## LOCAL GOVERNMENT MANAGEMENT OF SERVICE DELIVERY (LGMSD)



## **2024 RESULTS**









### **Masindi District**



#### **Presentation Outline**

Overview of the LGMSD 2024
Performance Assessment Process

O2 Changes in the Assessment Manual

Highlights of results from the LGMSD 2024 HLG Assessment

Impact of the assessment results & Next steps

Detailed Review of the Masindi DLG LGMSD 2024 report

# Background

#### **Aim of IGFT Reforms:**

 To increase <u>adequacy</u>, and improve <u>equity</u> & <u>efficiency</u> of LG financing for effective service delivery

> Intergovernmental Fiscal Transfer Reforms (IGFTR) started in FY 2015/16



Manual revised in 2024; to focus on Outcome/Result and Investment Management
Performance Assessment

Manual revised in 2020; refocused as the LGMSD Performance Assessment

(LGPA) revived in 2017.

# LGMSD PA Goal & Objectives

#### **GOAL**:

To promote effective behavior, systems and procedures in order to improve Local Governments' Administration and Service Delivery.





#### **OBJECTIVE 01:**

Incentivize and promote good practice in administration, resource management, accountability and Service Delivery



#### **OBJECTIVE 02:**

Identification of Local Government functional capacity gaps and needs for performance improvement



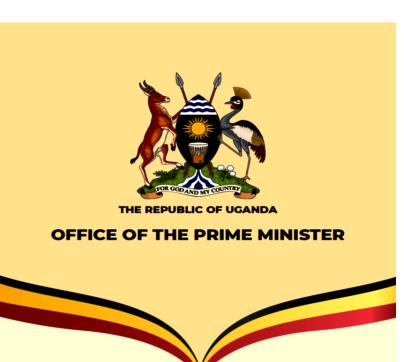
#### **OBJECTIVE 03:**

Contribute to general Monitoring and Evaluation system in Local Governments for making management decisions

# LGMSD PA Scope and Methodology

LGM3D PA 3cope and Methodology									
Level	Scope	No. Assessed	Assessed Areas	Assessment Methodology					
HLG (Level 2)	District Local Gov'ts  Cities  Municipal Councils	135 10 31	Infrastructure assets, Education, Health, Water & Sanitation, Micro-Scale Irrigation and Production	Independent Assessment & IVA firms					
LLGs (Level 3)	All Sub-Counties, Town Councils & Municipal & City Divisions (except KCCA)	2,125	PDM Structures, Planning & Budgeting, OSR, HRM, PHC services, Primary Education, Production, etc	LG Staff & Assessment firms					
Facilities (Level 3)	All Local Governments	176	Primary Schools and Health Facilities (HC IIIs and IVs)	LG Staff & Assessment firms					
CG (Level 1)	Line MDAs (OPM, MoFPED, MoLG, MoES, MoH, MoWE, MAAIF, MoWT, OAG, PPDA & NEMA)	11	Disbursement Linked Indicators by the World Bank	IVA firm					

# Highlights of changes in the manual



#### **LOCAL GOVERNMENT**

MANAGEMENT OF SERVICE DELIVERY PERFORMANCE ASSESSMENT MANUAL

SEPTEMBER 2024

#### **Guiding principle:**

Incentivize delivery of quality & usable visible outputs; as well as delivering quality, accessible and efficient service outcomes under Education, Health, Water & Sanitation, MSI and Production

#### Focus of amendments:

- More emphasis on outcomes/results for both services and assets
- Reducing number of indicators to give them more weight
- Process indicators are only those with great impact on services
- Graduating indicators that were consistently met by all LGs
- Raising the bar Forfeiture principle on indicator scores
- More objective and comprehensive assessment approach
  - Period spent in each LG (3 days instead of 2)
  - Expanded scope of sampling and field verification
  - Grievance handling module introduced on OPAMS

## Changes in Assessment structure

#### 2020 Assessment Manual

#### Minimum Conditions:

- Seen as core performance indicators
- Focused on key bottlenecks for service delivery and safeguards management.
- <sup>-</sup> Max Score: 100

#### Performance Measures:

- Departmental assessments
- Used to evaluate service delivery
- Max Score, 100

#### **New Assessment Manual 2024**

- Outcome/Result (Max Score. 40)
  - Quality
  - Usable
  - Access
  - Efficiency
- Investment Management Process (Max Score. 60)
  - Human Resource
  - Planning and Budgeting
  - Procurement
  - Contract Management
  - Management and functionality of amenities
  - Effective Mobilisation & Management of financial resources
  - Environment and Social Safeguards
  - Transparency, Oversight and Support

# LGMSD Level 2 Assessment Framework



#### **Objective:**

Incentivise LGs to deliver quality/usable infrastructure & services



#### **Assessor:**

Contracted
Assessment & IVA
Firms



#### **Data collection method:**

Secondary data, Document review, Klls & Field verification (Oct – Dec)



#### **Quality Assurance:**

Task Force Spot-checks on LGs with Grievances and/or outlier scores

#### Impact of results on HLG Development Grants



#### Infrastructure

Size of all Devt Grants (DDEG, Educ, Health, Water & MSI)



#### Education

Size of Educ
Devt Grant
(and later, Educ
Mngt Services
Grant)



#### Health

Size of Health
Devt Grant (and
later, Health
Mngt Services
Grant)



#### Water & San

Size of Water
Devt Grant
(and later,
Rural Water
Recurr. Grant)



#### MSI

Size of MSI Grant



#### **Production**

Later, size of Production/Ext ension Grant

Score distribution across Assessment Areas										
Service Outcome Area	Visible Outputs/ Infrastructure Projects (Score: 100)	Education (Score: 100)	Health (Score: 100)	Water (Score: 100)	MSI (Score: 100)					
	•	•	•	•	-					
Quality	30	8	12	10	10					
Usability	10									
Access		20	22	20	20					
Efficiency		12	6	10	10					

Human Resource

Procurement

of amenities

Safeguards

support

Planning & budgeting

Contract management

of financial resources

Environmental and Social

Transparency, oversight and

Management & functionality

Mobilization & Management

**Production** 

(Score: 100)

## **Key Activities**



# Raising awareness (July – Sept 2024)

- Distributed Manual
- OPM circular/letter
- Orientation: MDAs, LGs
- Training of Assessors
- Publication of schedule

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#### Data collection (Sept — Dec 2024)

- Standardized checklists
- Secondary data: MDAs
- Entry & Exit meetings
- Klls with HoDs
- Field work: Sampling

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# Reports from Firms (Oct – Dec 2024)

- Internal quality control at firm level
- Upload onto OPAMS
- Validation by Task Force

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#### Grievance Redress (Oct 2024 – Jan 2025)

- LGs review Draft reports
- Grievances raised within five days
- IVA & OPM review
- Assessors review reports

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# Quality assurance (Oct – Dec 2024)

- LG PA TF spot checks
- Upload on OPAMS
- Firms address issues
- OPM validates: 10 days

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# Final Approval (Feb 2025)

- Regional Synthesis & Process Reports
- National Synthesis Report by OPM
- Presentation to FDTC

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#### Use of Results (Feb – May 2025)

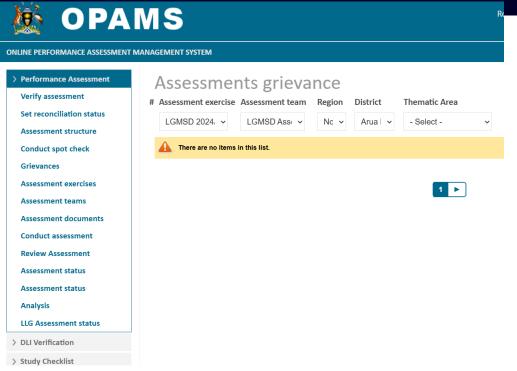
- Results inform allocation of Devt Grants before issuance of BCC2 (in February)
- Developing PIPs

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# Dissemination (June - July 2025)

- National level dissemination
- Dissemination to LGs (Political leaders, RDCs & LLG AOs)

## **Grievance Redress**



- LGs reviewed their draft reports on OPAMS and raised grievances (where any) within five days.
- IVA reviewed issues and recommended Assessor action
- OPM considered recommendation and guided Assessor
- Assessors took action and resubmitted report on OPAMS

#### LGs that raised grievances:

Sheema, Rwampara, Kanungu, Kamwenge, Adjumani, Agago, Kole, Kwania, Nakapiripirit, Nwoya, Omoro, Terego, Bududa, Busia, Luwero and Municipal Councils of Mityana and Mubende respectively.

OPM recommendation

#### **Grievances raised & Action taken:**

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• •		
1.		
2.		
3.		
4.		

IVA recommendation

# Computation of Composite Scores – LGMSD 2024

 Composite scores for Education, Health, Water & Sanitation, MSI and Production are impacted by the score under Infrastructure assets

#### (A) For Education, Health, Water & Sanitation, MSI and Production:

Composite score = Average of Performance Area Score & Infrastructure Assets Score

#### (B) For Water & Sanitation:

Composite score = (0.6 x Performance Area Score) + (0.4 x Infrastructure Assets Score)

#### (C) For Overall LG Score:

Overall LG Score = Average of Composite Scores for the 6 Performance Areas

		COMPUTATION OF FINAL LOCAL GOVERNMENT SCORES										
	OPAMS SCORES					FINAL SCORES IN REPORT						
	Water &								Water &			
	Infrastructure	Education	Health	Sanitation	MSI	Production	Infrastructure	Education	Health	Sanitation	MSI	Production
	Assets	Services	Services	Services	Services	Services	Assets	Services	Services	Services	Services	Services
								Average	Average	Sum	Average	Average
Formula:	Y1	<b>X1</b>	X2	Х3	X4	X5	Y1	(Y1,X1)	(Y1,X2)	(0.4*Y1,0.6*X3)	(Y1,X4)	(Y1,X5)
Arua DLG	68	52	57	93	67	72	68	60	62.5	83	67.5	70
Arua City	62	76	63	N/A	N/A	84	62	69	62.5	N/A	N/A	73

## Grant allocation based on results – LGMSD 2024

Grant	Formula (%)	Infrastructure Projects (%)	(%)	(%)	(%)	M3I (%)	(%)
District DDEG - LG Grant	50%	50%					
Municipal DDEG (Non- USMID)	50%	50%					
Educ Devt (Formerly SFG)		50%	50%				
Health Devt Grant		50%		50%			
Rural Water & Sanitation Sub-grant	50%	20%			30%		
MSI Grant	25%	75%					

Visible Outputs/ Education

#### Note: Amendment to allocation criteria

- Under Education, 100% of the grant was allocated using the LGMSD results; rather than the 50% Basic Formula, 50% Performance results (as per the manual)
- Under MSI, 25% of the Grant was based on Basic formula, and 75% based on primarily on the number of installations within each district (2025/26 focuses on the sustainability of the investments established under UgIFT-I)

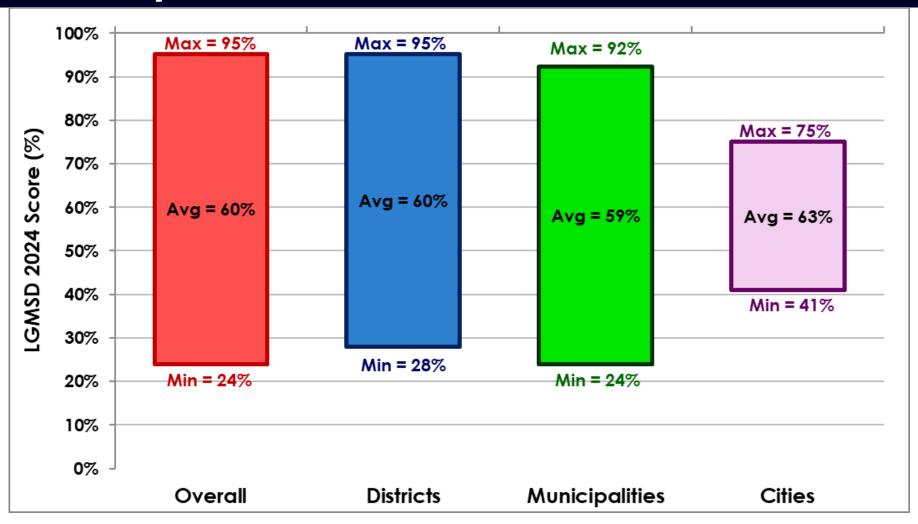
## Trends in performance (last 2 Yrs) – Masindi DLG

		LGMS	D Score	LGMSD Rank			
No.	Area of Assessment	2023	2024	2023	2024	Trend based on Ranking	
1.	Overall Score & Ranking	37%	63.87%	159	73		
2.	Visible Outputs/Infrastructure (LG 2023 ranking based on "Crosscutting"	54%	66.00%	64	50		
3.	Education Service Outcome	20%	76.00%	169	25		
4.	Health Service Outcome	35%	47.00%	139	132		
5.	*Water Service Outcome	59%	67.20%	62	62		
6.	*Micro-Scale Irrigation	16%	58.50%	121	68		
7.	Production Service Outcome	N/A	68.50%	N/A	59		

<sup>\*</sup>MSI Ranked results for 135 DLGs

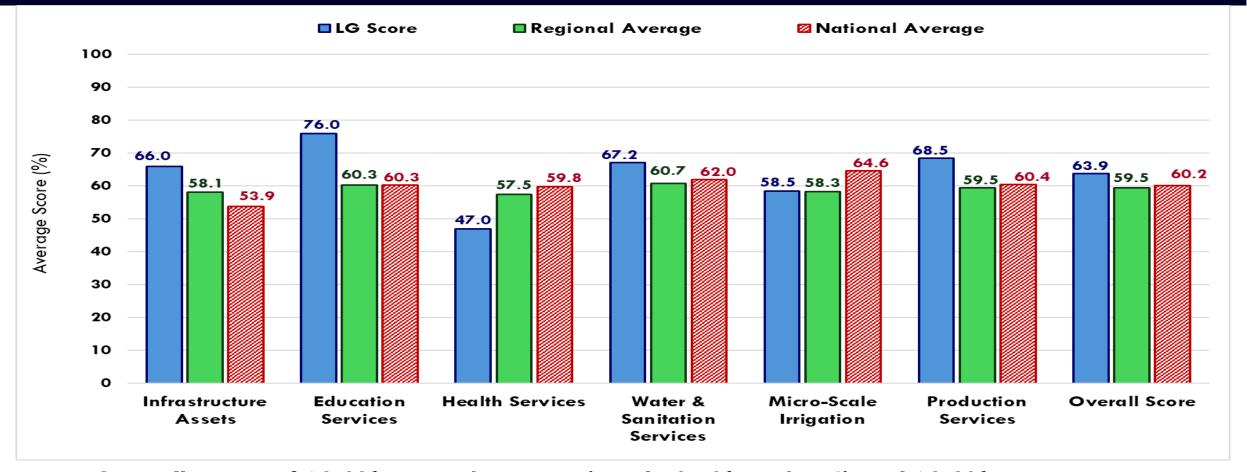
\*WSO Ranked results for 135 DLGs

## National Polarity of scores across all LGs



- Notably wide variance in scores between best and worst DLG
- DLG's score of 63.87% was above the Districts average but far below the top score of 95%.

## Masindi DLG 2024 performance by Assessment area



- Overall score of 63.9%, was above regional 59.5% and national 60.2% averages.
- Notable performance was registered in Education Services (76.0%) as highest score among thematic areas.
- Health Services(47.0%) was significantly below averages of both regional(57.5%) and national(59.8%) respectively and lowest thematic area delivered on by the LG.

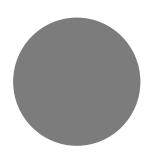
# LGMSDA impact on Grant allocations (2025/26)

REFER to the excel sheet from MOFPED

# Next steps



Hold Joint Political-Technical meeting to review (in detail) the Masindi DLG 2024 report



Review of LLG
Assessment Manual



HLGs develop & implement PIPs for LLGs & Facilities



Start preparations for 2025 LLG assessment



Line MDAs develop and implement specific PIPs

# Web access to LGMSD 2024 reports

Detailed HLG reports can be accessed on the Online Performance Assessment System (OPAMS).

Web address: <a href="https://opams.opm.go.ug/login">https://opams.opm.go.ug/login</a>

## Login details:

Username: Lgmsdguest@opams.opm.go.ug

Password: OPMGuest@2024

Select "Performance Assessment" → Select "Region" → Select "District" → Click on the PDF icon

# Thank You!