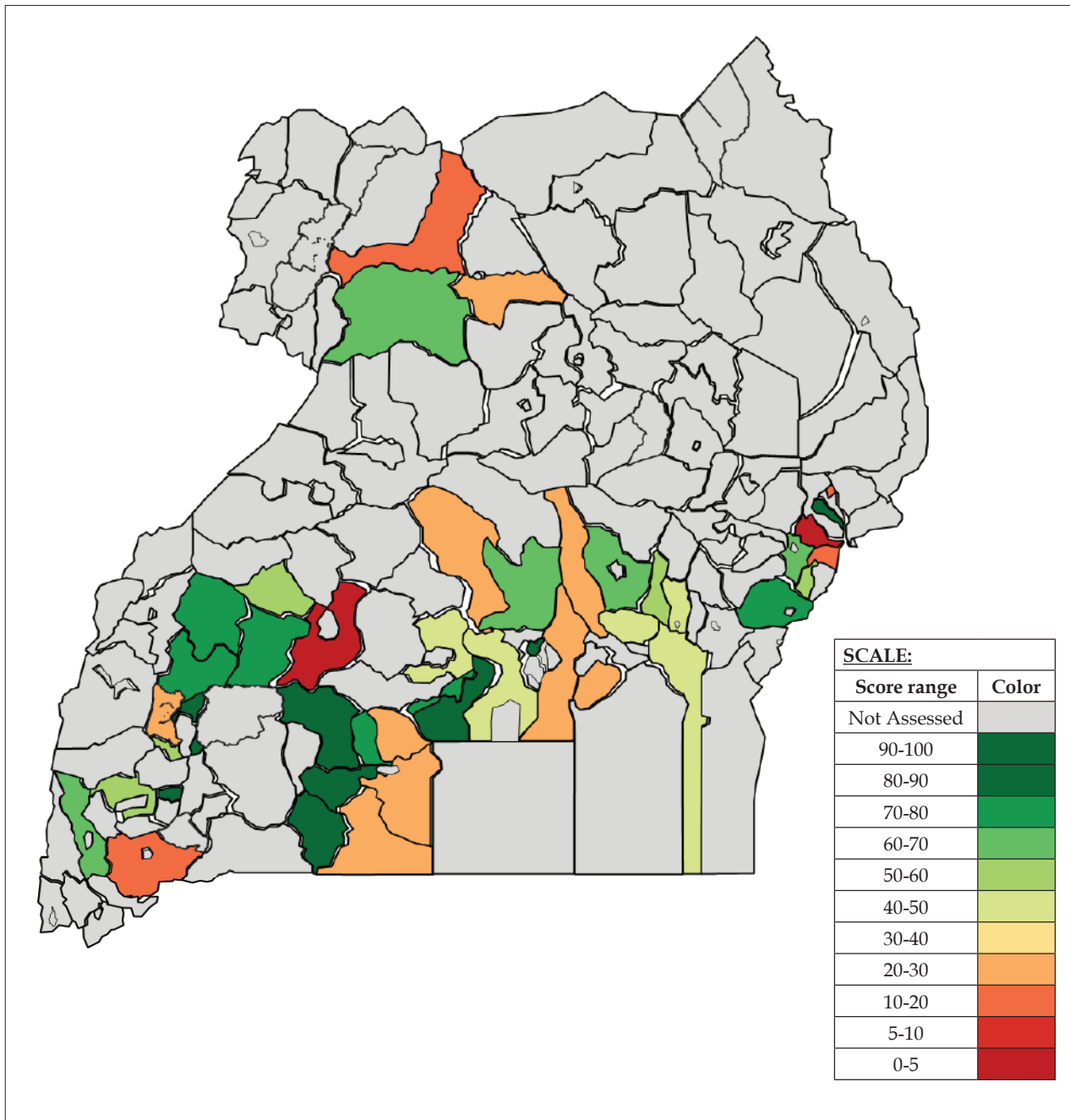
Performance Indicators	Rank 2021	score 2021	rank 2020	score 2020
Use of the farmer co-funding as per guidelines	60	7%	35	8%
Irrigation co-funding and allocations as per guidelines	59	12%	25	16%
Corrective actions taken based on extension worker appraisal reports	58	29%	41	8%
Investigated micro-scale irrigation grievances	57	29%	20	25%
Irrigation grievances reported on	56	29%	52	5%
Recruited LLG Ext. workers where wage is provided	55	30%	61	0%
Record of micro-scale irrigation grievances	54	32%	56	3%
Responded to micro-scale irrigation grievances	53	32%	59	0%

Most indicators performed poorly due to the phased manner in which the project of Micro scale irrigation is being implemented. The poor performing indicators activities have just started, though the performance is better than that of last year where some implementations had not started.

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

Figure 138 depicts the distribution of the performance scores for all LGs across the country for Micro-Scale Irrigation Measures.

Figure 138: Map of Micro Scale Irrigation performance assessment composite scores across LGs



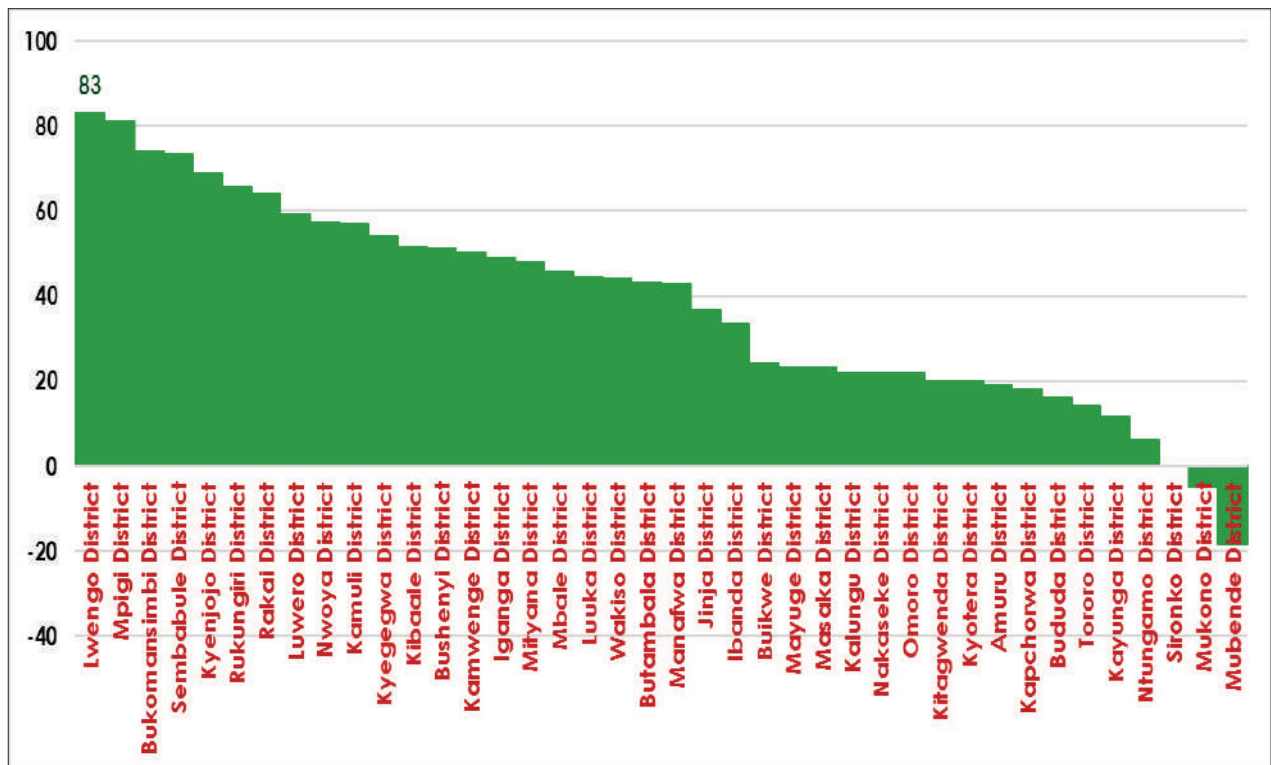
No. of LGs assessed = 40

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 2020 and 2021 Assessment

Figure 139: Improvement in DGLs between LGMSD 2020 and 2021 for Micro-Scale Irrigation Measures



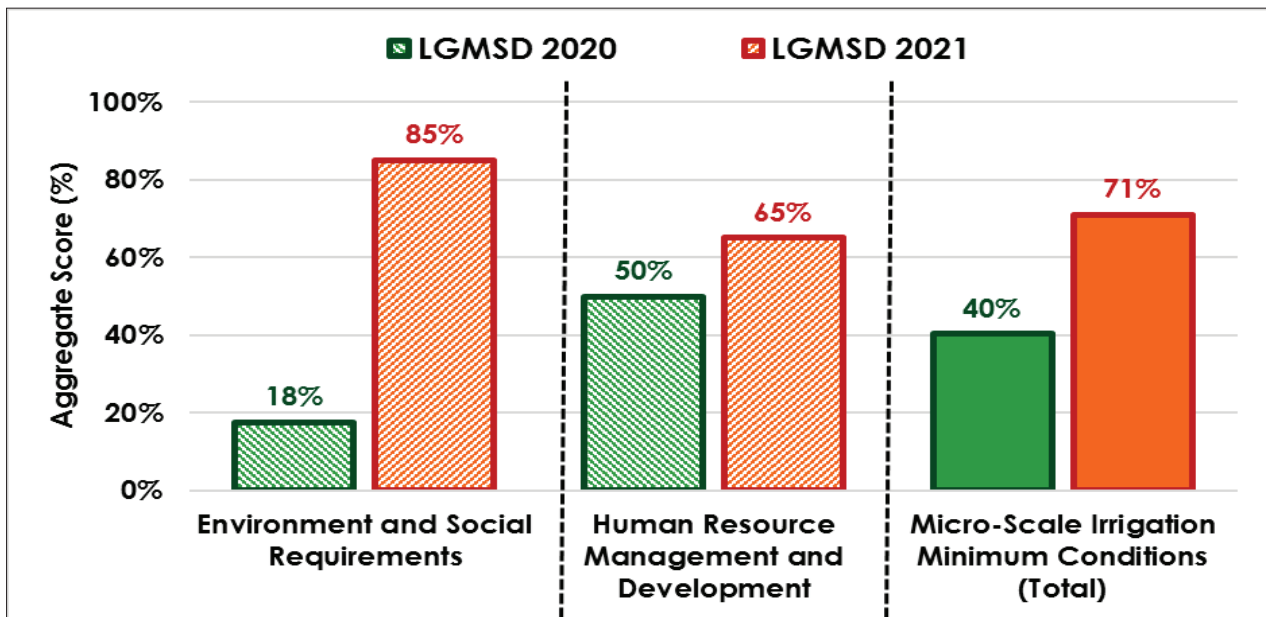
No. of LGs assessed = 40

There was improvement in score for the districts between LGMSD 2020 and 2021, except Mubende, Mukono and Sironko Districts.

7.4 Results on Micro Scale Irrigation Minimum Conditions

Figure 140 shows the average scores of LGs across the two thematic areas of Micro Scale Irrigation performance for Minimum Conditions; disaggregated for DLGs selected to receive the Micro Scale Irrigation grant.

Figure 140: Comparison of average scores for Micro Scale Irrigation Minimum Conditions per thematic area for 2020 and 2021

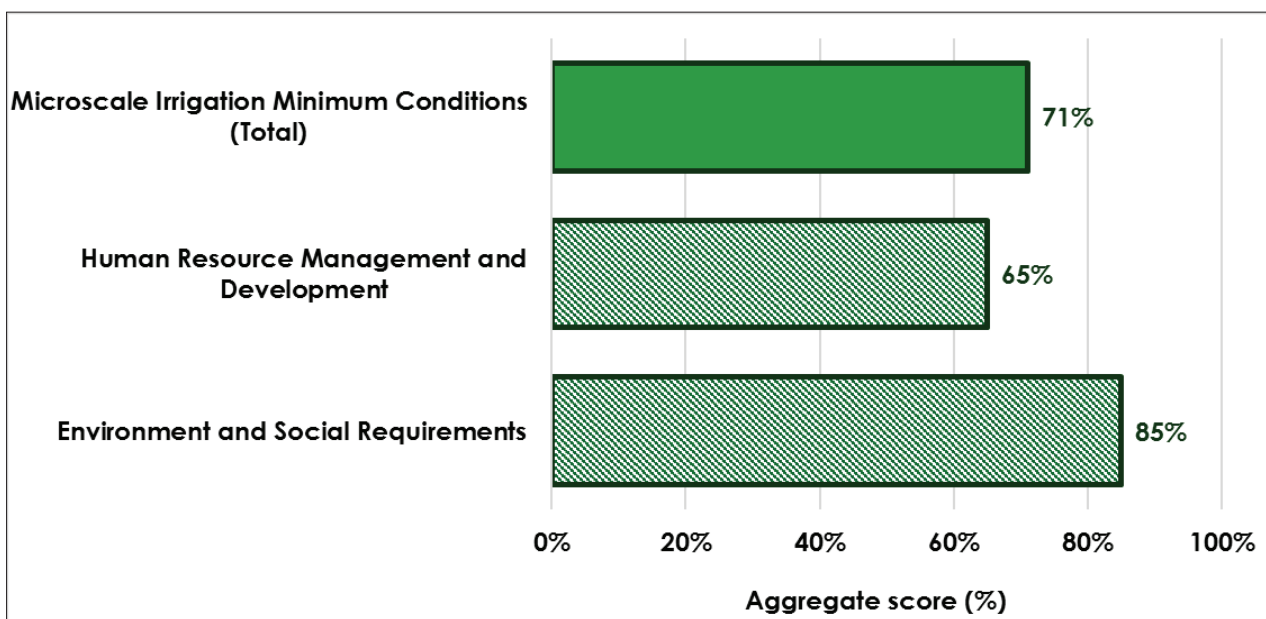


No. of LGs assessed = 40

The overall performance of Micro Scale Irrigation Minimum Conditions was 71% compared to 40% of the previous year. The best-performed area was Environment and Social requirements at an average of 85% compared to 18% of the previous year mainly due to Environmental, Social and Climate Change screening compared to Human Resource Management and Development at an average score of 65% compared to 50% of the previous year.

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

Figure 141: Human Resource Management and Development and Environment and Social Requirements under minimum condition for 2021



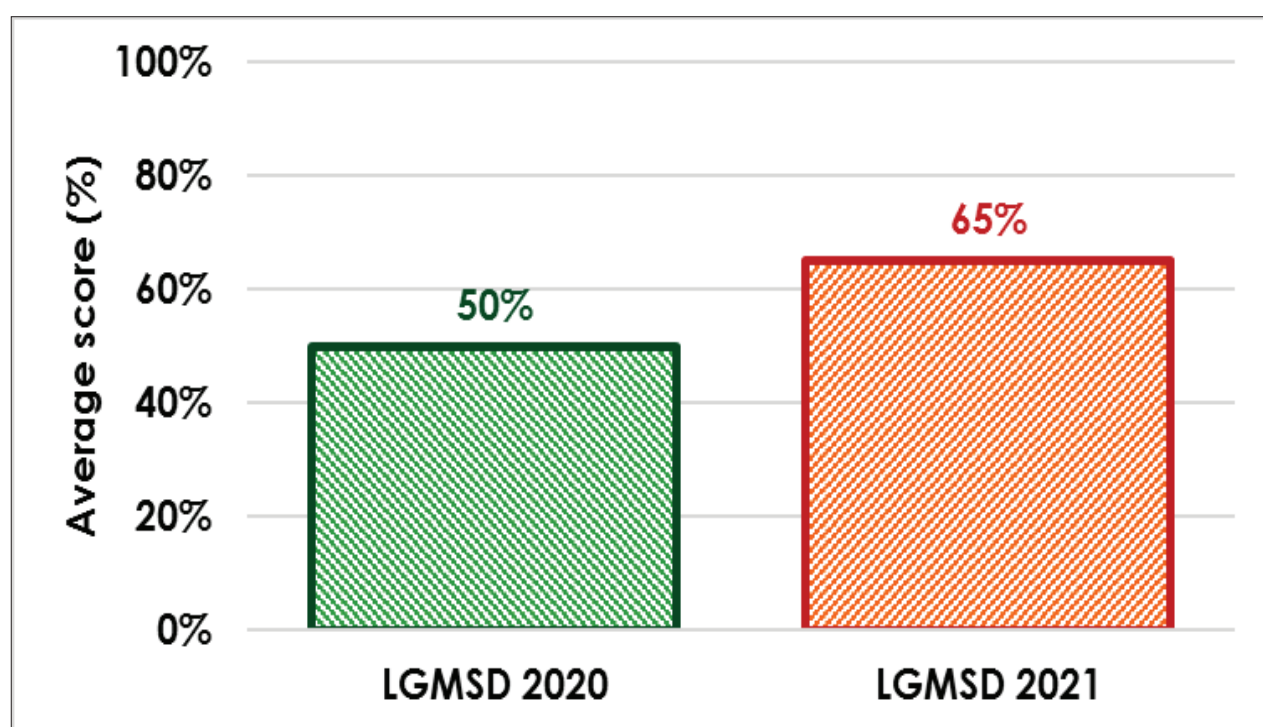
No. of LGs assessed = 40

The overall performance of Micro Scale Irrigation Minimum Conditions was 71%. Where by performance in Environment and Social Requirements had an overall score of 85% a raising out of ESCC screening.

The DLGs also had an average score of 65%, the performance was registered in the only position under minimum condition i.e. the position of Senior Agricultural engineer. This implies that 65% of LGs assessed had the position of Senior Agricultural Engineer filled while the other 35% 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 looked at Senior Agricultural Officer as a MC.

Comparison of scores for selected indicator of Senior Agricultural Engineer filled for Micro Scale Irrigation Human Resource Minimum Conditions for 2020 and 2021

Figure 142: Comparison of scores for selected indicator of Senior Agricultural Engineer filled for Micro Scale Irrigation Human Resource Minimum Conditions for 2020 and 2021



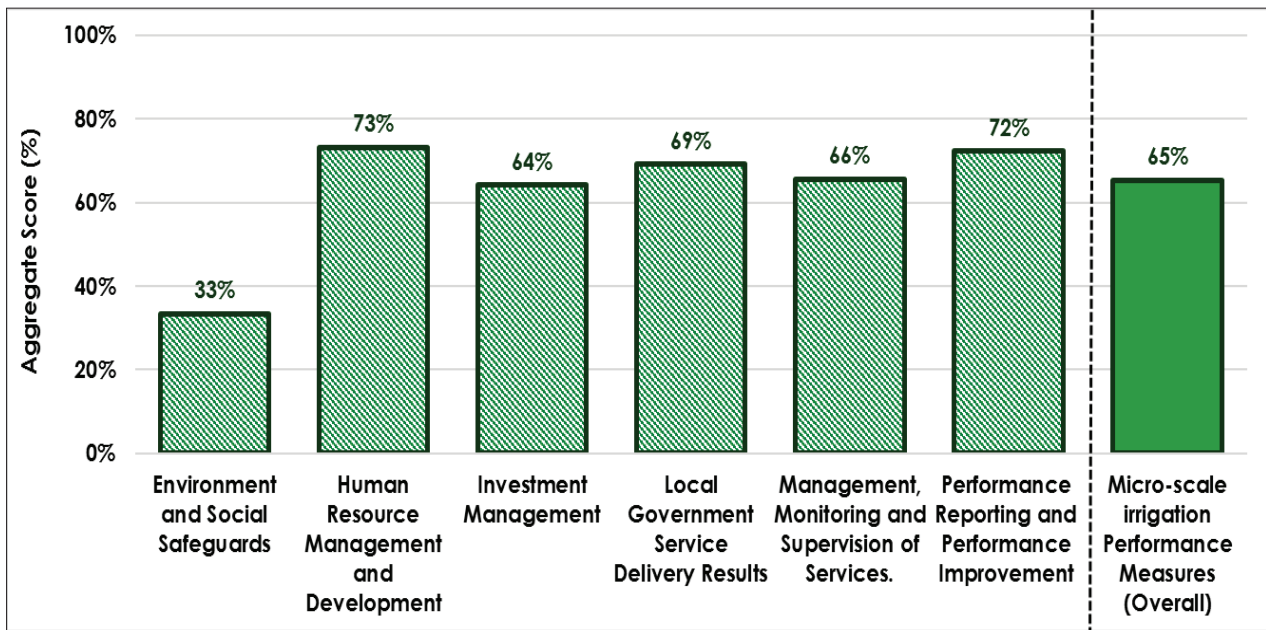
No. of LGs assessed = 40

7.5 Results on Micro Scale Irrigation Performance Measures – LGMSD 2021

7.5.1 Performance per Assessment Area under Micro Scale Irrigation Performance Measures for 2021

Figure 143 shows the aggregate scores across the six thematic areas of Micro Scale Irrigation performance measures disaggregated for the 40 LGs

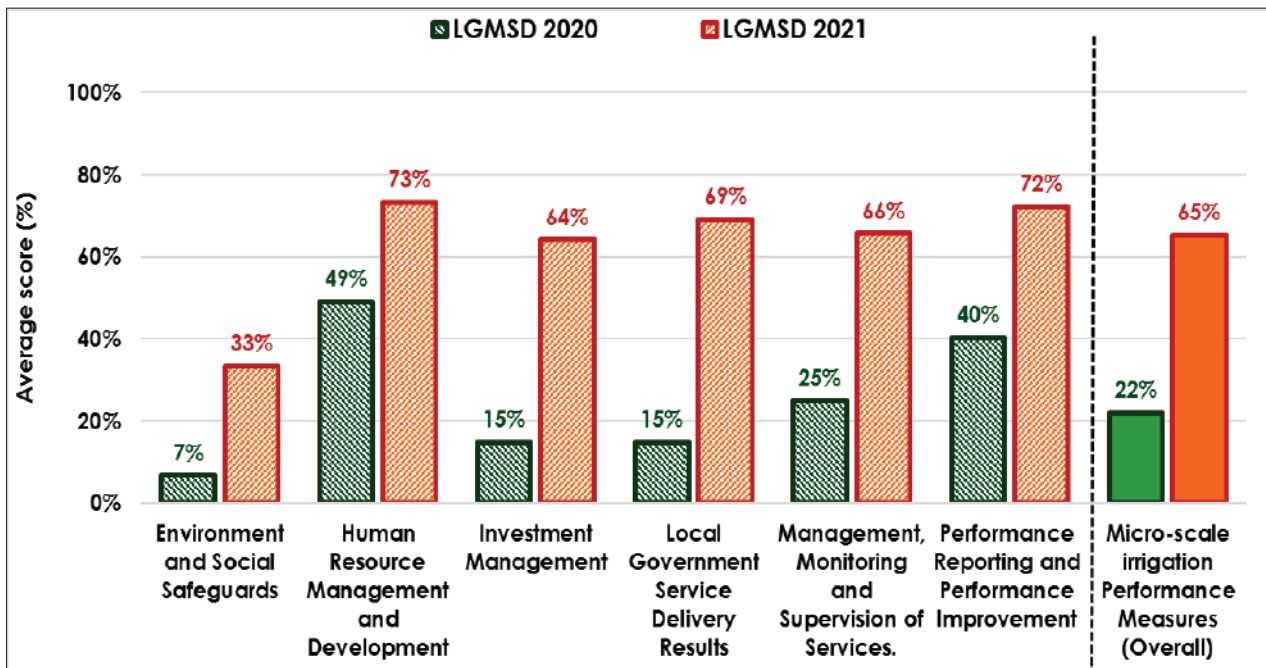
Figure 143: Aggregate scores across the six thematic areas of Micro Scale Irrigation performance measures



No. of LGs assessed = 40

The overall average score across the seven performance areas in Micro Scale Irrigation Performance Measures was 65% compared to 22% of the previous year. The best-performed area was Human resource management and development at an average score of 73% compared to 49% of the previous year, while the worst performed area was that of Environment and Social Safeguards at an average score of 33% compared to 7% of the previous year given that activities that require conducting of Environmental Social Climate Change Screening (ESCCS) had not or had just started at the time of the assessment.

Figure 144: Comparison of average scores per Assessment Area for Performance Measures under Micro Scale Irrigation for 2020 and 2021

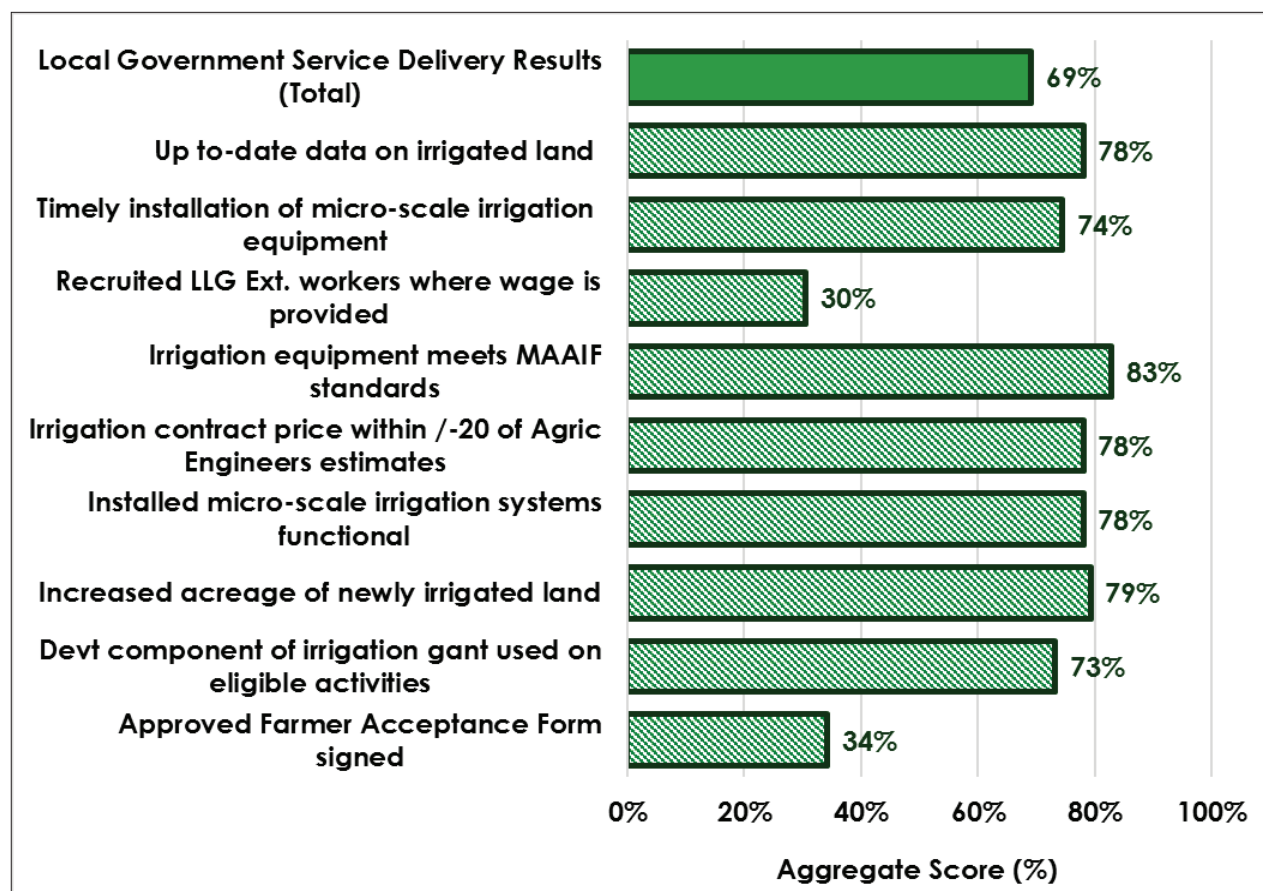


No. of LGs assessed = 40

7.5.2 Local Government Service Delivery Results

Figure 145 shows the performance of LGs in the area of Local Government Service Results.

Figure 145: Local Government Service Delivery Results



No. of LGs assessed = 40

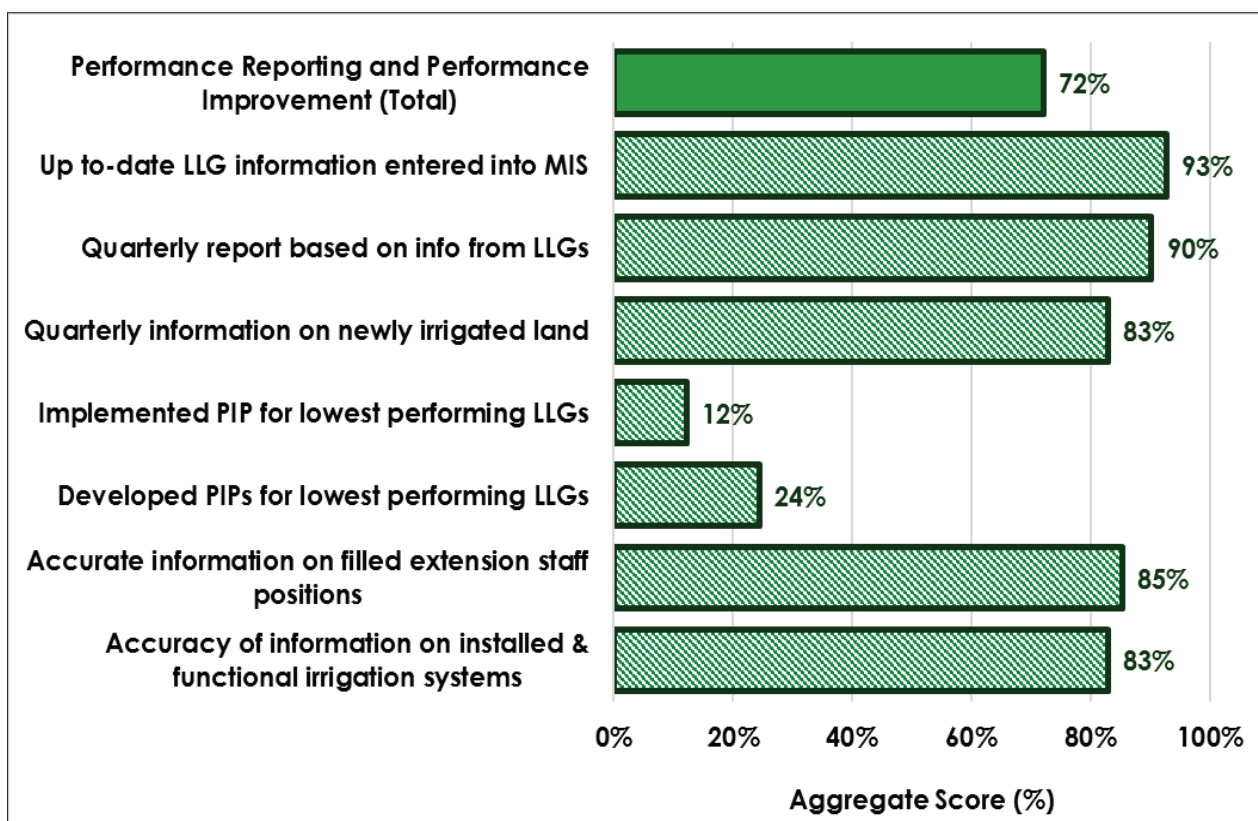
The overall average score across the nine performance indicators under Local Government Service Delivery Results area was 69% compared to 15% of the previous year. The best-performed indicators were Irrigation equipment meets MAAIF standards, increased acreage of newly irrigated land, up to-date data on irrigated land, installed micro-scale irrigation systems functional and Irrigation contract price within +/-20 of Agricultural Engineers estimates, all of which scored above 75%.

While the worst performed indicators were Approved Farmer Acceptance Form signed, and Recruited Lower Local Government Extension workers where wage is provided which performed below 35%.

7.5.3. Performance Reporting and Performance Improvement

Figure 146 below shows the average scores attained by LGs across the different indicators in the area of Performance Reporting and Performance Improvement

Figure 146: Micro Scale Irrigation Scoring in Performance Reporting and Performance Improvement



No. of LGs assessed = 40

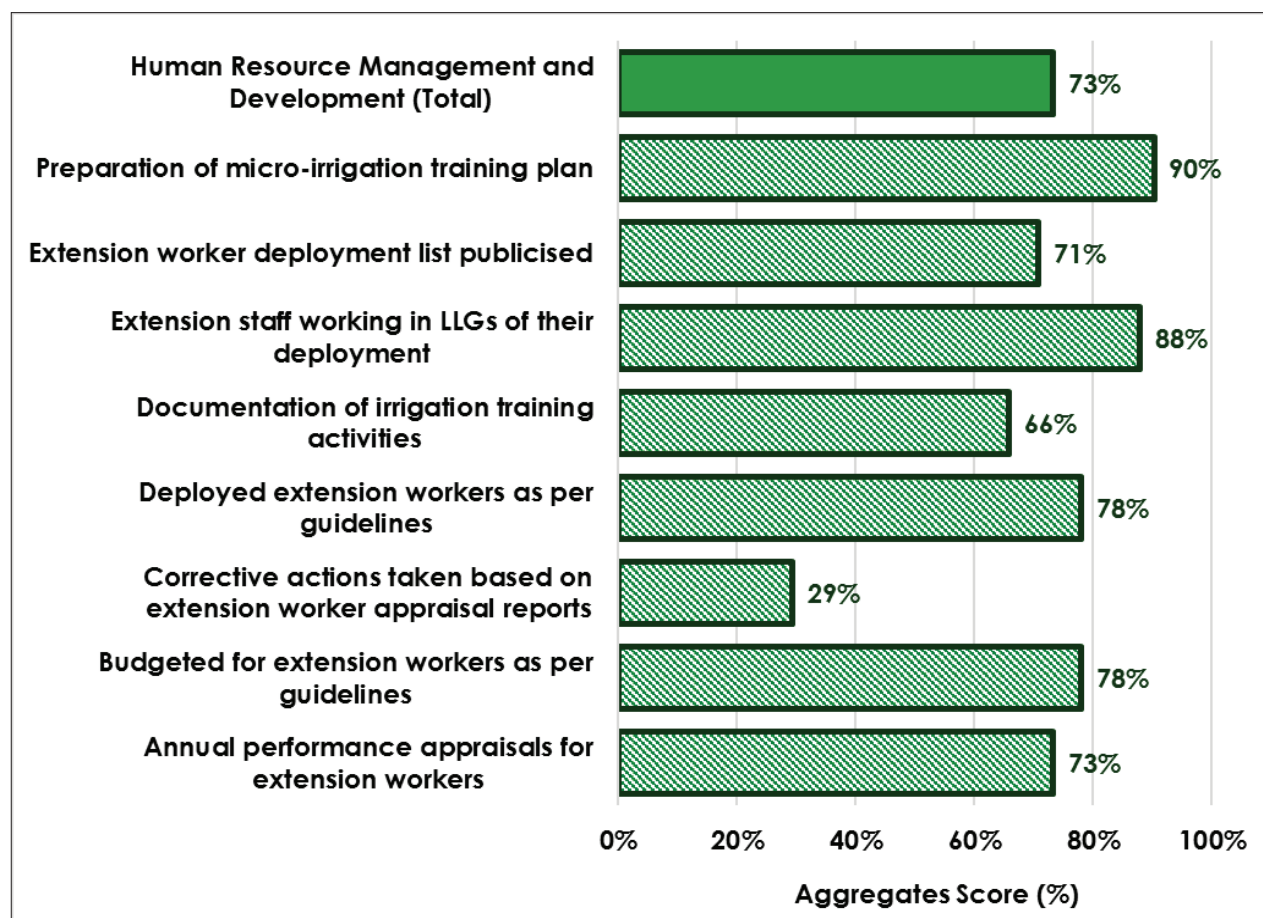
Under Performance Reporting and Performance Improvement, the overall performance of all indicators was 72% compared to 49% for the previous year. Good performance was in Up to-date LLG information entered into MIS which maintained its high performance from 90% of the previous year to 93% and together with, Quarterly information on newly irrigated land, Quarterly report based on info from LLGs, Accuracy of information on installed & functional irrigation systems and Accurate information on filled extension staff positions, all of which scored above 75% 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 12% and 24% respectively. The reasons for poor performance is because LLGs assessment has not started.

7.5.4. Human Resources Management and Development

Figure 147 below shows the average scores attained by LGs across the different indicators in the areas of Human Resource Management and Development.

Figure 147: Micro Scale Irrigation Scoring in Human Resource Management and Development



No. of LGs assessed = 40

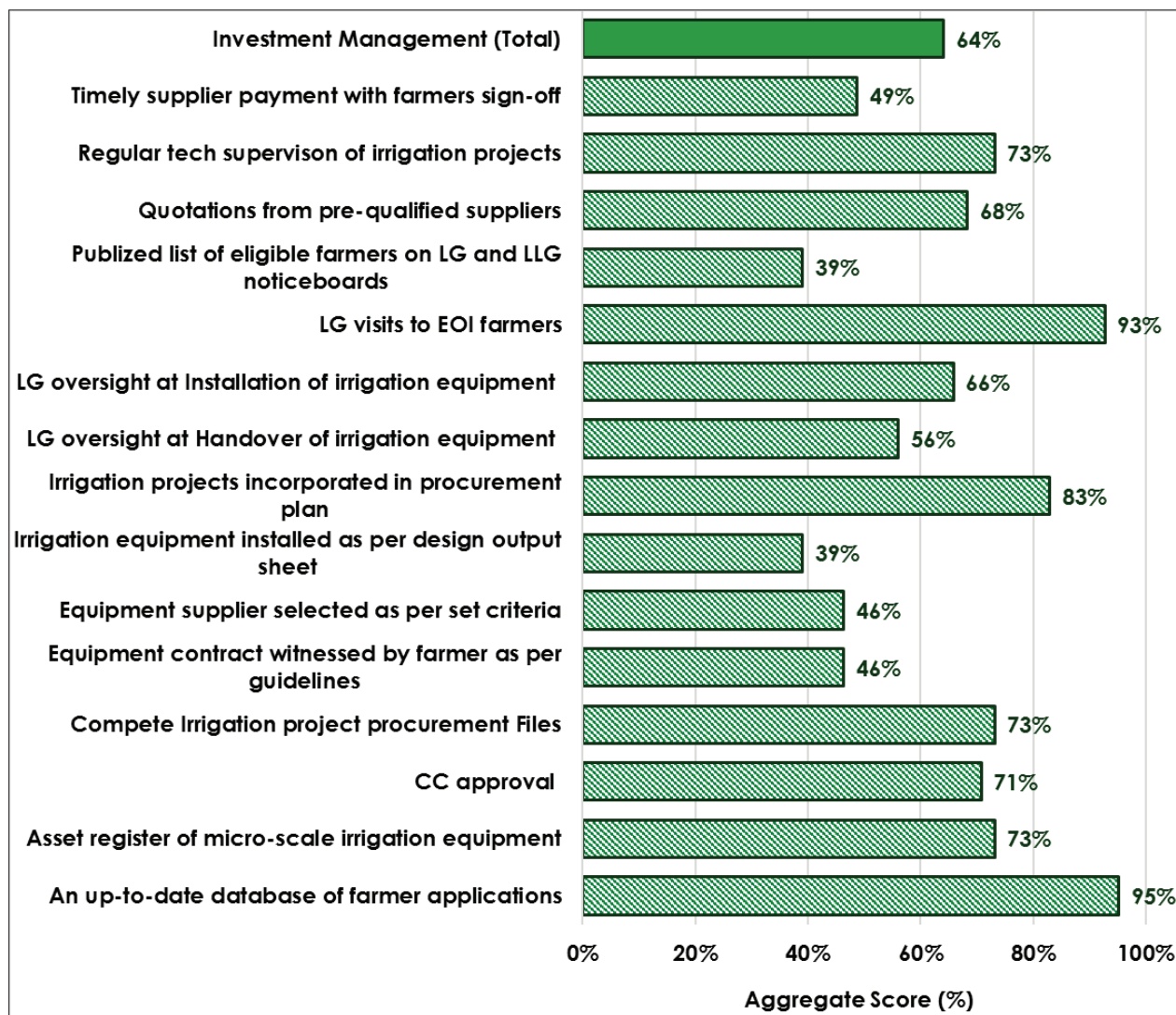
The overall average score across the eight performance indicators under Human Resource Management and Development was 73% compared to 49% of the previous year. The best-performed indicators scoring above 75% were Preparation of micro-irrigation training plan scoring at 90% compared to 30% of the previous year, Extension staff working in LLGs of their deployment that performed at 88% compared to 68% of the previous year, budgeting for extension workers as per guidelines at an average score of 78% maintained at the same score as last year and Deployed extension workers as per guidelines which scored at 78% compared to 75%, last year.

The worst performed indicator was that of corrective actions taken based on extension worker appraisal reports which scored 29% compared to 25% of the previous year.

7.5.5 Investment Management

Figure 148 below shows the average scores attained by LGs across the different indicators in the areas of Investment Management under Micro Scale Irrigation.

Figure 148: Micro Scale Irrigation scoring in Investment Management



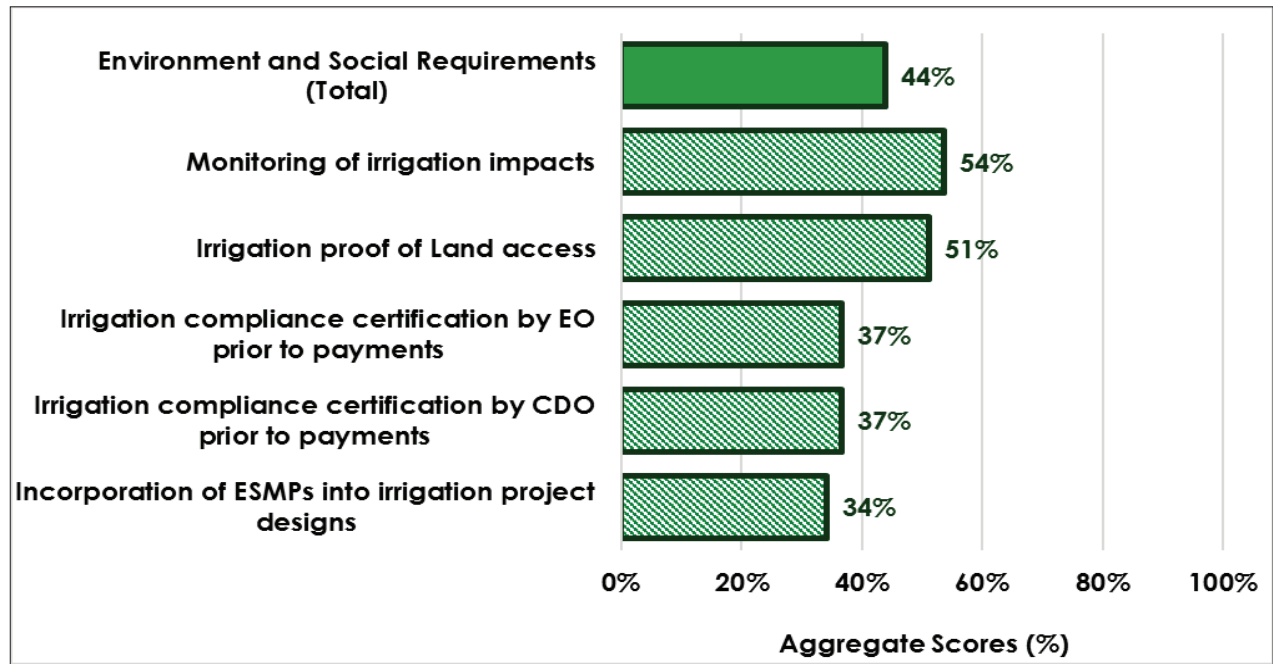
No. of LGs assessed = 40

The overall average score across the fifteen performance indicators under Investment Management was 64% compared to 15% of the previous year. The best-performed indicator remained up-to-date database of farmer applications at an average score of 95% compared to 78% of the previous year. while the worst performed indicators were those of Irrigation equipment installed as per design output sheet and published list of eligible farmers on LG noticeboards which had an average score of 39% compared to previous year score of 5% and 3% respectively. This is a sign to show that some of the activities which had not started by last year are now in progress.

7.5.6 Environmental and Social Requirements

Figure 149 below shows the average scores attained by LGs across the different indicators in the areas of Environment and Social Requirements.

Figure 149: Performance of LGs in the areas of Environmental social requirements



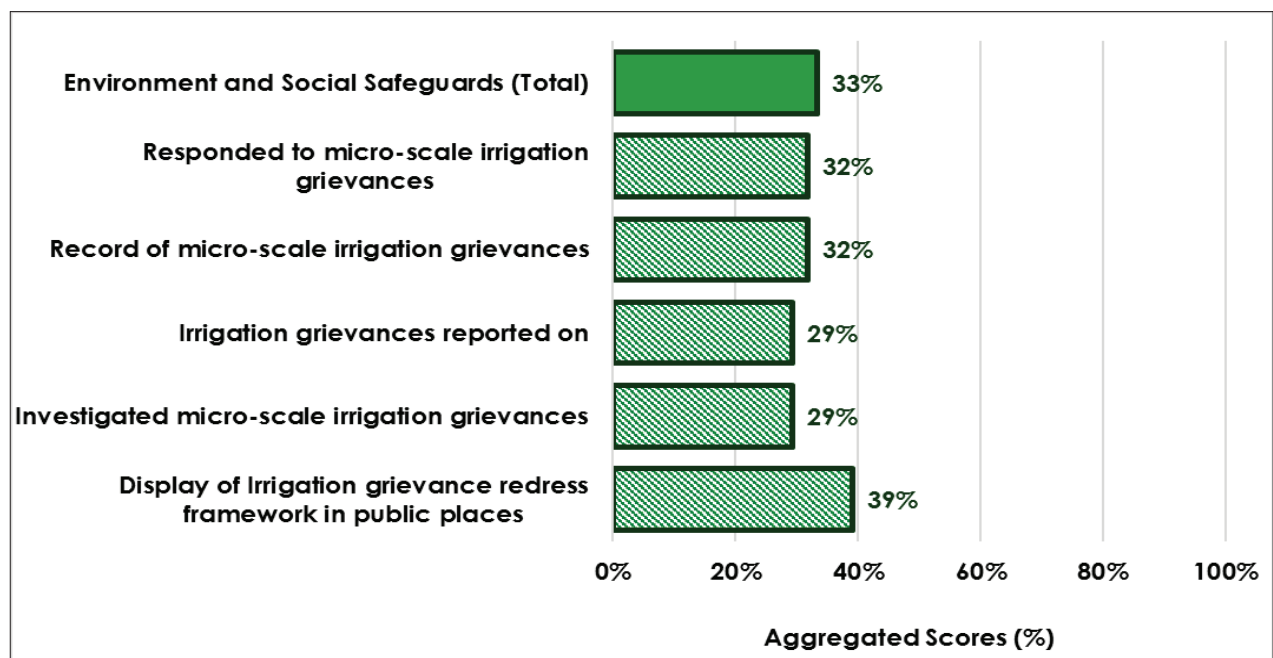
No. of LGs assessed = 40

The overall average score across the five performance indicators under Environmental and Social Requirements was 44% compared to 3% for the previous year. The best-performed indicator was Monitoring of irrigation impacts with a score of 54% compared to in the previous year, while the worst performed indicator was that of incorporation of ESMPs into irrigation project designs at an average score of 34% compared to 8% in the previous year.

7.5.7 Environmental and Social Safeguards

Figure 150 below shows the average scores attained by LGs across the different indicators in the areas of Environmental and Social Safeguards.

Figure 150: Performance of LGs in the areas of Environmental social safeguards



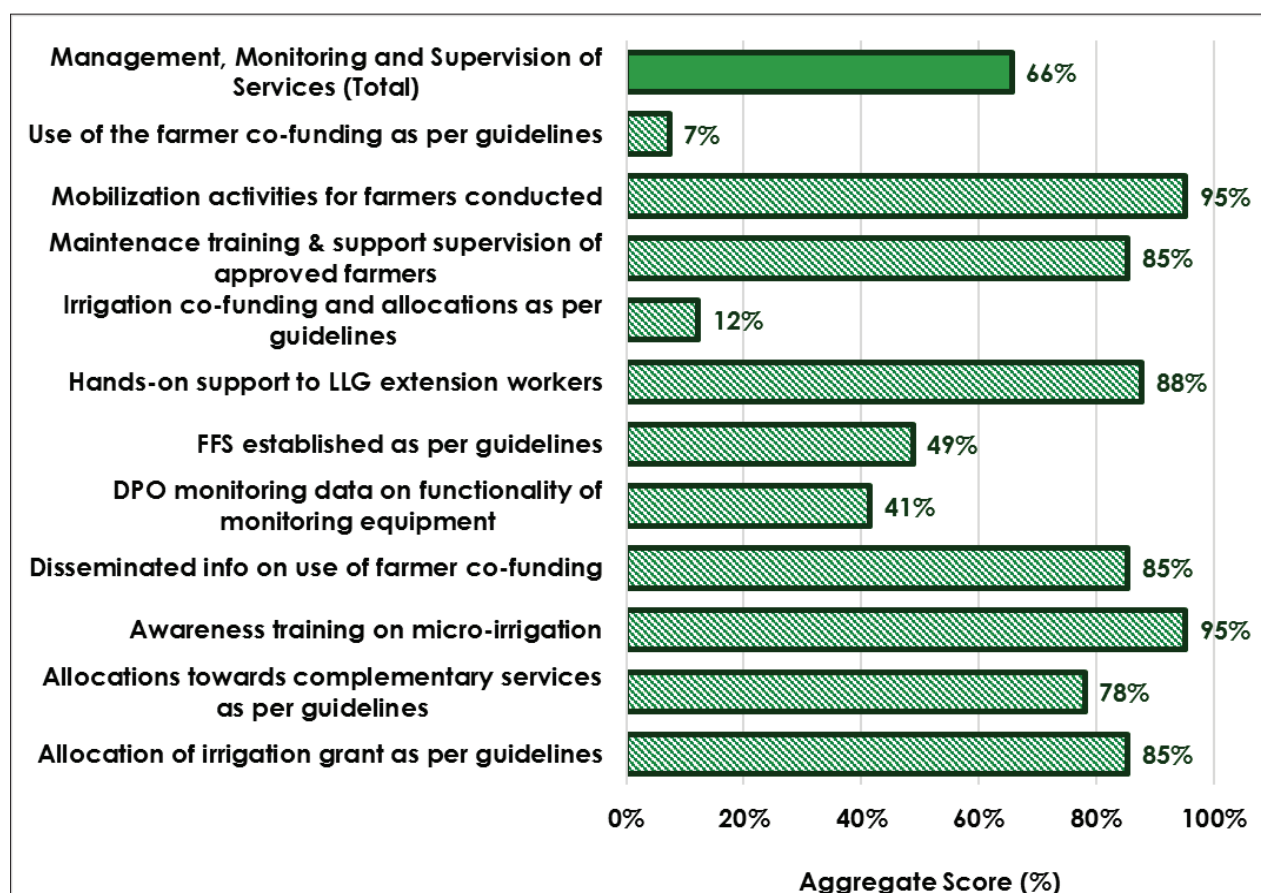
No. of LGs assessed = 40

The overall average score across the five performance indicators under Environment and Social Safeguards was 33% compared to 7% of the previous year. All indicators performed poorly below 40% and the worst being Irrigation grievances reported and investigated at an average score of 29%. However, interface with MAAIF reveals that this performance is very true given that other components where these indicators are relevant have just started.

7.5.8 Management, Monitoring and Supervision of Services

Figure 151 below shows the performance of LGs in the areas of Management, Monitoring and Supervision of Service

Figure 151: 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 Service was 66% compared to 25% for last year. The best-performed indicator was mobilization activities for farmers conducted at an average score of 95% compared to 88% of the previous year.

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 7% and 12% respectively compared to 0% for the past year. This is because the programme is in its early phase and such activities are implemented either in the second phase or in the third phase of the programme.

7.6 Conclusion for Micro Scale – Irrigation Performance Assessment

Given that this was the second assessment of Micro Scale – Irrigation programme, there was great improvement from last year's performance. LGs performed at an average of 69% compared to 40% in the previous year on minimum conditions, 64% compared to 22% in the previous year on performance measures and 47% compared to 9% in the previous year on overall performance. There was good performance in areas of Human Resource Management and Development scoring 73% compared to last year's score of 49% and Performance Reporting and Performance Improvement scoring 72% against 40% for the previous year.

Poor performance was mainly in the area of environment and social safe guards which scored at 33% compared to 7% of the previous year and environment social requirements under performance measure which scored 44% compared to 3% for the previous year. The reason for the poor performance in some areas was due to the programme design, where the programme was designed in phases and one phase cannot start unless the other is complete.

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 2021

No.	Emerging Issue/Outstanding Challenges	Recommended Action (s)	Responsibility
1.	Failure by the Districts to Record, report on, displaying grievance redress framework in public places, Investigate, and Respond to micro-scale irrigation grievances	Engage Districts Environmental Officers and Senior Agricultural Officers on the matter	MAAIF MoLG LGs
2.	Incorporation of ESMPs into irrigation project designs is very low	Senior Agricultural Engineers should ensure that ESMPs is incorporated into all irrigation project during designs	Senior Agricultural Engineer
3.	Irrigation compliance certification by CDO prior to payments is poor.	LGs should ensure that there is compliance certificate by CDO & EO before payment	CAO, CDO & EO
4.	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

PART C: ANNEXES**Annex 1: Ranked Overall Performance Results and Scores per Performance Area for LGMSD 2021 compared to 2020**

Rank 2021	Vote	Score 2021	Rank 2020	Score 2020	Crosscutting Measures	Education Measures	Health Measures	Water Measures	Microscale Irrigation Measures ⁷
1	Ibanda District	82	1	82	81	87	80	80	53
2	Isingiro District	77	2	79	74	82	79	75	N/A
3	Kira Municipal Council	70	40	46	71	77	63	N/A	N/A
4	Mpigi District	68	9	62	65	75	55	77	81
5	Gulu District	67	78	35	48	82	70	68	N/A
5	Njeru Municipal Council	67	41	45	71	91	39	N/A	N/A
7	Kamwenge District	65	30	49	40	81	86	50	79
8	Rubanda District	64	4	69	72	67	72	46	N/A
9	Sembabule District	63	18	56	57	78	49	67	90
10	Masindi Municipal Council	62	7	65	49	84	53	N/A	N/A
10	Kole District	62	83	32	48	84	72	42	N/A
12	Makindye-Ssabagabo Municipal Council	60	23	52	78	78	25	N/A	N/A
12	Mbarara District	60	7	65	48	68	60	65	N/A
14	Ibanda Municipal Council	59	25	51	53	52	74	N/A	N/A
14	Rakai District	59	28	50	38	85	59	52	80
16	Dokolo District	58	107	28	39	61	68	65	N/A
16	Omor District	58	120	24	32	82	52	66	22
16	Kapchorwa Municipal Council	58	115	26	30	84	59	N/A	N/A
19	Kibuku District	57	34	48	27	88	66	49	N/A
19	Kibaale District	57	21	53	49	80	61	37	59
21	Koyunga District	56	30	49	56	58	69	41	25
21	Wakiso District	56	25	51	57	61	34	71	44
21	Lira District	56	58	41	42	82	74	25	N/A
24	Hoiama District	55	28	50	54	80	39	46	N/A
25	Masindi District	54	30	49	46	76	46	50	N/A
25	Nebbi District	54	111	27	65	52	46	55	N/A
25	Iganga District	54	95	30	55	76	50	35	49
28	Maracha District	53	86	31	45	74	59	34	N/A

⁷ The overall Score excludes Micro-Scale Irrigation scores since the assessment was only conducted in 40 pilot LGs

Rank 2021	Vote	Score 2021	Rank 2020	Score 2020	Crosscutting Measures	Education Measures	Health Measures	Water Measures	Microscale Irrigation Measures ⁷
28	Kumi District	53	30	49	45	84	57	26	N/A
28	Jinja District	53	69	37	60	57	56	37	45
28	Bushenyi District	53	13	59	56	53	50	52	56
28	Kakumiro District	53	76	36	42	74	44	51	N/A
33	Nakaseke District	52	148	14	49	67	44	50	22
33	Mukono Municipal Council	52	67	38	61	48	48	N/A	N/A
33	Bugiri District	52	13	59	47	52	51	60	N/A
33	Masaka District	52	43	44	47	60	68	34	23
33	Oyam District	52	118	25	37	73	76	22	N/A
33	Yumbe District	52	86	31	39	76	45	47	N/A
33	Nansana Municipal Council	52	111	27	44	67	44	N/A	N/A
33	Nwoya District	52	63	39	38	63	55	50	69
41	Otuke District	51	132	21	42	60	41	63	N/A
41	Kiruhura District	51	37	47	45	65	44	52	N/A
41	Adjumani District	51	120	24	38	79	49	39	N/A
41	Namayingo District	51	107	28	47	60	55	42	N/A
41	Butambala District	51	37	47	50	44	54	56	79
41	Kisoro District	51	58	41	55	48	54	45	N/A
47	Kiboga District	50	43	44	45	47	52	57	N/A
47	Nebbi Municipal Council	50	120	24	55	49	46	N/A	N/A
47	Pallisa District	50	86	31	46	48	65	39	N/A
50	Mubende District	49	16	57	34	44	61	56	0
50	Kamuli District	49	95	30	35	70	34	56	64
50	Pader District	49	140	18	40	57	39	59	N/A
50	Kaberamaido District	49	132	21	39	45	53	59	N/A
50	Namutumba District	49	111	27	44	51	59	40	N/A
50	Bulkwe District	49	21	53	53	48	52	41	24
56	Agago District	48	144	15	37	65	42	47	N/A
56	Kabarole District	48	2	79	49	55	21	65	N/A
56	Buyende District	48	86	31	42	57	45	47	N/A

Rank 2021	Vote	Score 2021	Rank 2020	Score 2020	Crosscutting Measures	Education Measures	Health Measures	Water Measures	Microscale Irrigation Measures ⁷
59	Pakwach District	47	144	15	32	51	54	53	N/A
59	Buddaka District	47	20	54	42	57	58	33	N/A
59	Mukono District	47	41	45	49	41	58	40	20
59	Moroto District	47	58	41	53	55	29	50	N/A
59	Moyo District	47	86	31	38	61	45	42	N/A
64	Rubirizi District	46	5	68	50	61	41	34	N/A
64	Amuru District	46	107	28	26	74	53	32	19
64	Zombo District	46	132	21	47	44	46	47	N/A
64	Katakwi District	46	43	44	29	75	41	39	N/A
64	Kalungu District	46	47	43	26	66	46	46	22
64	Apac District	46	126	23	39	39	71	35	N/A
70	Lwengo District	45	47	43	44	51	52	35	83
70	Soroti District	45	34	48	39	78	53	11	N/A
70	Bushenyi- Ishaka Municipal Council	45	9	62	29	73	34	N/A	N/A
70	Buvuma District	45	13	59	48	68	24	41	N/A
70	Rukungiri Municipal Council	45	34	48	33	50	52	N/A	N/A
70	Manafwa District	45	63	39	26	77	38	37	57
70	Luwero District	45	95	30	50	36	53	38	69
77	Kazo District	44	16	57	42	24	45	67	N/A
77	Kaliro District	44	69	37	33	46	60	37	N/A
77	Ngora District	44	6	66	24	68	63	20	N/A
77	Kumi Municipal Council	44	47	43	38	40	53	N/A	N/A
81	Bugweri District	43	153	5	40	57	48	29	N/A
81	Kiryandongo District	43	102	29	31	67	50	26	N/A
81	Bugiri Municipal Council	43	63	39	37	50	43	N/A	N/A
81	Bukamansimbi District	43	62	40	62	52	32	25	74
81	Napak District	43	102	29	36	82	23	30	N/A
86	Koboko District	42	132	21	47	44	31	47	N/A
86	Kapchorwa District	42	69	37	38	52	47	32	18
86	Bududa District	42	19	55	14	53	50	50	16

Rank 2021	Vote	Score 2021	Rank 2020	Score 2020	Crosscutting Measures	Education Measures	Health Measures	Water Measures	Microscale Irrigation Measures ⁷
86	Mifooma District	42	69	37	38	58	44	28	N/A
86	Alebotong District	42	144	15	29	44	39	55	N/A
86	Nabilatuk District	42	120	24	44	59	27	37	N/A
86	Arua District	42	143	16	40	58	38	32	N/A
86	Kabale District	42	115	26	40	45	48	32	N/A
94	Sheema Municipal Council	41	11	60	53	62	9	N/A	N/A
94	Kisoro Municipal Council	41	78	35	27	62	34	N/A	N/A
94	Rwampara District	41	120	24	38	39	38	49	N/A
94	Kanungu District	41	47	43	44	24	38	59	N/A
94	Amalatar District	41	102	29	22	56	45	40	N/A
94	Iganga Municipal Council	41	81	34	35	69	18	N/A	N/A
94	Kween District	41	111	27	26	53	42	41	N/A
101	Bunyungabu District	40	25	51	37	61	31	32	N/A
101	Kyenjojo District	40	69	37	36	41	66	19	75
101	Lamwo District	40	131	22	30	38	39	55	N/A
101	Kasanda District	40	81	34	42	52	17	48	N/A
105	Kitgum District	39	86	31	23	43	49	42	N/A
105	Bundibugyo District	39	63	39	31	34	41	50	N/A
105	Kwania District	39	126	23	37	22	47	49	N/A
108	Kofido District	38	83	32	31	20	58	45	N/A
108	Sheema District	38	11	60	44	29	33	48	N/A
108	Koboko Municipal Council	38	118	25	33	35	47	N/A	N/A
108	Bulambuli District	38	57	42	21	24	37	70	N/A
112	Kofido Municipal Council	37	95	30	39	22	52	N/A	N/A
112	Rukungiri District	37	47	43	51	20	52	25	69
112	Buraleja District	37	95	30	25	48	26	47	N/A
115	Kalangala District	36	47	43	19	58	30	38	N/A
115	Gomba District	36	47	43	20	54	39	32	N/A
115	Bukedea District	36	58	41	23	70	40	11	N/A
115	Mityana Municipal Council	36	69	37	32	43	31	N/A	N/A

Rank 2021	Vote	Score 2021	Rank 2020	Score 2020	Crosscutting Measures	Education Measures	Health Measures	Water Measures	Microscale Irrigation Measures ⁷
119	Amuria District	35	67	38	28	73	34	6	N/A
119	Tororo District	35	78	35	27	27	47	40	71
119	Buhweju District	35	47	43	22	49	19	49	N/A
119	Kyotera District	35	47	43	29	50	26	33	20
123	Abim District	34	149	11	32	37	40	28	N/A
123	Mayuge District	34	37	47	55	28	26	27	40
123	Kasese District	34	126	23	29	57	17	32	N/A
123	Karenga District	34	151	10	31	17	34	53	N/A
123	Madi-Okollo District	34	152	7	36	53	23	23	N/A
123	Mbale District	34	102	29	25	52	21	36	63
129	Kagadi District	33	43	44	16	54	30	34	N/A
129	Kaabong District	33	149	11	20	17	50	44	N/A
129	Mityana District	33	95	30	32	46	20	35	48
132	Sironko District	32	102	29	13	47	23	47	0
132	Lyantonde District	32	69	37	28	41	37	23	N/A
132	Ntungamo District	32	95	30	30	34	36	30	11
135	Butebo District	30	47	43	25	17	51	28	N/A
135	Serere District	30	23	52	28	19	41	33	N/A
135	Nakapipirit District	30	132	21	23	13	35	49	N/A
135	Amudat District	30	142	17	27	39	31	22	N/A
139	Kikuube District	29	115	26	32	38	23	25	N/A
139	Kyegegwa District	29	76	36	43	27	24	25	70
141	Nakasongola District	28	107	28	29	38	21	24	N/A
142	Luuka District	27	140	18	18	47	17	26	55
143	Kyankwanzu District	26	126	23	34	0	38	33	N/A
144	Obongi District	25	144	15	27	35	23	16	N/A
144	Kapelebyong District	25	83	32	20	36	28	15	N/A

Rank 2021	Vote	Score 2021	Rank 2020	Score 2020	Crosscutting Measures	Education Measures	Health Measures	Water Measures	Microscale Irrigation Measures ⁷
144	Kalaki District	25	120	24	15	18	38	28	N/A
147	Busia District	23	126	23	19	24	18	34	N/A
148	Terego District	21	N/A	N/A	27	16	22	19	0
148	Namisindwa District	21	139	20	8	23	30	22	N/A
150	Bukwo District	19	86	31	9	20	16	30	N/A
151	Rukiga District	18	132	21	18	20	26	9	N/A
152	Kitagwenda District	17	86	31	8	23	18	17	20
153	Bullisa District	16	132	21	15	18	29	2	N/A
154	Ntoroko District	15	86	31	26	16	9	10	N/A

Annex 2: Ranked Cross-cutting Performance Assessment Results

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Minimum Conditions			Performance Measures								
					Environment and Social Requirements (Max. Score: 16)	Financial Management and Reporting (Max. Score: 22)	Human Resource Management and Development (Max. Score: 52)	Environment and Social Safeguards (Max. Score: 16)	Financial Management (Max. Score: 6)	Human Resource Management and Development (Max. Score: 9)	Investment Management (Max. Score: 20)	Local Government Service Delivery Results (Max. Score: 14)	Local Revenues (Max. Score: 6)	Management, Monitoring and Supervision of Services (Max. Score: 10)	Performance Reporting and Performance Improvement (Max. Score: 4)	Transparency and Accountability (Max. Score: 7)
1	81	Ibanda District	2	70	16	22	46	16	5	9	20	9	6	6	2	7
2	78	Makindye-Ssabagabo MC	26	48	12	22	43	16	5	8	20	11	3	10	4	7
3	74	Isingiro District	9	59	12	22	45	9	6	9	20	11	4	8	4	7
4	72	Rubanda District	26	48	12	14	52	14	5	8	18	11	4	6	4	6
5	71	Kira Municipal Council	31	45	12	22	49	12	5	8	15	11	4	6	4	6
5	71	Njeru Municipal Council	51	38	12	18	47	16	6	6	14	11	2	10	4	7
7	65	Nebbi District	110	22	16	12	45	16	5	9	18	9	0	8	2	7
7	65	Mpigi District	3	62	12	12	49	15	4	9	14	11	6	6	4	5
9	62	Bukomansimbi District	13	55	16	12	36	16	6	9	19	11	2	6	4	7
10	61	Mukono Municipal Council	39	41	8	22	48	13	6	5	16	11	0	6	2	6
11	60	Jinja District	60	34	8	18	52	6	5	5	16	10	4	8	4	6
12	57	Sembabule District	5	61	0	12	52	12	4	8	20	11	2	6	4	7
12	57	Wakiso District	6	60	12	12	52	8	5	8	13	11	2	6	2	7
14	56	Kayunga District	36	42	4	12	47	12	6	4	16	11	4	10	4	7
14	56	Bushenyi District	18	53	8	14	50	9	5	4	15	11	2	8	4	6
16	55	Kisoro District	69	32	12	22	36	14	4	6	11	11	2	6	4	7
16	55	Mayuge District	75	31	12	22	43	9	4	1	18	11	2	6	2	6
16	55	Iganga District	104	23	16	12	44	7	6	5	17	10	0	8	4	6
16	55	Nebbi Municipal Council	134	15	12	14	32	16	3	8	16	11	4	10	4	6
20	54	Haima District	31	45	12	12	47	11	5	9	14	11	0	4	4	5
21	53	Bulkwe District	20	51	12	12	43	15	6	3	17	11	0	4	4	6
21	53	Moroto District	57	35	16	4	49	12	6	3	14	10	2	8	4	5

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Minimum Conditions			Performance Measures								
					Environment and Social Requirements (Max. Score: 16)	Financial Management and Reporting (Max. Score: 22)	Human Resource Management and Development (Max. Score: 52)	Environment and Social Safeguards (Max. Score: 16)	Financial Management (Max. Score: 6)	Human Resource Management and Development (Max. Score: 9)	Investment Management (Max. Score: 20)	Local Government Service Delivery Results (Max. Score: 14)	Local Revenues (Max. Score: 6)	Management, Monitoring and Supervision of Services (Max. Score: 10)	Performance Reporting and Improvement (Max. Score: 4)	Transparency and Accountability (Max. Score: 7)
21	53	Sheema Municipal Council	6	60	12	22	36	11	5	5	17	7	2	6	4	6
21	53	Ibanda Municipal Council	13	55	16	14	38	7	5	20	7	4	6	4	7	
25	51	Rukungiri District	45	39	12	12	42	4	6	20	11	2	10	4	4	
26	50	Rubirizi District	6	60	12	12	38	11	5	20	10	4	6	2	7	
26	50	Luwero District	33	44	14	4	44	11	5	18	11	4	6	2	7	
26	50	Butambala District	64	33	10	22	35	11	6	13	7	4	6	4	7	
29	49	Masindi Municipal Council	15	54	12	12	42	14	4	13	11	0	4	2	7	
29	49	Kabarole District	1	72	16	12	39	11	5	15	11	2	6	4	6	
29	49	Mukono District	23	49	8	12	49	8	5	13	11	2	10	2	5	
29	49	Kibaale District	40	40	12	12	39	8	4	16	11	4	4	4	7	
29	49	Nakaseke District	113	21	10	4	46	8	6	18	11	4	2	4	7	
34	48	Mbarara District	15	54	16	12	26	12	6	20	11	4	6	4	7	
34	48	Kole District	89	27	16	22	32	9	4	18	11	2	4	2	6	
34	48	Gulu District	57	35	16	4	38	16	4	17	11	0	8	4	6	
34	48	Buvuma District	12	56	14	4	40	16	4	14	11	4	2	4	7	
38	47	Namayingo District	138	14	8	22	31	6	6	20	11	2	6	4	7	
38	47	Bugiri District	19	52	12	4	50	8	5	15	8	2	6	4	7	
38	47	Koboko District	60	34	12	12	30	16	6	16	11	3	8	0	7	
38	47	Zombo District	132	16	14	12	27	15	5	16	9	4	6	2	7	
38	47	Masaka District	69	32	12	12	32	15	6	17	9	2	6	4	5	
43	46	Pallisa District	51	38	14	12	35	15	4	12	11	4	6	4	6	
43	46	Masindi District	11	57	12	12	39	10	4	15	10	2	4	4	7	
45	45	Kumi District	51	38	12	12	31	9	6	18	11	4	6	4	5	
45	45	Kiruhura District	20	51	12	14	25	13	6	20	11	2	6	2	7	
45	45	Kiboga District	34	43	12	4	42	12	6	15	9	3	6	4	7	

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Minimum Conditions			Performance Measures								
					Environ-ment and Social Require-ments (Max. Score: 16)	Financial Management and Reporting (Max. Score: 22)	Human Resource Management and Develop-ment (Max. Score: 52)	Environment and Social Safeguards (Max. Score: 16)	Financial Management (Max. Score: 6)	Human Resource Management and Development (Max. Score: 9)	Invest-ment Management (Max. Score: 20)	Local Govern-ment Service Delivery Results (Max. Score: 14)	Local Revenues (Max. Score: 6)	Manage-ment, Monitor-ing and Super- vision of Services (Max. Score: 10)	Perfor- mance Report- ing and Perfor- mance Improve- ment (Max. Score: 4)	Transpar- ency and Account- ability (Max. Score: 7)
45	45	Maracha District	113	21	12	12	33	14	4	7	14	9	0	8	2	7
49	44	Nabilatak District	113	21	16	12	33	10	5	3	10	11	4	8	4	5
49	44	Namutumba District	113	21	12	4	43	8	5	3	16	11	4	4	4	7
49	44	Nansana Municipal Council	127	17	12	4	37	11	5	7	16	11	4	6	2	7
49	44	Sheema District	3	62	12	12	34	7	6	5	20	11	0	6	2	6
49	44	Lwengo District	15	54	12	12	33	12	3	7	17	9	2	4	4	6
49	44	Kanungu District	54	37	8	22	38	4	6	1	14	10	6	6	4	2
55	43	Kyegegwa District	40	40	12	4	48	5	6	5	14	8	3	4	4	6
56	42	Otuke District	82	28	14	12	32	11	5	7	13	11	0	4	2	7
56	42	Lira District	29	46	12	4	46	15	5	1	13	7	4	4	2	5
56	42	Kasanda District	93	26	16	4	42	10	5	3	10	11	2	6	2	7
56	42	Kazo District	23	49	16	12	20	13	5	6	20	7	4	6	4	7
56	42	Budaka District	45	39	12	12	30	12	6	2	15	11	2	6	4	6
56	42	Kakumiro District	93	26	12	12	26	12	4	6	19	11	1	6	4	6
56	42	Buyende District	93	26	12	22	41	4	5	2	15	11	0	4	2	3
63	40	Kabale District	110	22	12	12	43	3	4	8	9	11	4	4	4	3
63	40	Kamwenge District	20	51	12	4	47	11	4	9	10	0	2	8	2	7
63	40	Arua District	141	12	12	12	24	14	5	2	16	11	2	8	4	7
63	40	Bugweri District	148	8	12	12	34	8	4	0	17	11	4	6	2	5
63	40	Pader District	122	18	16	22	12	12	2	6	19	11	4	4	2	6
68	39	Dokolo District	82	28	16	4	27	12	2	7	18	11	4	4	4	7
68	39	Apac District	93	26	12	12	36	12	2	1	17	11	0	4	2	5
68	39	Yumbe District	93	26	16	4	33	14	5	7	10	9	4	4	2	6
68	39	Soroti District	64	33	12	12	22	16	4	2	20	11	4	6	4	3
68	39	Kofido Municipal Council	134	15	12	4	28	16	5	3	16	10	4	8	4	7

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Minimum Conditions			Performance Measures								
					Environment and Social Requirements (Max. Score: 16)	Financial Management and Reporting (Max. Score: 22)	Human Resource Management and Development (Max. Score: 52)	Environment and Social Safeguards (Max. Score: 16)	Financial Management (Max. Score: 6)	Human Resource Management and Development (Max. Score: 9)	Investment Management (Max. Score: 20)	Local Government Service Delivery Results (Max. Score: 14)	Local Revenues (Max. Score: 6)	Management, Monitoring and Supervision of Services (Max. Score: 10)	Performance Reporting and Performance Improvement (Max. Score: 4)	Transparency and Accountability (Max. Score: 7)
68	39	Kaberamaido District	127	17	14	12	29	12	4	2	15	11	2	6	2	4
74	38	Rakai District	23	49	0	8	46	12	3	3	16	9	2	4	4	6
74	38	Moyo District	122	18	12	12	30	9	6	6	12	7	6	4	2	7
74	38	Mifooma District	60	34	12	22	32	8	5	1	10	9	4	2	4	5
74	38	Adjumani District	134	15	12	12	32	10	6	1	12	10	2	4	4	7
74	38	Kapchorwa District	69	32	12	4	38	8	4	5	18	11	2	4	2	4
74	38	Rwampara District	77	30	8	22	23	9	6	3	12	11	6	2	4	6
74	38	Nwoya District	82	28	16	22	21	8	4	2	16	11	2	4	2	4
74	38	Kumi Municipal Council	69	32	12	14	26	12	6	0	15	11	4	4	4	4
82	37	Agago District	145	10	6	12	28	12	5	5	14	11	4	6	4	6
82	37	Bunyangabu District	34	43	12	12	34	2	5	6	13	11	4	2	4	6
82	37	Kwania District	80	29	12	12	28	10	4	3	17	11	2	4	2	6
82	37	Oyam District	100	25	16	4	31	14	5	1	14	11	2	4	2	7
82	37	Bugiri Municipal Council	55	36	4	22	35	1	5	3	15	11	0	4	4	7
87	36	Kyenjojo District	57	35	14	4	39	10	4	4	12	7	2	2	4	7
87	36	Napak District	82	28	12	12	23	13	6	3	14	11	2	6	2	6
87	36	Madi-Okollo District	153	5	16	22	2	15	5	8	14	11	4	8	2	7
90	35	Kamuli District	127	17	12	4	39	10	4	4	15	11	2	2	2	3
90	35	Iganga Municipal Council	89	27	16	12	39	8	4	3	8	11	0	2	2	5
92	34	Mubende District	28	47	8	12	28	4	6	3	17	11	3	6	2	7
92	34	Kyankwanzi District	89	27	12	12	18	8	6	5	16	11	6	6	2	7
94	33	Rukungiri Municipal Council	45	39	12	12	22	10	6	3	16	11	1	2	4	6

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Minimum Conditions			Performance Measures								
					Environment and Social Requirements (Max. Score: 16)	Financial Management and Reporting (Max. Score: 22)	Human Resource Management and Development (Max. Score: 52)	Environment and Social Safeguards (Max. Score: 16)	Financial Management (Max. Score: 6)	Human Resource Management and Development (Max. Score: 9)	Investment Management (Max. Score: 20)	Local Government Service Delivery Results (Max. Score: 14)	Local Revenues (Max. Score: 6)	Management, Monitoring and Supervision of Services (Max. Score: 10)	Performance Reporting and Performance Improvement (Max. Score: 4)	Transparency and Accountability (Max. Score: 7)
94	33	Koboko Municipal Council	119	19	12	4	27	15	5	6	10	11	4	4	2	6
94	33	Kaliro District	104	23	12	4	36	6	6	3	16	10	2	4	0	5
97	32	Mityana Municipal Council	40	40	12	4	32	8	4	3	19	7	2	6	2	5
97	32	Omoro District	93	26	12	12	20	8	2	9	16	11	1	6	2	6
97	32	Abim District	150	6	4	4	36	11	4	6	11	11	4	6	4	4
97	32	Pakwach District	147	9	12	4	23	16	4	5	15	11	2	6	2	7
97	32	Kikuube District	119	19	12	12	22	12	5	9	12	2	2	6	4	5
97	32	Mityana District	64	33	8	4	33	6	6	4	16	11	0	6	2	7
103	31	Kotido District	104	23	12	4	28	11	4	4	11	11	4	4	4	6
103	31	Karenga District	150	6	12	4	19	14	6	7	17	11	2	6	4	7
103	31	Bundibugyo District	104	23	8	12	21	7	5	5	16	9	3	8	4	6
103	31	Kiryandongo District	132	16	12	4	39	10	2	4	11	8	0	4	2	5
107	30	Kapchorwa Municipal Council	134	15	12	0	32	12	5	9	15	7	0	6	0	2
107	30	Lamwo District	117	20	16	14	13	12	2	6	11	11	6	2	2	5
107	30	Ntungamo District	117	20	14	12	25	9	4	4	7	11	0	8	4	1
110	29	Kyotera District	45	39	2	4	38	7	4	3	17	9	0	6	4	5
110	29	Alebtong District	139	13	8	12	19	14	5	6	13	9	2	6	2	5
110	29	Katakwi District	80	29	14	4	17	14	6	4	15	11	2	6	4	7
110	29	Kasese District	100	25	8	12	32	2	5	2	13	5	4	6	2	7
110	29	Bushenyi- Ishaka Municipal Council	29	46	8	12	32	9	4	5	9	7	2	2	4	4
110	29	Nakasongola District	82	28	8	4	29	8	5	3	14	11	4	2	4	7
116	28	Serere District	40	40	14	4	23	11	6	4	14	11	2	2	4	3

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Minimum Conditions			Performance Measures								
					Environment and Social Requirements (Max. Score: 16)	Financial Management and Reporting (Max. Score: 22)	Human Resource Management and Development (Max. Score: 52)	Environment and Social Safeguards (Max. Score: 16)	Financial Management (Max. Score: 6)	Human Resource Management and Development (Max. Score: 9)	Investment Management (Max. Score: 20)	Local Government Service Delivery Results (Max. Score: 14)	Local Revenues (Max. Score: 6)	Management, Monitoring and Supervision of Services (Max. Score: 10)	Performance Reporting and Improvement (Max. Score: 4)	Transparency and Accountability (Max. Score: 7)
116	28	Amuria District	40	40	8	4	22	13	6	2	14	11	6	6	4	6
116	28	Lyantonde District	100	25	14	12	31	7	2	1	10	11	0	2	4	3
119	27	Tororo District	104	23	12	0	21	13	6	6	15	11	2	6	2	7
119	27	Kisoro Municipal Council	82	28	0	4	38	7	5	4	8	11	4	4	4	6
119	27	Obongi District	122	18	12	8	19	13	4	5	7	9	4	6	2	7
119	27	Amudat District	141	12	4	12	41	5	2	6	5	6	0	6	4	5
119	27	Terego District	N/A	N/A	12	22	0	13	4	0	15	11	4	10	2	6
119	27	Kibuku District	64	33	12	0	23	14	4	2	18	11	0	4	4	6
125	26	Manafwa District	82	28	8	0	31	15	2	2	18	11	2	2	2	2
125	26	Kween District	77	30	12	0	34	9	5	2	17	8	0	2	2	2
125	26	Kalungu District	45	39	2	4	42	10	3	7	13	2	1	2	2	5
125	26	Ntoroko District	60	34	4	10	35	7	0	1	10	7	2	8	2	7
125	26	Amuru District	110	22	16	12	25	5	2	0	11	11	2	2	2	5
130	25	Butebo District	93	26	12	12	25	11	0	1	10	11	0	4	4	2
130	25	Butaleja District	64	33	8	0	31	6	4	4	17	11	2	4	2	4
130	25	Mbale District	127	17	12	0	33	9	5	3	14	8	1	2	2	2
133	24	Ngora District	9	59	12	4	14	9	4	8	15	11	2	6	4	7
134	23	Kitgum District	69	32	12	4	20	10	3	2	14	11	2	4	4	4
134	23	Nakapipirit District	145	10	16	12	17	11	6	1	10	4	2	4	2	3
134	23	Bukedea District	69	32	14	4	24	10	6	2	11	11	0	0	4	2
137	22	Amolatar District	77	30	12	4	21	8	2	2	16	11	4	2	2	3
137	22	Buhweju District	55	36	8	12	18	6	5	2	18	4	3	2	2	6
139	21	Bulambuli District	45	39	12	0	24	11	6	6	16	2	0	4	0	3
140	20	Kaabong District	149	7	12	4	10	12	6	4	12	8	4	8	4	6
140	20	Gamba District	36	42	12	4	12	14	6	3	11	11	2	2	4	5

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Minimum Conditions			Performance Measures								
					Environment and Social Requirements (Max. Score: 16)	Financial Management and Reporting (Max. Score: 22)	Human Resource Management and Development (Max. Score: 52)	Environment and Social Safeguards (Max. Score: 16)	Financial Management (Max. Score: 6)	Human Resource Management and Development (Max. Score: 9)	Investment Management (Max. Score: 20)	Local Government Service Delivery Results (Max. Score: 14)	Local Revenues (Max. Score: 6)	Management, Monitoring and Supervision of Services (Max. Score: 10)	Performance Reporting and Performance Improvement (Max. Score: 4)	Transparency and Accountability (Max. Score: 7)
140	20	Kapelebyong District	139	13	8	22	6	10	5	4	9	8	0	6	0	3
143	19	Kalangala District	36	42	0	0	40	8	2	4	12	4	0	4	2	4
143	19	Busia District	75	31	12	0	23	7	0	0	15	11	2	6	2	1
145	18	Luuka District	144	11	2	12	27	1	5	2	10	11	2	2	0	4
145	18	Rukiga District	122	18	8	14	14	2	6	3	9	11	4	2	2	3
147	16	Kagadi District	89	27	0	12	22	14	2	1	5	2	0	6	4	4
148	15	Kakali District	103	24	12	4	12	7	2	4	7	9	2	6	4	3
148	15	Buliisa District	141	12	0	4	20	6	4	4	13	9	0	6	2	7
150	14	Bududa District	104	23	12	0	15	9	4	3	14	8	0	4	0	2
151	13	Sironko District	127	17	8	0	28	5	2	2	10	8	0	0	0	2
152	9	Bukwo District	122	18	8	0	17	5	3	0	11	8	0	2	0	2
153	8	Kitagwenda District	119	19	0	4	20	10	2	0	4	2	2	2	0	6
153	8	Namisindwa District	150	6	8	0	7	8	5	4	8	11	0	2	2	3

Annex 3: Ranked Education Performance Assessment Results

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Education Minimum Conditions 2021		Education Performance Measures 2021						
					Environment and Social Requirements (max = 30)	Human Resource Management and Development (max=70)	Environment and Social Requirements (max=12)	Human Resource Management and Development (max=16)	Investment Management (max=13)	Local Government Service Delivery Results (max=23)	Management Monitoring and Supervision of Services (max=20)	Performance Reporting and Performance Improvement (max=16)	
1	91	Njeru Municipal Council	27	66	30	70	12	16	13	17	17	16	16
2	88	Kibuku District	81	42	30	70	12	16	13	15	20	12	12
3	87	Ibanda District	1	97	30	70	12	16	13	18	16	12	12
4	85	Rakai District	43	55	30	70	8	16	13	16	16	16	16
5	84	Masindi Municipal Council	43	55	30	70	11	16	11	18	16	12	12
5	84	Kumi District	28	65	30	70	9	16	12	17	18	12	12
5	84	Kole District	55	50	30	70	8	14	12	16	18	16	16
5	84	Kapchorwa Municipal Council	53	53	30	70	10	16	12	12	18	16	16
9	82	Omoro District	102	34	30	70	6	16	12	14	18	16	16
9	82	Napak District	58	49	30	70	10	12	11	16	19	14	14
9	82	Lira District	112	30	30	70	8	16	11	17	18	12	12
9	82	Isingiro District	5	92	30	70	12	14	11	17	16	12	12
9	82	Gulu District	74	43	30	70	8	16	9	15	18	16	16
14	81	Kamwenge District	81	42	30	70	12	7	12	18	20	12	12
15	80	Kibaale District	16	75	30	70	4	14	12	16	18	16	16
15	80	Hoima District	23	68	30	70	6	16	13	13	16	16	16
17	79	Adjumani District	89	39	30	70	7	16	9	15	16	16	16
18	78	Soroti District	34	61	30	70	12	16	10	14	14	12	12
18	78	Sembabule District	36	60	30	70	9	16	10	15	12	16	16
18	78	Makindye-Ssabagabo Municipal Council	18	71	30	70	12	14	13	13	10	16	16
21	77	Manafwa District	86	40	30	70	9	12	11	14	15	16	16
21	77	Kira Municipal Council	58	49	30	70	7	16	6	13	18	16	16
23	76	Yumbe District	129	19	30	70	9	14	11	14	16	12	12
23	76	Masindi District	23	68	15	70	10	16	13	16	20	16	16
23	76	Iganga District	55	50	30	70	2	14	13	19	14	14	14
26	75	Mpigi District	43	55	30	70	6	16	13	17	11	12	12
26	75	Katakwi District	43	55	30	70	6	16	11	13	13	16	16

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Education Minimum Conditions 2021		Education Performance Measures 2021					
					Environment and Social Requirements (max = 30)	Human Resource Management and Development (max=70)	Environment and Social Requirements (max=12)	Human Resource Management and Development (max=16)	Investment Management (max=13)	Local Government Service Delivery Results (max=23)	Management, Monitoring and Supervision of Services (max=20)	Performance Reporting and Performance Improvement (max=16)
28	74	Maracha District	53	53	30	70	6	14	9	18	15	12
28	74	Kakumiro District	124	23	30	70	9	10	11	13	15	16
28	74	Amuru District	83	41	30	70	3	12	11	16	16	16
31	73	Oyam District	116	27	30	70	8	14	6	13	18	14
31	73	Bushenyi- Ishaka MC	12	78	30	70	5	16	9	15	16	12
31	73	Amuria District	36	60	30	70	8	16	12	9	18	10
34	70	Kamuli District	107	32	30	70	6	11	13	16	12	12
34	70	Bukedea District	73	44	30	70	12	10	8	14	14	12
36	69	Iganga Municipal Council	28	65	30	70	9	9	9	16	14	12
37	68	Ngora District	8	84	30	70	9	12	11	12	14	10
37	68	Mbarara District	8	84	30	70	6	14	13	15	12	8
37	68	Buvuma District	18	71	30	70	9	14	10	17	10	8
40	67	Rubanda District	8	84	30	70	12	14	9	9	17	6
40	67	Nansana Municipal Council	74	43	30	70	1	12	13	19	10	12
40	67	Nakaseke District	143	11	30	70	5	10	13	15	12	12
40	67	Kiryandongo District	74	43	30	70	1	14	11	11	16	14
44	66	Kalungu District	74	43	30	70	8	14	10	11	11	12
45	65	Agago District	113	29	30	70	6	14	12	13	12	8
45	65	Kiruhura District	113	29	30	70	5	10	8	12	16	12
47	63	Nwoya District	65	46	30	70	8	14	6	14	14	6
48	62	Sheema Municipal Council	3	94	30	70	3	12	9	12	13	12
48	62	Kisoro Municipal Council	95	37	30	70	3	12	6	12	16	12
50	61	Rubirizi District	6	90	15	70	10	14	12	14	14	12
50	61	Wakiso District	58	49	30	70	0	12	12	16	13	8
50	61	Moyo District	86	40	30	70	8	12	11	13	12	4
50	61	Bunyangabu District	7	86	30	70	2	14	11	9	14	10
50	61	Dokolo District	121	25	30	70	5	12	12	15	12	4
55	60	Otuke District	150	0	30	70	5	12	7	11	16	8
55	60	Namayingo District	102	34	15	70	5	14	12	14	16	12

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Education Minimum Conditions 2021		Education Performance Measures 2021					
					Environment and Social Requirements (max = 30)	Human Resource Management and Development (max=70)	Environment and Social Requirements (max=12)	Human Resource Management and Development (max=16)	Investment Management (max=13)	Local Government Service Delivery Results (max=23)	Management, Monitoring and Supervision of Services (max=20)	Performance Reporting and Performance Improvement (max=16)
55	60	Masaka District	43	55	30	70	3	12	9	13	15	6
58	59	Nabilatuk District	116	27	30	70	3	12	11	14	10	8
59	58	Arua District	107	32	15	70	7	14	13	14	16	8
59	58	Mitooma District	43	55	30	70	0	10	9	17	15	6
59	58	Kalangala District	64	47	30	70	5	12	11	12	13	4
59	58	Kayunga District	43	55	30	40	12	14	13	14	18	16
63	57	Pader District	140	14	30	70	2	10	10	13	10	12
63	57	Kasese District	107	32	30	70	8	9	11	11	8	10
63	57	Jinja District	95	37	30	70	6	8	11	12	12	8
63	57	Buyende District	41	56	30	70	9	8	9	12	14	4
63	57	Bugweri District	150	0	30	70	6	10	9	10	10	10
63	57	Budaka District	32	62	30	70	5	4	9	14	14	8
69	56	Amolatar District	121	25	30	70	7	7	6	14	16	4
70	55	Kabarole District	1	97	15	70	9	9	13	11	10	16
70	55	Moroto District	65	46	30	40	6	12	12	19	18	16
72	54	Kagadi District	18	71	30	40	12	16	10	14	14	16
72	54	Gomba District	41	56	30	70	4	10	9	5	8	16
74	53	Bududa District	13	77	30	70	8	13	8	14	9	0
74	53	Madi-Okollo District	130	18	30	70	3	9	9	16	8	6
74	53	Bushenyi District	15	76	30	70	8	9	9	13	12	0
74	53	Kween District	126	20	15	70	4	12	12	17	12	8
78	52	Mbale District	131	17	30	70	3	10	8	9	6	14
78	52	Kasanda District	89	39	30	30	12	14	12	17	20	14
78	52	Bukomansimbi District	94	38	30	30	7	12	12	20	20	16
78	52	Kapchorwa District	65	46	30	70	2	11	7	9	12	6
78	52	Ibanda Municipal Council	36	60	15	70	0	16	11	13	16	6
78	52	Bugiri District	51	54	30	40	6	10	11	15	18	16
78	52	Nebbi District	95	37	30	30	12	16	11	16	15	16
85	51	Pakwach District	148	8	30	30	12	16	9	15	17	16

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Education Minimum Conditions 2021		Education Performance Measures 2021					
					Environment and Social Requirements (max = 30)	Human Resource Management and Development (max=70)	Environment and Social Requirements (max=12)	Human Resource Management and Development (max=16)	Investment Management (max=13)	Local Government Service Delivery Results (max=23)	Management, Monitoring and Supervision of Services (max=20)	Performance Reporting and Performance Improvement (max=16)
85	51	Namutumba District	102	34	30	40	6	14	10	12	19	14
85	51	Lwengo District	71	45	30	40	6	16	8	14	16	14
88	50	Bugiri Municipal Council	34	61	30	40	9	16	10	15	16	8
88	50	Rukungiri Municipal Council	39	57	30	40	11	12	11	12	12	16
88	50	Kyotera District	111	31	15	70	0	14	10	12	14	8
91	49	Buhweju District	11	83	30	30	12	14	12	19	13	12
91	49	Nebbi Municipal Council	137	16	30	40	11	14	9	12	19	6
93	48	Pallisa District	126	20	15	70	10	10	9	17	4	6
93	48	Kisoro District	83	41	30	40	5	14	10	18	12	12
93	48	Buikwe District	31	64	30	30	12	16	10	16	14	12
93	48	Mukono Municipal Council	74	43	30	30	8	14	9	13	19	16
93	48	Butaleja District	141	13	30	40	9	12	10	14	12	12
98	47	Sironko District	71	45	30	40	12	14	7	16	14	6
98	47	Luuka District	89	39	30	70	6	10	6	7	8	2
98	47	Kiboga District	74	43	30	40	6	14	11	13	16	8
101	46	Kaliro District	98	36	30	40	9	8	10	16	12	12
101	46	Mityana District	62	48	30	30	4	14	10	20	14	14
103	45	Kaberamaido District	131	17	0	70	0	12	12	13	12	16
103	45	Kabale District	116	27	30	30	11	11	10	9	17	16
105	44	Zombo District	113	29	30	30	6	12	12	18	14	12
105	44	Mubende District	28	65	30	30	12	14	8	14	18	8
105	44	Koboko District	150	0	30	40	9	10	10	10	13	12
105	44	Alebtong District	131	17	30	40	5	14	6	13	20	6
105	44	Butambala District	21	69	30	30	10	16	11	11	13	12
110	43	Mityana Municipal Council	43	55	30	40	10	12	11	16	10	4
110	43	Kitgum District	106	33	30	40	4	10	11	17	10	10
112	41	Lyantonde District	65	46	30	40	5	10	9	15	14	8
112	41	Kyericho District	86	40	30	40	6	11	10	13	13	6
112	41	Mukono District	39	57	30	40	6	10	9	16	10	8

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Education Minimum Conditions 2021		Education Performance Measures 2021					
					Environment and Social Requirements (max = 30)	Human Resource Management and Development (max=70)	Environment and Social Requirements (max=12)	Human Resource Management and Development (max=16)	Investment Management (max=13)	Local Government Service Delivery Results (max=23)	Management, Monitoring and Supervision of Services (max=20)	Performance Reporting and Performance Improvement (max=16)
115	40	Kumi Municipal Council	74	43	30	40	6	12	8	11	15	6
116	39	Rwampara District	131	17	30	40	3	16	8	15	8	6
116	39	Amudat District	121	25	30	30	10	12	11	13	12	8
116	39	Apac District	143	11	0	70	3	10	8	14	14	6
119	38	Lamwo District	116	27	0	70	6	8	10	16	6	8
119	38	Kikuube District	101	35	30	30	9	12	9	10	16	8
119	38	Nakasongola District	58	49	30	30	8	6	10	11	17	12
122	37	Abim District	125	22	30	40	3	8	10	14	10	8
123	36	Kapelebyong District	65	46	30	0	12	16	13	14	20	16
123	36	Luwero District	107	32	15	40	4	16	11	11	16	8
125	35	Obongi District	143	11	30	30	7	10	8	14	11	10
125	35	Koboko Municipal Council	116	27	30	30	1	10	4	13	18	12
127	34	Ntungamo District	89	39	30	40	6	12	3	13	10	4
127	34	Bundibugyo District	62	48	30	30	3	12	5	14	14	10
129	29	Sheema District	4	93	15	40	4	12	9	18	10	8
130	28	Mayuge District	13	77	15	30	2	12	13	19	10	8
131	27	Tororo District	146	10	30	0	12	16	12	15	16	8
131	27	Kyegegwa District	89	39	0	30	5	16	11	15	20	12
133	24	Kanungu District	17	74	30	0	9	14	13	13	16	14
133	24	Kazo District	21	69	30	0	11	12	10	11	18	16
133	24	Busia District	150	0	30	30	4	5	13	11	8	6
133	24	Bulambuli District	126	20	0	40	0	14	7	17	13	16
137	23	Namisindwa District	98	36	30	0	7	13	8	18	16	10
137	23	Kitagwenda District	32	62	30	0	9	10	11	16	14	12
139	22	Kwania District	142	12	15	30	5	13	8	10	11	6
139	22	Kofido Municipal Council	51	54	15	40	3	0	7	12	12	8
141	20	Rukungiri District	65	46	0	30	7	10	9	9	18	14
141	20	Bukwo District	55	50	30	0	6	10	9	14	14	12
141	20	Rukiga District	98	36	30	0	9	10	11	11	12	10

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Education Minimum Conditions 2021		Education Performance Measures 2021						
					Environment and Social Requirements (max = 30)	Human Resource Management and Development (max=70)	Environment and Social Requirements (max=12)	Human Resource Management and Development (max=16)	Investment Management (max=13)	Local Government Service Delivery Results (max=23)	Management, Monitoring and Supervision of Services (max=20)	Performance Reporting and Performance Improvement (max=16)	
141	20	Kotido District	137	16	15	30	0	9	8	8	8	16	4
145	19	Serere District	25	67	30	0	6	14	4	14	8	8	14
146	18	Kalaki District	102	34	15	30	1	10	6	10	10	13	4
146	18	Buliisa District	131	17	0	30	4	14	7	12	10	10	12
148	17	Butebo District	83	41	30	0	6	8	10	9	13	13	12
148	17	Karenga District	147	9	30	0	11	6	13	12	8	8	6
148	17	Kaabong District	149	6	30	0	11	6	12	9	14	14	4
151	16	Terego District	N/A	N/A	30	0	9	8	10	15	8	8	4
151	16	Ntoroko District	25	67	0	30	3	8	9	16	8	8	8
153	13	Nakapiripiri District	137	16	30	0	5	9	6	11	8	8	4
154	0	Kyankwanzi District	131	17	0	0	5	12	8	9	11	11	10

Annex 4: Ranked Health Performance Assessment Results

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Health Minimum Conditions 2021		Health Performance Measures 2021						
					Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 15)	Human Resource Management and Development (Max. Score: 15)	Investment Management (Max. Score: 14)	Local Government Delivery Results (Max. Score: 14)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Performance Improvement (Max. Score: 18)	
1	86	Kamwenge District	5	72	30	70	13	13	13	13	13	16	15
2	80	Ibanda District	3	82	30	70	13	9	14	12	12	12	17
3	79	Isingiro District	1	91	30	60	13	11	13	14	16	17	17
4	76	Oyam District	95	28	30	70	12	10	10	11	16	14	14
5	74	Lira District	16	58	30	70	10	10	12	10	15	14	14
5	74	Ibanda Municipal Council	61	37	30	70	9	9	12	13	12	16	16
7	72	Rubanda District	3	82	30	60	15	10	11	13	15	13	13
7	72	Kole District	108	23	30	60	11	10	10	14	15	17	17
9	71	Apac District	49	42	30	60	10	10	10	14	15	17	17
10	70	Gulu District	65	35	30	50	13	11	14	13	17	16	16
11	69	Kayunga District	16	58	30	60	10	15	11	10	19	9	9
12	68	Masaka District	98	26	30	70	13	10	11	11	11	9	9
12	68	Dokolo District	40	44	30	50	14	11	12	11	16	17	17
14	66	Kibuku District	15	59	30	50	15	10	13	9	15	17	17
14	66	Kyenjojo District	70	33	30	70	9	11	8	13	13	9	9
16	65	Pallisa District	57	39	30	60	13	13	9	14	12	8	8
17	63	Ngora District	8	69	30	60	11	11	11	11	12	11	11
17	63	Kira Municipal Council	44	43	30	70	13	11	11	9	9	7	7
19	61	Mubende District	8	69	30	70	7	11	11	14	7	9	9
19	61	Kibaale District	8	69	30	60	7	13	12	10	11	12	12
21	60	Mbarara District	12	65	30	60	6	10	11	14	11	12	12
21	60	Kaliro District	25	50	30	60	5	13	12	11	11	12	12
23	59	Namutumba District	95	28	30	70	4	12	11	12	8	10	10
23	59	Rakai District	60	38	30	50	7	15	12	12	15	10	10
23	59	Kapcharwa Municipal Council	146	8	30	50	13	11	13	11	13	10	10
23	59	Maracha District	84	30	30	60	11	12	9	10	11	10	10
27	58	Mukono District	31	49	30	40	12	14	13	11	19	11	11
27	58	Budaka District	25	50	30	60	10	11	8	11	11	11	11

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Health Minimum Conditions 2021			Health Performance Measures 2021				
					Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 15)	Human Resource Management and Development (Max. Score: 15)	Investment Management (Max. Score: 14)	Local Government Service Delivery Results (Max. Score: 14)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Performance Improvement (Max. Score: 18)
27	58	Kotido District	31	49	30	50	11	9	10	14	17	8
30	57	Kumi District	44	43	30	50	15	9	12	12	14	6
31	56	Jinja District	75	32	30	70	5	11	10	9	11	8
32	55	Namayingo District	103	24	30	60	7	7	11	12	16	6
32	55	Mpigi District	19	56	30	60	15	7	10	11	10	6
32	55	Nwoya District	25	50	30	50	12	8	10	8	14	14
35	54	Kisoro District	39	45	30	50	13	6	8	13	12	13
35	54	Butambala District	37	48	30	50	7	13	10	8	11	16
35	54	Pakwach District	144	9	30	40	15	8	12	12	12	15
38	53	Luwero District	130	15	30	60	11	14	13	10	3	6
38	53	Amuru District	121	19	30	60	8	8	8	8	10	15
38	53	Soroti District	8	69	30	50	10	11	12	14	11	6
38	53	Kumi Municipal Council	22	53	30	40	13	13	11	11	11	14
38	53	Masindi Municipal Council	2	86	30	40	9	13	11	11	11	17
38	53	Kaberamaido District	103	24	30	50	13	11	12	8	10	9
44	52	Rukungiri District	22	53	30	40	11	10	11	12	16	11
44	52	Omoro District	139	11	30	40	9	12	10	11	14	15
44	52	Kotido Municipal Council	114	21	30	40	15	11	11	14	14	6
44	52	Rukungiri Municipal Council	31	49	30	50	15	9	10	11	10	7
44	52	Bulkwe District	49	42	30	50	11	15	7	11	12	6
44	52	Lwengo District	65	35	30	60	6	8	8	12	6	15
44	52	Kiboga District	31	49	30	60	13	11	9	11	6	5
51	51	Butebo District	40	44	30	50	11	12	9	12	11	6
51	51	Bugiri District	13	63	30	60	6	10	10	10	8	10
53	50	Kaabong District	139	11	30	40	9	10	11	10	15	14
53	50	Kiryandongo District	70	33	30	50	5	10	12	10	13	10
53	50	Bushenyi District	24	51	30	50	8	6	12	11	17	6
53	50	Buududa District	21	54	30	50	15	6	10	12	9	8
53	50	Iganga District	102	25	30	60	2	10	13	10	13	5

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Health Minimum Conditions 2021		Health Performance Measures 2021					
					Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 15)	Human Resource Management and Development (Max. Score: 15)	Investment Management (Max. Score: 14)	Local Government Service Delivery Results (Max. Score: 14)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Performance Improvement (Max. Score: 18)
58	49	Kitgum District	120	20	30	50	12	8	12	8	12	7
58	49	Sembabule District	49	42	30	30	15	13	11	12	14	13
58	49	Adjumani District	98	26	30	60	7	8	8	10	12	7
61	48	Kabale District	75	32	30	50	7	8	8	8	18	9
61	48	Mukono Municipal Council	75	32	30	70	7	7	9	12	7	4
61	48	Bugweri District	134	13	30	70	6	6	9	10	8	7
64	47	Koboko Municipal Council	84	30	30	40	6	14	8	12	12	13
64	47	Kapchawa District	65	35	30	40	13	9	12	13	12	6
64	47	Tororo District	19	56	30	60	10	3	14	11	8	4
64	47	Kwania District	103	24	30	30	12	8	11	13	16	15
68	46	Zombo District	146	8	30	30	13	11	13	13	12	12
68	46	Masindi District	111	22	30	60	6	9	11	11	8	4
68	46	Nebbi Municipal Council	49	42	30	20	15	14	11	14	17	17
68	46	Kalungu District	81	31	30	50	9	7	8	10	10	11
68	46	Nebbi District	124	18	30	30	15	9	10	12	15	12
73	45	Kazo District	25	50	30	40	10	9	12	8	12	11
73	45	Yumbe District	75	32	30	30	11	9	8	12	16	16
73	45	Moyo District	88	29	30	50	4	11	6	5	19	9
73	45	Buyende District	111	22	30	50	8	8	12	11	7	8
73	45	Amolatar District	108	23	30	30	8	12	10	10	15	17
78	44	Nansana Municipal Council	114	21	30	50	9	8	11	12	7	6
78	44	Nakaseke District	132	14	30	60	9	7	11	12	5	3
78	44	Mitooma District	98	26	30	60	4	10	9	8	8	8
78	44	Kiruhura District	18	57	15	50	8	8	9	8	15	17
78	44	Kakumiro District	40	44	30	30	9	11	13	10	12	15
83	43	Bugiri Municipal Council	114	21	30	30	7	11	12	12	15	12
84	42	Kween District	81	31	30	40	8	6	12	11	9	12
84	42	Agago District	144	9	30	50	11	10	10	6	7	6
86	41	Bundibugyo District	68	34	15	50	8	8	9	9	10	17

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Health Minimum Conditions 2021		Health Performance Measures 2021					
					Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 15)	Human Resource Management and Development (Max. Score: 15)	Investment Management (Max. Score: 14)	Local Government Service Delivery Results (Max. Score: 14)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Performance Improvement (Max. Score: 18)
86	41	Katakwi District	75	32	30	30	11	13	10	11	13	8
86	41	Serere District	31	49	30	40	13	7	12	10	8	6
86	41	Otuke District	114	21	30	40	9	10	10	10	10	7
86	41	Rubirizi District	6	70	15	50	7	9	12	10	7	15
91	40	Bukedea District	57	39	30	40	10	11	11	7	10	6
91	40	Abim District	150	5	30	50	9	7	9	10	5	8
93	39	Hoima District	44	43	0	60	9	13	10	7	12	12
93	39	Alebtong District	139	11	15	40	11	10	11	11	12	13
93	39	Gomba District	88	29	30	40	13	11	9	9	7	4
93	39	Pader District	149	7	30	20	13	9	12	12	16	12
93	39	Njeru Municipal Council	84	30	30	20	13	11	12	12	18	8
93	39	Lamwo District	134	13	30	20	12	12	8	10	15	17
99	38	Rwampara District	108	23	30	30	7	9	9	13	9	14
99	38	Manafwa District	44	43	15	50	4	9	11	10	8	14
99	38	Karungu District	68	34	30	40	9	9	8	10	7	9
99	38	Kyankwanzi District	98	26	30	30	13	10	9	12	7	9
99	38	Kalaki District	121	19	30	30	10	11	10	9	12	8
99	38	Arua District	134	13	30	20	9	12	11	14	15	11
105	37	Lyantonde District	31	49	30	40	11	8	8	10	8	6
105	37	Bulambuli District	55	40	30	20	13	10	12	11	11	14
107	36	Ntungamo District	57	39	30	30	12	10	9	9	7	10
108	35	Nakapiririt District	121	19	30	40	11	7	8	10	8	4
109	34	Kisoro Municipal Council	53	41	30	30	12	7	10	12	5	9
109	34	Kamuli District	70	33	30	30	9	15	9	6	8	8
109	34	Amuria District	63	36	30	30	8	10	10	13	8	6
109	34	Wakiso District	37	48	0	70	3	12	10	9	10	3
109	34	Bushenyi-Ishaka Municipal Council	13	63	15	50	6	9	7	12	7	9

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Health Minimum Conditions 2021		Health Performance Measures 2021					
					Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 15)	Human Resource Management and Development (Max. Score: 15)	Investment Management (Max. Score: 14)	Local Government Service Delivery Results (Max. Score: 14)	Management, Monitoring and Supervision of Services (Max. Score: 20)	Performance Reporting and Improvement (Max. Score: 18)
109	34	Karenga District	150	5	30	30	11	2	13	10	13	5
115	33	Sheema District	44	43	15	70	4	4	10	10	5	4
116	32	Bukomansimbi District	128	16	30	40	9	9	8	10	3	5
117	31	Mityana Municipal Council	130	15	30	30	11	7	12	10	6	4
117	31	Koboko District	111	22	30	20	14	3	9	10	14	10
117	31	Bunyangabu District	75	32	30	30	0	9	9	11	9	12
117	31	Amudat District	139	11	30	20	11	10	9	12	12	6
121	30	Namisindwa District	128	16	30	20	6	7	12	12	8	12
121	30	Kalangala District	88	29	0	50	7	12	8	11	9	10
121	30	Kagadi District	25	50	0	50	7	11	6	8	14	11
124	29	Maroto District	88	29	30	10	10	10	14	10	14	11
124	29	Bullisa District	70	33	0	60	4	9	4	7	12	10
126	28	Kapelebyong District	70	33	15	30	14	8	11	9	11	6
127	27	Nabitak District	124	18	30	10	10	10	10	10	16	9
128	26	Rukiga District	114	21	15	30	7	9	7	12	13	8
128	26	Kyotera District	40	44	30	10	11	12	10	9	11	10
128	26	Butaleja District	88	29	30	30	8	2	12	13	4	3
128	26	Mayuge District	53	41	30	20	4	9	13	7	9	8
132	25	Makindye-Ssabagabo Municipal Council	63	36	30	0	15	12	12	13	20	9
133	24	Buvuma District	25	50	30	10	15	8	9	10	11	5
133	24	Kyegegwa District	88	29	0	40	5	11	9	11	13	8
135	23	Sironko District	103	24	30	20	10	0	11	10	9	5
135	23	Madi-Okollo District	153	0	30	0	15	10	11	10	15	13
135	23	Napak District	137	12	30	10	11	9	9	6	10	10
135	23	Obongi District	137	12	30	10	5	10	7	9	16	7
135	23	Kikuube District	124	18	30	10	9	6	9	8	14	8
140	22	Terego District	N/A	N/A	30	0	13	8	12	12	15	10
141	21	Mbale District	61	37	0	60	2	2	9	11	6	4

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Health Minimum Conditions 2021		Health Performance Measures 2021					
					Environment and Social Requirements (Max. Score: 30)	Human Resource Management and Development (Max. Score: 70)	Environment and Social Safeguards (Max. Score: 15)	Human Resource Management and Development (Max. Score: 19)	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 Improvement (Max. Score: 18)
141	21	Kabarole District	6	70	15	40	4	3	10	9	7	4
141	21	Nakasongola District	132	14	0	50	5	6	9	14	3	3
144	20	Mityana District	127	17	0	50	5	8	9	6	8	2
145	19	Buhweju District	114	21	15	20	3	9	10	10	9	10
146	18	Kitagwenda District	84	30	30	20	6	0	8	13	2	6
146	18	Iganga Municipal Council	146	8	30	0	7	11	10	12	10	8
146	18	Busia District	81	31	0	60	4	2	7	4	7	4
149	17	Kasese District	103	24	0	50	0	5	7	8	7	6
149	17	Luuka District	143	10	0	40	3	10	6	9	5	7
149	17	Kasanda District	55	40	30	10	9	6	8	8	4	5
152	16	Bukwo District	88	29	0	50	2	4	6	7	6	5
153	9	Ntoroko District	150	5	0	30	2	5	8	8	5	2
153	9	Sheema Municipal Council	97	27	15	0	10	8	11	9	10	8

Annex 5: Ranked Water and Environment Performance Assessment Results

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Water & Environment Minimum Conditions 2021		Water & Environment Performance Measures 2021					
					Environment and Social Requirements (max = 30)	Human Resource Management and Development (max=70)	Environment and Social Requirements (max=16)	Human Resource Management and Development (max=10)	Investment Management (max=28)	Local Government Service Delivery Results (max=16)	Management, Monitoring and Supervision of Services (max=20)	Performance Reporting and Performance Improvement (max=10)
1	80	Ibanda District	1	79	20	70	16	10	28	8	19	8
2	77	Mpigi District	2	76	20	70	16	10	28	6	17	8
3	75	Isingiro District	4	72	30	55	16	10	28	10	16	8
4	71	Wakiso District	34	48	20	70	13	7	28	8	15	8
5	70	Bulambuli District	5	67	30	55	14	8	22	12	18	8
6	68	Gulu District	95	26	30	55	16	4	28	7	17	8
7	67	Kazo District	11	61	30	55	16	7	28	4	16	8
7	67	Sembabule District	9	63	20	70	8	10	26	6	16	8
9	66	Omoro District	99	25	30	55	14	7	22	7	20	8
10	65	Dokolo District	121	17	30	45	16	7	26	10	20	8
10	65	Kabarole District	2	76	20	70	9	7	24	5	19	8
10	65	Mbarara District	15	59	20	55	14	10	28	12	14	8
13	63	Otuke District	64	36	30	55	11	10	22	10	13	8
14	60	Bugiri District	6	66	30	55	11	4	24	8	15	8
15	59	Pader District	67	34	30	45	13	4	28	9	17	8
15	59	Kaberamaido District	99	25	30	55	16	5	24	5	11	8
15	59	Kanungu District	91	27	30	60	5	7	20	10	15	8
18	57	Kiboga District	50	40	20	70	7	4	26	6	15	5
19	56	Mubende District	34	48	20	55	7	10	26	7	17	8
19	56	Kamuli District	60	37	20	55	8	7	26	8	17	8
19	56	Butambala District	55	39	30	45	9	10	24	7	16	8
22	55	Nebbi District	70	32	30	55	16	5	22	6	11	5
22	55	Alebftong District	119	18	30	55	14	7	20	10	11	3
22	55	Lamwo District	95	26	30	45	13	4	24	6	18	8
25	53	Karenga District	106	22	30	35	13	10	28	12	11	8
25	53	Pakwach District	67	34	30	35	16	5	24	10	18	8

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Water & Environment Minimum Conditions 2021		Water & Environment Performance Measures 2021					
					Environment and Social Requirements (max = 30)	Human Resource Management and Development (max=70)	Environment and Social Requirements (max=16)	Human Resource Management and Development (max=10)	Investment Management (max=28)	Local Government Service Delivery Results (max=16)	Management, Monitoring and Supervision of Services (max=20)	Performance Reporting and Performance Improvement (max=10)
27	52	Rakai District	19	57	20	70	7	7	22	4	15	3
27	52	Kiruhura District	28	50	10	55	16	7	28	8	13	8
27	52	Bushenyi District	21	55	20	45	13	10	24	7	18	8
30	51	Kakumiro District	27	51	20	45	16	7	22	10	15	8
31	50	Morofo District	23	54	30	30	13	10	26	9	18	8
31	50	Bududa District	7	65	20	50	13	0	28	7	16	8
31	50	Nwoya District	79	30	30	45	13	4	24	6	12	8
31	50	Kamwenge District	70	32	20	55	10	7	26	3	13	8
31	50	Bundibugyo District	28	50	20	55	13	5	26	4	11	8
31	50	Masindi District	34	48	30	55	14	7	18	7	8	5
31	50	Nakaseke District	130	8	20	50	6	8	26	6	17	8
38	49	Nakapiripirt District	50	40	20	45	16	7	20	8	17	8
38	49	Buhweju District	70	32	0	70	5	4	24	10	19	8
38	49	Rwampara District	91	27	20	60	5	5	20	11	12	8
38	49	Kwania District	82	29	30	35	13	4	24	9	17	8
38	49	Kibuku District	17	58	30	35	10	3	26	9	19	8
43	48	Kasanda District	74	31	20	45	11	7	26	6	16	8
43	48	Sheema District	46	43	10	60	5	10	28	9	8	8
45	47	Zombo District	82	29	30	35	16	2	20	7	20	8
45	47	Yumbe District	38	47	20	45	14	3	22	13	13	8
45	47	Butaleja District	41	44	30	35	7	3	26	10	19	8
45	47	Koboko District	82	29	30	45	14	5	22	3	14	5
45	47	Agago District	124	15	30	45	11	7	20	9	13	3
45	47	Sironko District	70	32	20	55	10	0	18	8	18	8
45	47	Buyende District	110	21	30	45	2	7	24	8	13	8
52	46	Rubanda District	11	61	20	45	13	7	20	9	14	8
52	46	Kalungu District	15	59	20	45	13	7	22	9	12	8

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Water & Environment Minimum Conditions 2021		Water & Environment Performance Measures 2021					
					Environment and Social Requirements (max = 30)	Human Resource Management and Development (max=70)	Environment and Social Requirements (max=16)	Human Resource Management and Development (max=10)	Investment Management (max=28)	Local Government Service Delivery Results (max=16)	Management, Monitoring and Supervision of Services (max=20)	Performance Reporting and Improvement (max=10)
52	46	Hoima District	41	44	30	35	11	10	24	7	15	3
55	45	Kotido District	55	39	20	55	13	2	20	5	12	8
55	45	Kisoro District	40	45	20	45	10	4	22	12	13	8
57	44	Kaabong District	106	22	30	30	14	7	22	9	14	8
58	42	Kole District	82	29	30	35	14	2	20	7	14	8
58	42	Kitgum District	60	37	30	35	9	4	22	6	16	8
58	42	Namayingo District	48	42	30	45	5	3	28	5	12	3
58	42	Moyo District	57	38	30	35	9	5	24	8	10	8
62	41	Kween District	82	29	20	50	7	2	20	9	13	8
62	41	Kayunga District	49	41	10	60	5	4	22	7	13	8
62	41	Buikwe District	21	55	30	35	6	4	22	9	14	8
62	41	Buvuma District	11	61	30	45	10	7	14	7	13	3
66	40	Amolatar District	64	36	30	35	13	2	20	6	13	8
66	40	Mukono District	95	26	30	25	11	4	24	13	13	8
66	40	Namutumba District	99	25	30	35	10	7	22	8	8	6
66	40	Tororo District	28	50	30	20	16	3	28	7	17	8
70	39	Pallisa District	88	28	20	45	13	3	20	7	11	6
70	39	Katakwi District	17	58	20	55	7	0	26	8	6	5
70	39	Adjumani District	121	17	20	55	3	4	24	8	8	5
73	38	Luwero District	88	28	0	60	5	10	24	6	11	8
73	38	Kalangala District	24	53	20	50	2	7	18	6	13	8
75	37	Kaliro District	60	37	30	25	3	10	26	8	15	6
75	37	Nabiatuk District	79	30	30	30	13	10	14	5	12	8
75	37	Kibaale District	91	27	20	45	6	4	24	5	10	8
75	37	Jinja District	41	44	30	35	5	7	18	6	13	8
75	37	Manafwa District	41	44	30	45	5	0	14	9	16	5
80	36	Mbale District	39	46	20	45	7	0	22	8	11	8

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Water & Environment Minimum Conditions 2021		Water & Environment Performance Measures 2021					
					Environment and Social Requirements (max = 30)	Human Resource Management and Development (max=70)	Environment and Social Requirements (max=16)	Human Resource Management and Development (max=10)	Investment Management (max=28)	Local Government Service Delivery Results (max=16)	Management, Monitoring and Supervision of Services (max=20)	Performance Reporting and Performance Improvement (max=10)
81	35	Lwengo District	50	40	20	35	8	3	24	9	12	8
81	35	Iganga District	103	23	30	30	5	7	20	8	10	8
81	35	Mityana District	106	22	0	50	6	10	28	5	12	8
81	35	Apac District	125	14	30	20	13	4	24	6	14	8
85	34	Maracha District	110	21	30	25	14	5	18	6	14	5
85	34	Kagadi District	74	31	20	35	11	4	22	8	9	8
85	34	Masaka District	10	62	20	30	16	7	20	5	12	8
85	34	Busia District	74	31	30	20	10	0	24	7	19	8
85	34	Rubirizi District	26	52	0	45	5	10	28	7	17	8
90	33	Kyankwanzi District	103	23	20	25	10	7	28	6	15	8
90	33	Serere District	24	53	20	55	8	0	14	8	9	5
90	33	Kyotera District	19	57	20	35	7	7	22	5	16	3
90	33	Budaka District	7	65	20	45	10	0	18	9	10	3
94	32	Kabale District	99	25	20	35	8	7	16	12	8	8
94	32	Gomba District	41	44	20	35	6	4	18	6	17	8
94	32	Bunyangabu District	46	43	10	50	5	5	18	5	13	8
94	32	Kasese District	127	12	0	70	5	4	18	6	8	5
94	32	Amuru District	82	29	30	15	9	4	20	10	20	8
94	32	Kapchorwa District	60	37	20	25	16	4	22	10	13	5
94	32	Arua District	130	8	30	20	12	5	18	11	14	3
101	30	Napak District	95	26	30	10	16	4	24	5	18	8
101	30	Bukwo District	88	28	20	55	2	0	16	5	9	8
101	30	Ntungamo District	110	21	20	35	2	7	16	8	13	8
104	29	Bugweri District	134	0	30	25	10	4	18	8	7	6
105	28	Kalaki District	110	21	20	35	7	3	18	6	12	5
105	28	Butebo District	11	61	20	35	7	0	20	5	13	6
105	28	Abim District	129	9	30	25	13	4	12	6	8	8
105	28	Mitooma District	67	34	20	20	13	7	18	8	15	8

Rank 2021	Score 2021	Vote	Rank 2020	Score 2020	Water & Environment Minimum Conditions 2021		Water & Environment Performance Measures 2021					
					Environment and Social Requirements (max = 30)	Human Resource Management and Development (max=70)	Environment and Social Requirements (max=16)	Human Resource Management and Development (max=10)	Investment Management (max=28)	Local Government Service Delivery Results (max=16)	Management, Monitoring and Supervision of Services (max=20)	Performance Reporting and Performance Improvement (max=10)
109	27	Mayuge District	50	40	30	45	3	4	8	6	12	3
110	26	Luuka District	128	11	20	35	3	4	22	7	6	6
110	26	Kiryandongo District	103	23	30	15	8	7	20	6	14	3
110	26	Kumi District	33	49	20	25	6	3	22	7	14	5
113	25	Lira District	74	31	30	25	5	4	18	9	8	2
113	25	Kikuube District	74	31	30	25	6	4	12	8	13	3
113	25	Bukomansimbi District	28	50	20	25	5	7	18	6	12	8
113	25	Kyegegwa District	57	38	20	45	2	2	16	4	6	8
113	25	Rukungiri District	64	36	20	15	7	4	24	10	17	8
118	24	Nakasongola District	118	19	0	35	8	2	26	11	13	8
119	23	Lyantonde District	91	27	20	25	5	2	16	8	18	3
119	23	Madi-Okollo District	133	5	30	20	13	0	12	6	10	5
121	22	Amudat District	115	20	20	20	13	0	16	5	13	8
121	22	Oyam District	115	20	10	35	5	4	22	8	6	3
121	22	Namisindwa District	110	21	20	20	8	0	14	10	14	8
124	20	Ngora District	28	50	20	25	7	0	14	6	12	5
125	19	Terego District	N/A	N/A	30	0	13	0	22	12	12	5
125	19	Kyenjojo District	50	40	0	40	8	2	14	6	9	8
127	17	Kitagwenda District	125	14	0	30	10	5	16	6	13	8
128	16	Obongi District	115	20	20	10	9	3	26	6	10	0
129	15	Kapelebyong District	57	38	10	25	10	0	16	7	7	3
130	11	Soroti District	79	30	20	0	10	2	22	6	10	5
130	11	Bukedea District	34	48	20	15	5	0	16	4	3	3
132	10	Ntoroko District	121	17	0	35	5	2	10	2	6	3
133	9	Rukiga District	132	7	10	15	3	4	12	7	6	3
134	6	Amuria District	119	18	20	10	3	0	10	8	0	0
135	2	Bulisa District	106	22	0	10	5	0	8	4	0	0

Annex 6: Ranked Micro-Scale Irrigation Assessment Results

Rank 2021	Score 2021	Vote Name	Rank 2020	Score 2020	Micro-Scale Irrigation Minimum Conditions		Micro-Scale Irrigation Performance Measures						
					Environment and Social Requirements (max. 30)	Human Resource Management and Development (max. 70)	Environment and Social Requirements (max. 06)	Environment and Social Safeguards (max. 06)	Human Resource Management and Development (max. 10)	Investment Management (max. 26)	Local Government Service Delivery Results (max. 16)	Monitoring and Supervision of Services (max. 22)	Performance Reporting and Performance Improvement (max. 10)
1	90	Sembabule District	8	17	30	70	5	6	10	23	16	18	8
2	83	Lwengo District	24	0	30	70	5	6	9	26	14	12	8
3	81	Mpigi District	24	0	30	70	6	0	10	19	15	18	10
4	80	Rakai District	10	16	30	70	2	2	9	21	15	18	10
5	79	Kamwenge District	3	29	30	70	6	6	10	17	11	18	8
5	79	Bufambala District	2	36	30	70	2	2	10	24	14	16	8
7	75	Kyenjojo District	20	6	30	70	3	6	8	20	11	16	8
8	74	Bukomansimbi District	24	0	30	70	0	6	9	14	15	18	9
9	71	Tororo District	1	57	30	70	3	2	6	19	13	17	8
10	70	Kyegegwa District	11	16	30	70	3	0	8	21	11	16	8
11	69	Rukungiri District	23	3	30	70	0	2	9	18	10	19	8
11	69	Nwoya District	14	12	30	70	2	4	6	18	13	14	9
11	69	Luwero District	16	10	30	70	3	2	7	24	8	14	8
14	64	Kamuli District	19	7	30	70	5	0	6	14	12	16	8
15	63	Mbale District	7	18	30	70	2	0	7	16	12	14	9
16	59	Kibaale District	18	8	30	70	2	0	7	18	10	14	6
17	57	Manafwa District	12	14	30	70	1	0	5	16	11	14	8
18	56	Bushenyi District	21	5	30	70	3	2	8	11	12	14	4
19	55	Luuka District	15	11	30	70	3	0	6	12	8	18	6
20	53	Ibanda District	5	20	0	70	6	2	6	20	12	18	8
21	49	Iganga District	24	0	30	70	3	0	7	11	7	12	7

Rank 2021	Score 2021	Vote Name	Rank 2020	Score 2020	Micro-Scale Irrigation Minimum Conditions		Micro-Scale Irrigation Performance Measures							
					Environment and Social Requirements (max. 30)	Human Resource Management and Development (max. 70)	Environment and Social Requirements (max. 06)	Environment and Social Safeguards (max. 06)	Human Resource Management and Development (max. 10)	Investment Management (max. 26)	Local Government Service Delivery Results (max. 16)	Management, Monitoring and Supervision of Services (max. 22)	Performance Reporting and Performance Improvement (max. 10)	
22	48	Mityana District	24	0	0	70	0	0	0	9	22	13	16	6
23	45	Jinja District	17	8	30	70	2	0	0	5	7	11	12	6
24	44	Wakiso District	24	0	0	70	4	0	0	9	15	10	14	8
25	40	Mayuge District	9	17	30	70	0	0	0	5	5	8	12	8
26	25	Kayunga District	13	13	30	0	5	1	1	10	24	14	18	8
27	24	Buikwe District	24	0	30	0	6	1	1	10	24	14	14	8
28	23	Masaka District	24	0	30	0	4	4	4	9	17	14	16	8
29	22	Omoro District	24	0	30	0	0	6	6	9	17	11	16	10
29	22	Nakaseke District	24	0	30	0	3	6	6	9	20	13	12	6
29	22	Kalungu District	24	0	30	0	1	4	4	9	17	15	14	9
32	20	Kitagwenda District	24	0	30	0	6	6	6	5	18	9	16	5
32	20	Mukono District	4	25	30	0	0	0	0	8	22	14	14	6
32	20	Kyotera District	24	0	30	0	3	0	0	7	17	12	16	9
35	19	Amuru District	24	0	30	0	2	0	0	0	22	10	18	9
36	18	Kapchorwa District	24	0	0	70	0	0	0	6	7	3	6	2
37	16	Bududa District	24	0	30	0	1	4	4	5	9	13	12	6
38	11	Ntungamo District	22	5	30	0	2	0	0	7	8	3	10	4
39	0	Sironko District	24	0	0	0	0	0	0	6	7	5	8	4
39	0	Mubende District	6	18	0	0	4	2	2	9	23	11	14	8



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