THE REPUBLIC OF UGANDA

LOCAL GOVERNMENT PERFORMANCE ASSESSMENT
Conducted from August-December 2018
NATIONAL SYNTHESIS REPORT

May 2019

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Acronyms/Abbreviations

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

MDAs	Ministries Departments and Agencies
M&E	Monitoring and Evaluation
MIS	Management Information System
MoLHUD	Ministry of Lands Housing and Urban Development
MoFPED	Ministry of Finance, Planning and Economic Development
MoES	Ministry of Education and Sports
MoH	Ministry of Health
MoLG	Ministry of Local Government
MoWE	Ministry of Water and Environment
MoPS	Ministry of Public Service
MTEF	Medium-Term Expenditure Framework
NDP	National Development Plan
NMS	National Medical Stores
NPA	National Planning Authority
NWR	Non-wage Recurrent
OAG	Office of the Auditor General
OBT	Output Budgeting Tool
O&M	Operation and Maintenance
OPAMS	On-line Performance Assessment Management System
OPM	Office of the Prime Minister
OSR	Own Source Revenue
OTIMs	Online Transfer Information Management System
PAC	Public Accounts Committee
PBS	Programme Budgeting System
PDU	Procurement and Disposal Unit
PEAP	Poverty Eradication Action Plan
PFM	Public Finance Management
PFMA	Public Finance Management and Accountability Act
PforR	Program for Results
PHC	Primary Health Care
PIP	Performance Improvement Plan
PMs	Performance Measures
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
SMC	School Management Committee
TEC	Technical Evaluation Committee
TPC	Technical Planning Committee
TOR	Terms of Reference
TSU	Technical Support Unit
UBOS	Uganda Bureau of Statistics
USMID	Uganda Support to Municipal Infrastructure Development
WB	World Bank
WSCs	Water and Sanitation Committees
WSS	Water Supply and Sanitation

Foreword

OPM to generate

Executive Summary

Introduction

This Report presents the synthesized results from Local Government Performance Assessment (LG PA) conducted from August -December 2018[1]. The LG PA, is the second edition under the new framework of theIntergovernmental Fiscal Transfer Reforms (IGFTR) introduced by Government to increase the adequacy, improve equity and ensure efficiency of LG financing. To enhance efficiency, a Local Government Performance Assessment System was developed in a collaborative way, spearheaded by the Office of the Prime Minister with involvement of all the relevant Ministries, Departments and Agencies (MDAs) and Local Governments (LGs). The objectives of the LG PA system are to:

a) Provide incentives to promote good practices in administration, resource management, accountability and service delivery, through rewarding and sanctioning good and bad performance practices respectively;
b) Contribute to the identification of LG functional gaps and needs to serve as a major input in the performance improvement (institutional strengthening) plans and strategies by the LGs a well as MDAs;
c) Contribute to the general LG Monitoring and Evaluation (M&E) system. The LG PA process and results will provide: i) information to LGs to use and make 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 assessments and M&E systems.

The LG PA System has three dimensions: (i) accountability and budget requirements; (ii) crosscutting and sector functional processes and systems for LGs; and (iii) service delivery results[2]. This assessment focused on part of dimension (i) compliance with the accountability requirements and dimension ii) functional processes and systems of importance to LGs for efficiency in service delivery, addressing four assessments: a) cross-cutting issues, b) Education, c) Health and d) Water processes and systems. Within each of these four assessments, seven (7) thematic areas were identified, as well as a set of specific performance measures. Finally, a set of more detailed indicators linked to the overall measures has been elaborated with clear and objective measures for performance.

The general assessment was conducted in 144 of the 162 LG Votes (District and Municipal Local Governments) that were operational in FY 2017/18. In addition to this, 18 MLGs Votes were assessed under the Uganda Support to Municipal Infrastructure Development (USMID) Program in terms of the indicators for Education and Health, but these results are presented in a separate report, and not incorporated in this assessment (due to varying timing of the assessments).

Whereas the general Local Government Performance Assessment in 2018 (named FY 2018/19 LG PA) covered **144 LGs**, the analysis with **comparison** of results with LG PA FY 2017/18 results

[1] The audit results for audit of FY 2017/18 were incorporated as the last part of the LG PA in January 2019.
[2] The system for assessing service delivery results in schools and health facilities is being developed and will focus on processes and outputs at this level.

only focuses on **138 LGs**, of which 115 are districts and 23 are MLGs that these were fully operational in FY 2017/18.

The exercise was conducted by four companies Continental, Promote, Radix and UPIMAC,contracted by OPM and with quality assurance from the company SNG. The process was closely monitored by the LG PA Task Force through spot checks in 40 LGs. The results will be used to, among others: inform the appointment of LG Accounting Officers for FY 2019/20, the allocations of development grants for FY 2019/20 and to inform the Government Annual Performance Report FY 2018/19. Furthermore, as per the first LG PA, the results will be used to develop initiatives to address identified weak areas at both the LG and MDA levels spearheded by MoLG.

Overview of the LG PA Results

Summary of the Key Findings
The overall key findings from the assessment are presented below. The details are presented in the main report (Chapter 3) and in LG specific reports (which are up-loaded and accessible in OPAMS: http://budget.go.ug/LGPAs

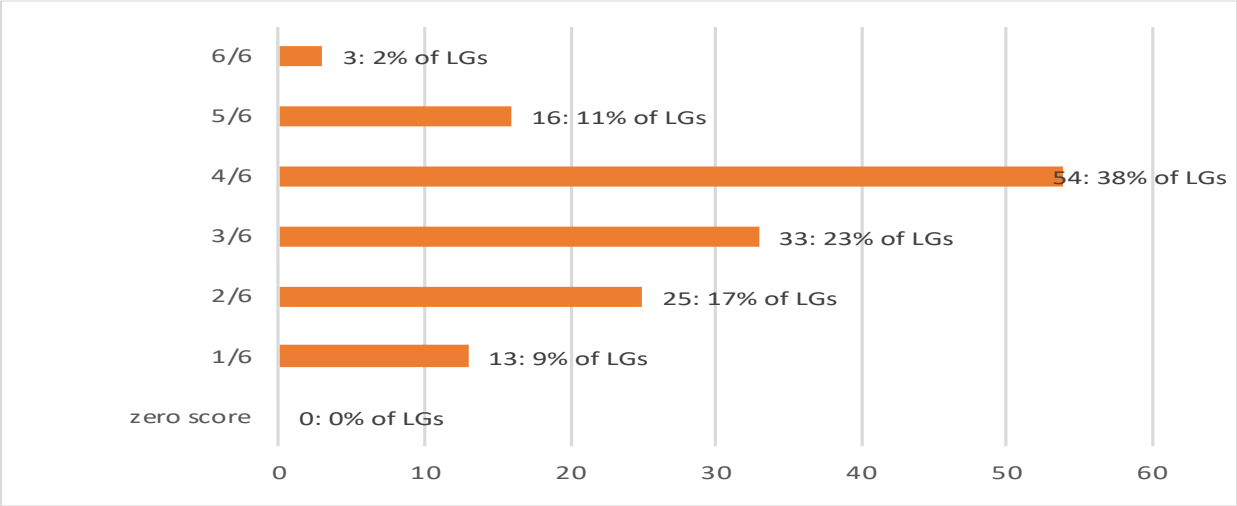
Compliance to Accountability requirements

To ensure that LGs have basic safeguards for proper management of resources in place, there are six accountability requirements related to submission of performance contract (budget, procurement plan), performance reports and audit opinion. This assessment showed that timely compliance with the core accountability requirement persists to be a challenge for most LGs, see the summary figure below.

Only 3 (Mityana District, Ngora District and Nansana MLG) of the 144 LGs complied with all the 6 requirements (2%), whereas the most common achievement rate was 4 and 3 out of the 6 requirements with 54 districts and 33 MLGs respectivelyThe lowest achievement level was compliance with only 1 requirement, which was the case for 13 LGs. As shown in Chapter 3, further analysis revealed, that most LGs were only a few weeks late with submission of core accountability requirements, and very few did not submit these at all.

Please also refer to Annex 2 for a full overview.

Figure 1 Compliance of all LGs to Accountability Requirements – number of LGs complying[3]



N= 144.

Table 1 Overview of Compliance with the accountability requirements

Accountability Requirement	Number of LGs that complied	Number of LGs that did not comply
1. Submission of performance contract on time	101	43
2. Submission of budget including procurement plan on time	100	44
3. Submission of annual budget performance report for previous FY on time	25	119
4. Submission of all quarterly budget performance reports	9	135
5. Implementation of Internal and external auditor findings from previous FY	97	47
6. LG audit opinion is neither adverse nor disclaimer	144	0

Overview of the performance scores

The average performance for all LGs in **each of the 4** assessments was: 62% (improved from 56 % in the first LG PA)[4] for the cross-cutting performance measures, 65% for education (improved from 56 % in the first LG PA, 66% for health (improved from 53% in the first LG PA and 67% for water (improved from 59% in the first LG PA. For the average combined score the improvement was from 56 % to 65 %. For all assessments, most of the LGs were in the range of 40-70 points out of the maximum obtainable level of 100 points. However, there were a few outliers.

There were LGs in all regions across the country with good and poor performance in each of the 4 areas assesed. This indicates that Local Governmets have the potential to improve

[3] For the USMID MLGs (18), the accountability requirements were not reviewed, as these are covered by program specific minimum conditions.

[4] This means that on average LGs obtained 62 points out of 100 maximum points for this assessment.

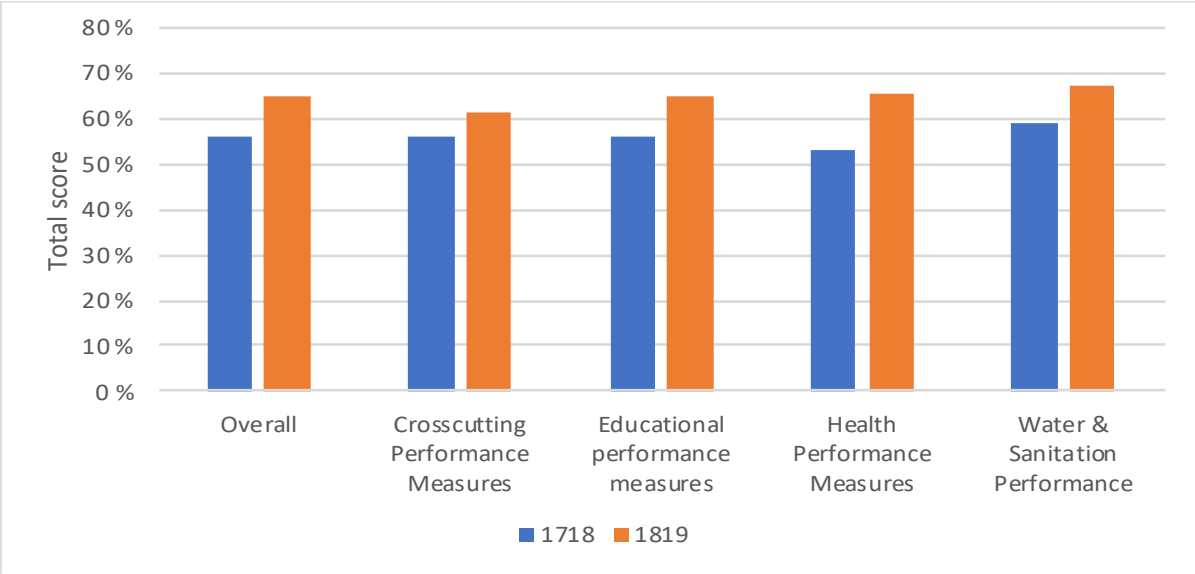
performance despite the current work conditions provided good management and incentives are availed.

Please refer to Section 8 in the main report for an overview of the performance measures with strongest and weakest results.

Whereas some of the basic systems are in place at the local level such as operations of the councils, basic planning and budgeting systems, public service commissions, among others there are several operational and implementation challenges and bottlenecks in many of the LGs – in districts as well as in MLGs.

As seen in the figure below, performance has improved in all 4 assessments from the first LG PA in FY 2017/18 to the second LG PA in FY 2018/19.

Figure 2 Overall Results and Comparision between FY 2017/18 and FY 2018/19



N = 144

Table 2 Table with development trend in performance of LGs

Performance Area	Score in % (of max)	Score in % (of max)
	2017/18	**2018/19**
Overall for all the 4 assessments	56%	65%
Crosscutting Performance Measures	56%	62%
Educational performance measures	56%	65%
Health Performance Measures	53%	66%
Water & Sanitation Performance	59%	67%

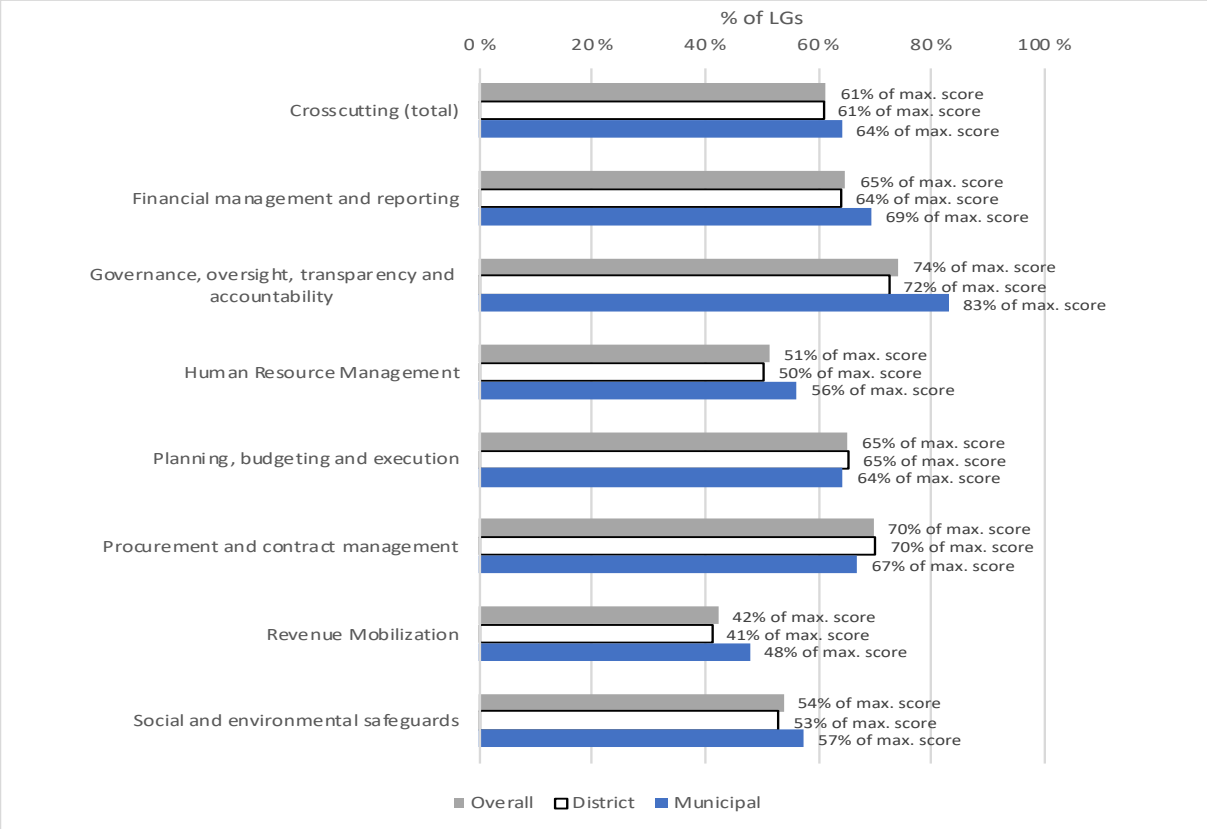
N= 144.

The comparisons between the previous and the new assessment shows that many LGs have managed quickly to change in the overall performance and in the relative ranking of performance. All the LGs which have undergone support under the performance

improvement plan have improved significantly, which is encouraging for the future support to the weaker LGs.

Cross-Cutting Performance – Key Results

Figure 3 Summary Results for Cross-Cutting FY 2018/19



N= 144.

Table 3 The Bottom 5 Performance Indicators for Cross-Cutting - FY 2018/19

Bottom 5		
1	3 %	LG has filled all Heads of Department positions substantively
2	5 %	100% of the staff that retired during the previous FY have accessed the pension payroll not later than two months after retirement
3	6 %	Consistency of Infrastruture Investments with the approved Physical Development Plan
4	12 %	LG has clearly labelled all works projects for the current FY
5	23 %	Action Area Plan prepared for the previous FY

The table below shows the trends in the worst performing indicator from last assessment in FY 2017/18 to FY 2018/19. All the worst performing cross-cutting indicators have shown improvement except for access to the pension payroll not later than two months after retirement, and with the LGs filling all HoDs remaining the lowest performing indicators.

Table 4 Trend in the Worst Performing Performance Indicators in FY 2017/18

Worst performing area in LG PA (2017/18)	Performance indicator	Performance in FY 2017/18	Performance in FY 2018/19
1	LG has filled all Heads of Department positions substantively	2 % (3 LGs)[5]	3% (5 LGs)[6]
2	100% of the staff that retired during the previous FY have accessed the pension payroll not later than two months after retirement	9% (12 LGs)	5% (7LGs)
3	LG has clearly labelled all works projects for the current FY	7 % (9LGs)	12% (17LGs)
4	Evidence that all projects are implemented on land where LGs have proper ownership (e.g. land title, agreements etc.)	25 % (34 LGs)	47% (67 LGs)
5	Functional physical planning committee in place that considers new investments on time	27 % (37 LGs)	62% (97 LGs)

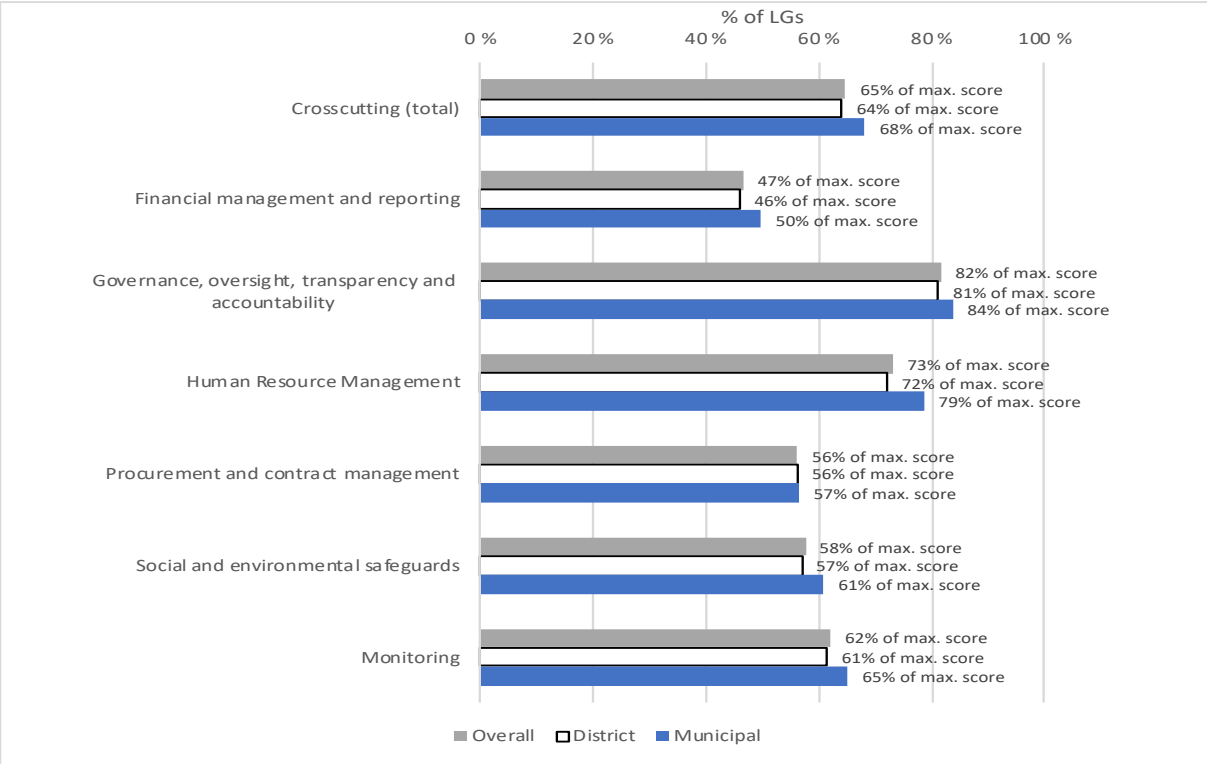
Note: In the detailed report, an attempt is made to explain the main causes of this trend.

Education - Key Results

The table below summarises the performance scores in **Education**, overall as well as per thematic areas.

[5] These were Kalangala, Kiboga and Mayuge districts.
[6] There were Hoima, Kanungu, Mbarara, Mityana districts and Mukono MLG.

Figure 5 Summary Results for Education FY 2018/19



N= 144.

Table 4 Worst Performing Performance Indicators in FY 2018/19 in the Education Area

Rank	% of Max Score	Performance indicator
1	26 %	Timely submission of Annual and Quarterly Performance Reports
2	32 %	Follow up on internal audit recommendations for the previous FY
3	35 %	Accurate/consistent data on school enrollment submitted
4	37 %	Control of sites to check mitigation compliance
5	47 %	Infrastructure projects are screened before approval and mitigation planned

Table 5 Trend in the Worst Performing Performance Indicators in FY 2017/18 & FY 2018/19 in Education

Worst performing area in Last LG PA (2017/18)	Performance indicator	Performance in FY 2017/18	Performance in FY 2018/19
1	Evidence that the sector has provided information to the internal audit on the status of the implementation of all audit findings for the previous FY	7%	32%
2	Evidence that the department submitted annual performance	17%	26%

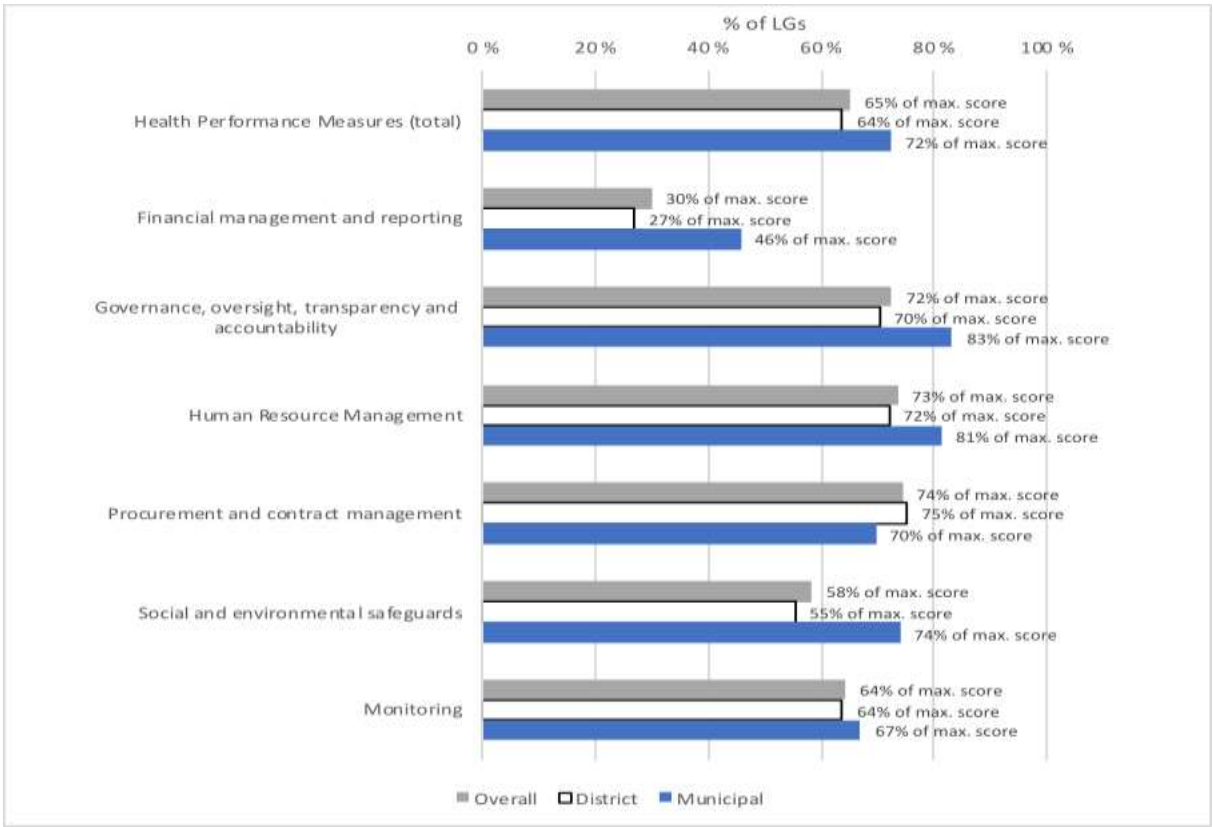
Worst performing area in Last LG PA (2017/18)	Performance indicator	Performance in FY 2017/18	Performance in FY 2018/19
	report for previous FY (with availability of all four quarters) to the planner by Mid July for consolidation		
3	Financial management and reporting for education	22%	94%
4	Evidence that LG Education Department appraised head teachers during prevous FY	25%	55%*
5	Evidence that LG has filled the structure for primary teachers with wage bill provision	30%	65%

*Note: Calculated from the scores obtained /maximum obtainable scores (as this indicator is calibrated)

Health – Key Results

The table below summarises the performance scores in Health, overall as well as per thematic areas.

Figure 5 Summary Results for Health FY 2018/19



N= 144.

Table 6 Worst 5 Performing Performance Indicators in FY 2018/19 in Health

Bottom 5		
1	25 %	Timely submission of Annual and Quarterly Performance Reports
2	35 %	Follow up on internal audit recommendations for the previous FY
3	37 %	Control of sites to check mitigation compliance
4	38 %	Guidance on how to manage sanitation for men, women; boys and girls
5	41 %	DHO/ MHO has communicated all guidance by the national level in the previous FY to health facilities

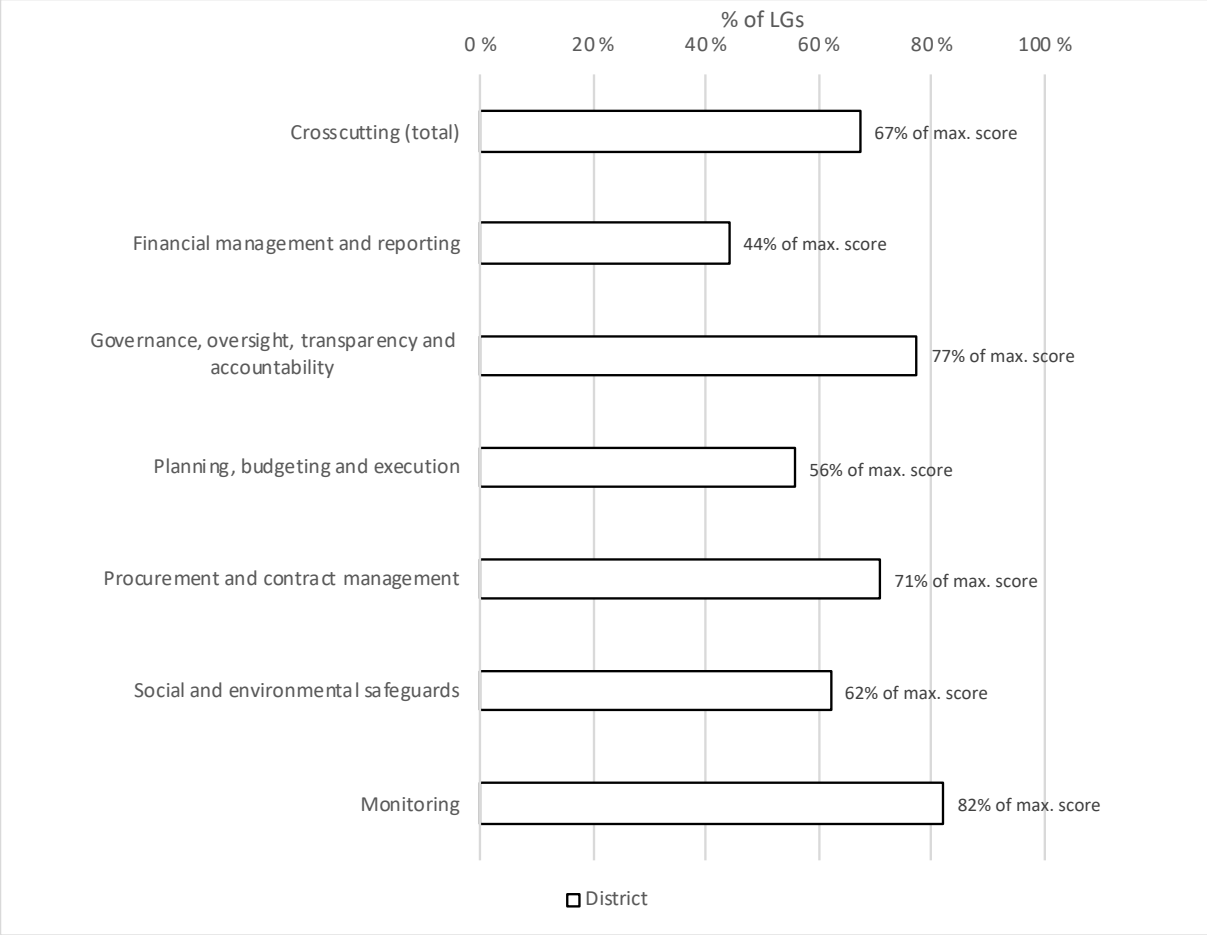
Table 7 Trend in the Worst Performing Performance Indicators in FY 2017/18 in Health

Worst performing area in Last LG PA (2017/18)	Performance indicator	Performance in FY 2017/18	Performance in FY 2018/19
1	Evidence that the sector has provided information to the internal audit on the status of implementation of all audit findings for the previous FY	7%	35%
2	Evidence that the department submitted the annual performance report for the previous year (including all four quarterly reports) to the planner by Mid – July for consolidation	12%	25%
3	Evidence that the LG has issued guidelines how to manage sanitation in the health facilities including separating facilities for men and women	12%	41%
4	Evidence that health facilities have been supervised by HSD and reports produced	26%	60%
5	Evidence that the DHO has helt meetings with the facilities in charge and among others explained the guidelines, policies, circulars issued by the national level	30%	51%

Water - Key Results

The table below summarises the performance scores in Water, overall as well as per thematic areas.

Figure 6 Summary Results for Water FY 2018/19



N= 121. Note that water assessment was only conducted in districts LGs

Table 8 Worst 5 Performing Performance Indicators in FY 2018/19 in Water

Bottom 5 Performance Indicators		
1	35 %	Timely submission of quarterly and Annual performance reports to the Planner
2	35 %	Targeting of sub- counties with safe water coverage below the district average in the budget for the current FY
3	47 %	Timely submission of procurement input
4	53 %	Environmental concerns followed up
5	53 %	Follow up on internal audit recommendations for the previous FY

The table below shows the trends in the worst performing indicators from the assessment conducted in FY 2017/18 to the one conducted in FY 2018/19. There is significant improvement in all the 5 performance indicators and alsoseveral indicators with more than 100% improvement.

Table 9 Overview of the development in the worst performing indicators from FY 2017/18 to FY 2018/19 in Water

Worst performing performance indicators	**Performance indicator**	**Performance in FY 2017/18**	**Performance in FY 2018/19**
1	Evidence that the sector has provided information to the internal audit on the status of the implementation of all audit findings for the previous FY	11 %	33%
2	The department submitted annual performance reports for the previous FY (including all four quarterly reports) to the planning by mid July for consolidation	19%	35%
3	There has been follow-up supported provided in case of an unacceptable environmental concern in the previous FY	27%	53%
4	The sector has submitted procurement requests to the PDU that cover all investment items in the approved sector annual work-plan and budget on time (by April 30)	36%	47%
5	Environmental screening as per template for all projects (where EIA's was required) were conducted for all WSS projects and reports are in place	37%	60%

Ranking and trends

The table below shows the LGs with the highest score in FY 2018/19.

Table 10 Highest performing LGs in 2018/19

Rank 18/19	Vote	Score 18/19
1	Bukedea District	82
1=	Adjumani District	82
3	Kumi District	81
4	Butambala District	80
5	Buikwe District	80
6	Apac Municipal Council	80
7	Ngora District	79
7=	Ibanda District	79
9	Njeru Municipal Council	79
9=	Kira Municipal Council	79

*Top performers (average 4/3 sectors)

The table below shows the LGs with the **lowest scores** across the assessment areas combined.

Table 11 The lowest performing LGs 2018/19

Rank 18/19	Vote	Score 18/19
135	Ntungamo District	45
136	Bukwo District	44
137	Abim District	43
138	Amudat District	42
139	Namisindwa District	42
140	Kapchorwa Municipal Council	42
141	Kitgum District	40
142	Buliisa District	39
143	Kotido Municipal Council	36
144	Rubanda District	36

The table below shows the LGs with the **highest improvement** from the assessment in FY 2017/18 to FY 2018/19.

Table 12 LGs with the highest improved average score between 2017/18 and 2018/19

Improvement Rank 18/19	Vote	Average combined Score 17/18	Average combined Score 18/19	Improvement (average points)
1	**Bukedea District**	**31**	**82**	**51**
2	**Ngora District**	**30**	**79**	**49**
3	**Kumi Municipal Council**	**28**	**74**	**46**
4	Njeru Municipal Council	41	79	**38**
5	**Soroti District**	**39**	**76**	**37**
6	Budaka District	40	75	35
7	Iganga Municipal Council	29	62	**34**
8	Sembabule District	46	77	**32**
9	Bugiri Municipal Council	40	70	**30**
10	Mukono Municipal Council	47	77	**30**

Four out of the 5 LGs (bolded) where thePerformance Improvement Plan (PIP) was developed and implemented are among the 10 LGs whose performance improved the most. For Katakwi District, there was also a significant improvement from overall 31 points to 56 points (number 20 in the top improvers).

The table below shows the LGs with the highest decline in performance from the assessment in FY 2017/18 to FY 2018/19. Some of the best performing LGs have not been able to keep up at the high level obtained in the first LG PA, although the decline is lower than the increase seen above.

Table 13 LGs with the most decline in average scores between 2017/18 and 2018/19

Improvement Rank*	Vote	Average combined score 17/18	Average combined Score 18/19	Decline (average points)
138	Kibaale District	75	57	**17**
137	Kagadi District	65	48	**17**
136	Buliisa District	56	39	**16**
135	Kyegegwa District	76	60	**16**

Improvement Rank*	Vote	Average combined score 17/18	Average combined Score 18/19	Decline (average points)
134	Kiryandongo District	70	54	**15**
133	Kabale District	67	52	**15**
132	Kitgum District	53	40	**13**
131	Ntoroko District	61	49	**12**
130	Masindi Municipal Council	85	73	**11**
129	Luwero District	65	54	**11**

N= 138 where 138 is the LG with the worst trend.

The table below shows the performance trends of the FY 2017/18 best performing LGs in the assessment in 2018/19.

Three LGs were able to remain amongst the top 10 performers (Butambala and Ibanda Districts; and Apac Municipal LGs). Six LGs were able to remain amongst the top 50% of LGs that perform well (Butambala, Ibanda, Hoima, Mbarara Districts; and Apac and Masindi Municipal LGs). Kibaale District declined the most amongst the previous 10 top best performers.

Table 14 Overview of the performance of 2017/18 top 10 performers in 2018/19

Vote	Rank 17/18	Score 17/18	Rank 18/19	Score 18/19
Masindi Municipal Council	1	85	37	73
Butambala District	2	77	4	80
Ibanda Municipal Council	3	77	53	69
Kyegegwa District	4	76	96	60
Apac Municipal Council	5	76	6	80
Kibaale District	6	75	109	57
Hoima District	7	75	63	68
Mbarara District	8	72	70	66
Mubende District	9	71	83	64
Ibanda District	10	70	7	79

The table shows that 14 LGs scored below 50% of the combined score in FY 2018/19 LG PA as compared to 38 LGs in FY 2017/18. Of the 14 LGs, only 6 score below 50 in both years, 7 declined and one was new.

Table 15 Overview of the LGs with below 50 % average combined scores in FY 2018/19.

Vote	Rank 18/19	Rank 17/18	Score 18/19	Score 17/18
Ntoroko District	131	44=	**49**	61
Bulambuli District	132	126	**48**	41

Vote	Rank 18/19	Rank 17/18	Score 18/19	Score 17/18
Kagadi District	133	31	**48**	65
Isingiro District	134	115=	**47**	46
Ntungamo District	135	98=	**45**	50
Bukwo District	136	115=	**44**	46
Abim District	137	80=	**43**	53
Amudat District	138	98=	**42**	50
Namisindwa District	139	not assessed	42	not assessed
Kapchorwa Municipal Council	140	132	42	37
Kitgum District	141	82=	40	53
Buliisa District	142	73	39	56
Kotido Municipal Council	143	112=	36	47
Rubanda District	144	120	36	44

The table below shows the performance trends of the FY 2017/18 worst performing LGs in the assessment in 2018/19. The table shows that All the worst performers in 2017/18 improved in scores during the assessment of 2018/19. Of these 5 received performance improvement support from the PIP Task force during 2018: Kumi MLG and Katakwi, Bukedea, Ngora and Soroti, and they have all improved significantly, and some more than doubled their scores.

Out of the 38 LGs with **scores below 50 %** (average 50 points) in FY 2017/18, only 6 scored below 50 in FY 2018/19, hence there is a tremendous improvement amongst most of the previously lower performing LGs.

Table 15 Overview of the trends in performance of LGs that performed below 50 % (average 50 points) in 2017/18

Vote	Rank 17/18	Score 17/18	Rank 18/19	Score 18/19
Kumi Municipal Council	138	28	33	74
Iganga Municipal Council	137	29	87	62
Ngora District	136	30	8	79
Bukedea District	135	31	1	82
Katakwi District	134	31	111	56
Amuria District	133	32	94	60
Kapchorwa Municipal Council	132	37	134	42
Soroti District	131	39	23	76
Lugazi Municipal Council	130	39	56	69
Bugiri Municipal Council	129	40	48	70
Budaka District ✓	✓ 128	✓ 40	✓ 26	✓ 75
Njeru Municipal Council	127	41	9	79
Bulambuli District	126	41	127	48
Butaleja District	125	43	81	64
Mbale District	124	43	107	58
Pallisa District	123	43	49	70
Sironko District	122	43	121	53

Vote	Rank 17/18	Score 17/18	Rank 18/19	Score 18/19
Kween District	121	44	108	58
Rubanda District	120	44	138	36
Kibuku District	119	46	57	69
Kamuli District	118	46	101	59
Sembabule District	117	46	16	77
Bukwo District	116	46	131	44
Isingiro District	115	46	129	47
Namayingo District	114	47	21	76
Kotido Municipal Council	113	47	137	36
Buyende District	112	47	69	67
Mukono Municipal Council	111	47	15	77
Busia District	110	48	118	54
Luuka District	109	48	84	63
Kalungu District	108	48	40	73
Makindye-Ssabagabo Municipal Council	107	49	12	78
Manafwa District	106	49	111	56
Kapchorwa District	105	49	99	59
Kisoro Municipal Council	104	49	104	59
Mayuge District	103	49	73	65
Mityana Municipal Council	102	49	71	65
Nebbi Municipal Council	101	49	29	75

PART A: INTRODUCTION

1 Background and Overview

2 LG PA Assessment Process

2.1 Preparation for the LG PA Exercise

The LG PA 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 LG PA Manual that was updated in 2018 in close consultations with a large range of stakeholders from central and local level Government as well as previous assessors. The printed version of the LGPAM 2018 was distributed to the participants and logins were provided to enable them access the Online Performance Assessment Management System (OPAMS) for progressive reporting. Each LG received 30 copies of this version in June 2018.

Preparation of the LGs for the LG PA

OPM and MOLG officially communicated to the LGs about the LG PA exercise through an announcement in the newspapers, telephone calls and e-mail. An official letter on the same was also dispatched to LGs.

Contracting and Training of the LG PA Firms

To ensure neutrality and quality of the process, the LG PA was contracted to four private firms, namely; Continental Partners & Measure Africa (U) Ltd (Eastern Cluster); Radix Management Consulting (U) Ltd (Western Cluster), Promote Uganda (Central Cluster) and UPIMAC (Northern Cluster). Thereafter the assessors were oriented for three days from 22nd to 24th August, 2018 on the background and objectives of the LG performance assessment system; the LG PA indicators and assessment procedures and; the procedures for compiling the LG specific reports.

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

Contracting and Training of the LG PA QA firm

A LG PA QA firm - SNG - was contracted, to verify that the LG PA teams had conducted a credible and neutral PA of all LGs, according to the LG PA guidelines. The QA firm was also oriented at the same meeting as the LG PA firms.

2.2 LG PA Exercise

Team composition and organisation

The LGPA was conducted by 11 sub-teams with 7 assessors. Each of these had an area of specialisation corresponding to the thematic/sector areas to be assessed. Each of the 11 sub-teams was coordinated by a Sub-Team Leader (STL). The 3 sub-teams within each region (only 2 sub-teams in the Central region) were headed by a Cluster Team Leader (CTL).

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 of the 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 an Environment (MoWE).

LG level data collection

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

On the 2nd day in each LG, the AT conducted a wrap-up/debriefing meeting with the TPC of the LG to provide feedback on the assessment. The teams presented highlights per performance area but were careful not to reveal the results.

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 LG PA Spot Checks

Sampling of LGs

As part of the overall QA of the process, the LG PA Task Force conducted comprehensive spot checks of the LG PA exercise in 32 DLGs and 8 Municipal LGs. The spot checks were undertaken by sub-teams. Each sub-team had three LG PA TF members; one of these was a team leader.

The Spot check process (timing, duration and process)

The LG PA TF spot checks took place from 5th September to 15th October, 2018. Prior to the spot checks, the LGPA TF held a preparatory meeting to develop a checklist for data collection and agree on the logistical arrangements. At each LG, the LG PA TF held a meeting with the Chief Administration Officer/Town Clerk to introduce themselves and the purpose of the exercise. The LG PA TF cross-checked the performance of the assessors and attended some introductory and exit meetings with the assessors. Thereafter, LG PA TF teams prepared LG specific spot check reports. The reports indicated that the assessment of LGs was satisfactory and followed the ToR for the assignment.

Compilation of LG specific spot check reports

At the end of the spot checks, each of the LG PA TF teams prepared LG specific spot check reports and submitted their reports to the LG PA Secretariat for consolidation into the LG PA synthesis report.

In general the overall process for the LG PA was well established and implemented. The LGPA TF spot checks established that all the seven specialists assigned to each of the 11 sub-teams were available and reported to the LGs on the scheduled dates in the sampled DLGs and MLGs. The assessment teams complied with the two days of the assignment. The ATs sampled constructed facilities in health, education and water sectors to validate some of the assessed indicators. The LGPA TF noted that the Cluster Team Leaders made spot checks in a number of districts to check on the work of the ATs in the sub-clusters. Majority of the CAOs/TCs felt that the LG PA teams exhibited professionalism and credibility which bolstered the trust and confidence of the LG staff and thus ensured smooth execution of the assignment.

Given that this was the second year of the assessment and the manual had been revised following comments from the first LGPA, there were few concerns on the performance measures. The LGs appreciated the choice of performance measures and felt that the performance measures are comprehensive and clear.

Overall, majority of the District staff were physically available for the LG PA. The LGPA TF noted that LGs that had conducted mock assessments were better organised and had prepared the required documentation for the assessment.

2.4 LG PA Quality Assurance Process

A comprehensive system of quality assurance was introduced at the beginning of the new LG PA system. Accordingly, an independent company was contracted to conduct quality assurance of the LG PA results. The QA team had the same composition and team members as the LGPA firms. The performance of the QA team was enhanced by an internal system of quality enhancement before the uploading of reports in OPAMS.

Sampling of LGs for QA

The QA exercise was conducted in 20 LGs sampled from various regions and clusters. The QA team conducted an Independent assessment of the selected LGs so that they could ensure learning from the process for future improvement of the overall system[7] and to ensure complete independence in the results. The sampling was as follows; i) selected LGs from each LG PA sub-team; ii) excluded LGs where the LG PA spot checks were conducted; iii) covered at least 2 Municipal LGs; iv) had a mix of relatively new and old LGs, v) covered LGs with DP Programmes e.g. at least one district receiving GAPP support; and vi) covered at least one LG hosting refugees.

National level data collection

It kicked off with training of the QA teams by the LG PA Task Force members, and then proceeded with data collection at the central government level. Backstopping support to the QA team was provided by the LG PA Task Force supported by ODI-BSI Consultants.

LG level data collection

The LG level data collection generally proceeded as per planned schedule with two days of interactions in each LG. However, some LGs felt that they should only be fully available for the LGPA; hence they were not 100 % available for the QA activity. At the end of the second day, 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 between the team and the Local Government.

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 LGPA Secretariat as complete. This was followed by validation by the LG PA Secretariat at OPM that all entries where made consistently. In case gaps or inconsistencies were observed, the assessors were asked to review and up-date.

Compilation of Cluster Synthesis Reports

[7] The intention is to establish whether an assessment of the indicators by two independent teams would produce the same results

The LGPA and QA firms prepared LG PA cluster synthesis reports by consolidating individual Local Government reports including an analysis of performance per indicator and a trend analysis of performance from the FY 2017/18 and 2018/19 assessments to establish any declines or improvements in performance The LG PA and QA teams then presented the LG PA Cluster reports in a workshop organised by the LG PA Taskforce on 13th November 2018. This was followed by a LG PA taskforce meeting on the 13th December, 2018 to reconcile the LGPA and QA results. Lastly, the LG PA TF Secretariat organised another meeting aimed to incorporate the Audit Opinion results into the OPAMS in January 2019.

Comparison of LG PA and QA reports

The LG PA Task Force compared the results from the LG PA and QA teams in a systematic manner to identify variations and issues for clarification. Some of these were: variations in sampling of service delivery facilities[8], variations in interpretation of the LG PAM, e.g. regarding scoring of the new LGs, variations in availability of data, but also in the judgement of performance based on the documents received.

2.5 Process of compiling the National Synthesis Report

The process of compiling the final national LG PA synthesis report benefitted from a wide range of inputs. First, all results from the national LGPA and QA were uploaded on the OPAMs with clear identification of the authors. The contracted firms produced field-based synthesis reports which were supplemented by findings and observations by the Quality Assurance team and the LG PA TF spot checks.

2.6 Review and approval of the LG PA Results

The LG PA Task Force and its Secretariat prepared a list of deviations between the LGPA team and QA field results, which were then presented, discussed and addressed by the AT and QA Team at meetings held from 4th and 13th December, 2018, and the results where clarified and reconciled between the two teams with the facilitation of the Task Force.

The results were verified and approved by the Fiscal Decentralisation Technical Committee (FD -TC) on 11th February 2019 and the Fiscal Decentralisation Steering Committee (FD-SC) on 7th March 2019.

2.7 Use of the LG PA Results

The results of the assessment will have important implications on among others:

a) **Informing the Appointment of LG Accounting Officers**: Compliance to accountability requirements will be a major input into the appointment of Accounting Officers for FY 2019/20.

[8] This happened in the first LGs that the QA team engaged with until the team was requested to stick to the sample used by the LG PA Team

b) **The allocation of development grants:** The results of the LG PA will be used during the allocation of development grants for 2019/20.

c) **Informing the development of Performance Improvement Plan**: The development of Performance Improvement Plans (PIP) is up-dated concurrently and will incorporate the 2018/19 results as soon as they are approved. The PIP will provide a comprehensive set of actions to address the identified gaps and support the LGs to prepare for the forthcoming LG PA exercises.

d) **Informing the Government Annual Performance Report (GAPR) for FY 2018/19:** The results of the LG PA will be captured in the GAPR, issues requiring policy actions discerned and discussed with the concerned MDAs and LGs representatives.

e) **Dissemination of the LG PA results to LGs**: A national stakeholders' workshop will be held in **June** 2019 to: (i) disseminate the LG PA results; (ii) announce the process, timelines as well as the implications for the forthcoming LG PA exercise; and (iii) announce measures for supporting performance improvement of LGs.

PART B: PRESENTATION OF RESULTS FROM THE PERFORMANCE ASSESSMENT

The LG PA 2018/19 covered five assessment areas, namely:

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

This section presents the main findings from the assessment. Further details can be from the individual LG PA reports available in the OPAMS.

Each section covers:

a) Introduction to the area and the purpose
b) Overall performance of the LGs
c) Performance trends since last LG PA (2017/18)
d) Results on each accountability requirement /performance indicator

3 Accountability Requirements

3.1 Introduction to Accountability Requirements

As part of the LGPA, the compliance with the accountability requirements was assessed. This, together with additional information from MoLG, will inform the appointment of the LG Accounting Officers for the FY 2019/20.

Six indicators were assessed, see below:

1. LGs has submitted an annual performance contract of the forthcoming year by June 30 on the basis of the PFMAA and the LG budget guidelines for the coming FY.[9]
2. LG has submitted a Budget that includes a Procurement Plan for the forthcoming FY (LG PPDA Regulations, 2006) by June 30.
3. LG has submitted the annual performance report for the previous FY on/ or before 31st of July (PFMA Act, 2015).
4. LG has submitted the quarterly budget performance report for all the four quarters of the previous FY by the end of the FY; PFMA Act, 2015.
5. The LG has provided information to the PS/ST on the status of the implementation of the Internal Auditor General and Auditor General findings for the previous financial year by February (PFMA Section 11.2g). This statement includes actions against all findings where the Auditor General recommended the Accounting Officer to take action in line with the applicable laws.
6. The LG audit opinion for the previous FY is neither adverse nor disclaimer (to be assessed in December/January).

Each of the six indicators had a binary score only: Compliance or non-compliance. All the six requirements had to be complied with in order for a LG to adhere.

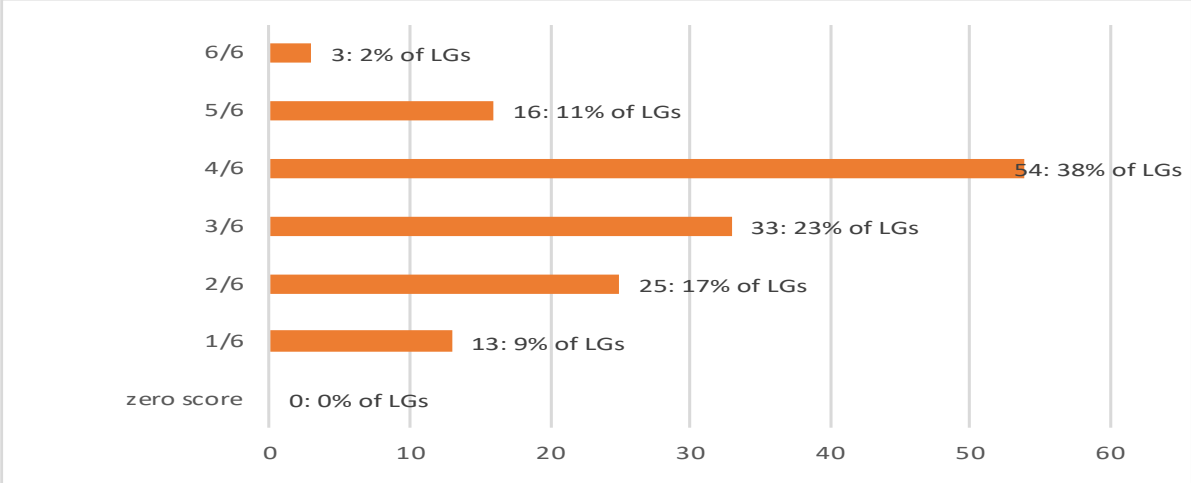
3.2 Overall Performance of LGs on Accountability Requirements

3.2.1 Accountability Requirements for Districts and MLGs

The assessment showed, that the overall compliance varied greatly across the LGs, see the table below.

[9] This timing of this requirement was changed to August 1, due to later announcements of the formats by MoFPED.

Figure 1 Compliance of all LGs to Accountability Requirements – number of LGs complying with the six requirements

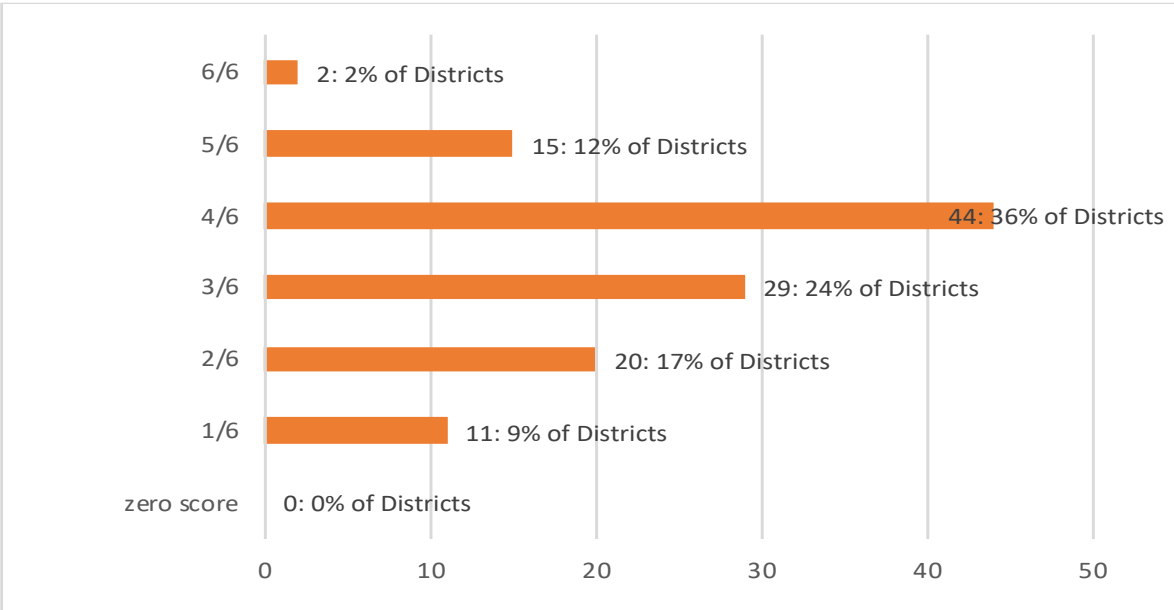


N= 144.

Only 3 LGs (Mityana District, Ngora District and Nansana MLG) of the 144 LGs complied with all the 6 requirements (2%), whereas the most common achievement rate was 4 and 3 out of the 6 requirements with 54 LGs and 33 LGs respectively. The lowest achievement level was compliance with only 1 requirement which was the case for 13 LGs. None of the LGs did not comply with all requirements. However, as will be shown in the following sections, most LGs submitted the required documents to the authorities, but some weeks late.

3.2.2 Accountability Requirements for Districts

Figure 2 Compliance to Accountabilty Requirements by District – Number of districts complying



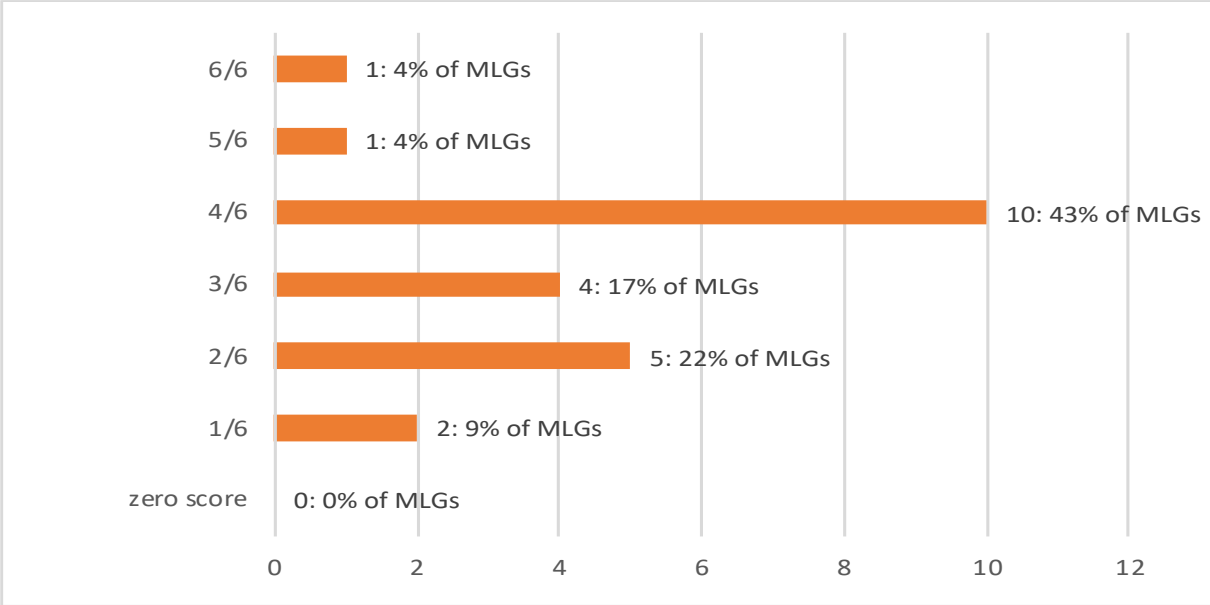
N= 121

The figure above shows that for the districts only 2 (Ngora and Mityana districts) out of 121 districts complied with all 6 requirements, whereas 11 complied with only 1 out of 6. The most common achievement level was 4 out of 6 and 3 out of 6, which was performed by 44 and 29 districts respectively.

3.2.3 Accountability Requirements for MLGs

Only 1 MLG (Nasana MLG) complied with all 6 requirements, whereas as 2 MLGs (Bushenyi-Ishaka and Sheema MLG) complied with only one of the requirements. 1 MLG complied with 5 requirements whereas the most common achievement (10 MLGs) level was compliance with 4 out of 6 requirements.

Figure 3 Compliance to Accountability Requirements by MLGs – Number of MLGs complying



N = 21

3.2.4 Ranking of LG's Performance in Accountability Requirements

The tables below show the LGs with the highest and lowest compliance level (6 and 1 accountability requirement respectively).

Table 1: Best LGs regarding Compliance to Accountability Requirements (compliance with 6 requirements)

Only 3 LGs complied with all the six requirements

Vote Name	Score
Mityana District	6
Nansana Municipal Council	6
Ngora District	6

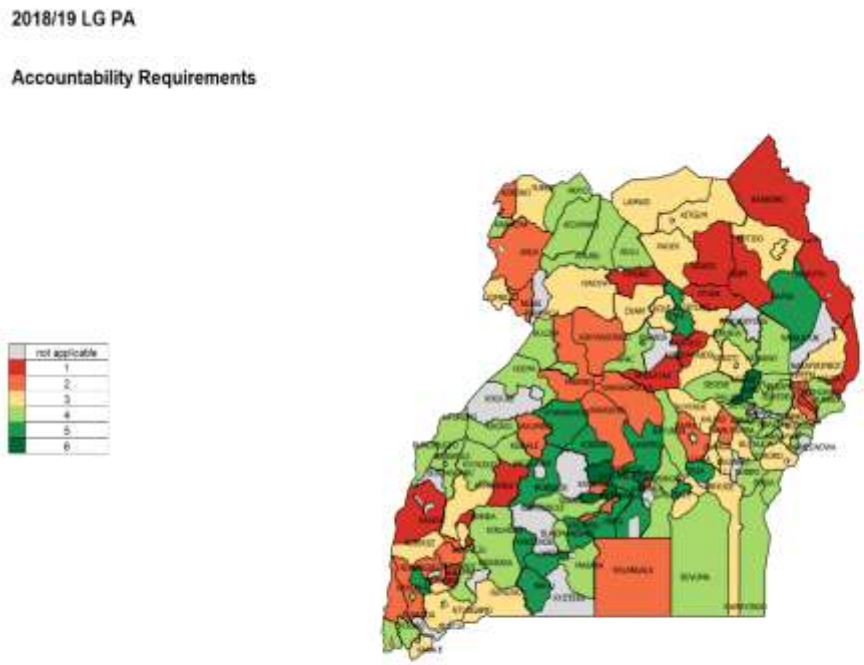
Table 2: Worst LGs regarding Compliance to Accountability Requirements (compliance with 1 requirement)

Vote Name	Score
Abim District	1
Agago District	1
Amolatar District	1
Amudat District	1
Bushenyi- Ishaka Municipal Council	1
Dokolo District	1
Kaabong District	1
Kasese District	1
Kyegegwa District	1
Moroto District	1
Omoro District	1
Otuke District	1
Sheema Municipal Council	1

As it appears from the table above, 13 LGs did only comply with 1 of 6 requirements.

3.2.5 Analysis of Accountability Requirements Performance Across the Country

The map shows the compliance with the accountability requirements across the country.



3.3 Performance Trends in Accountability Requirements

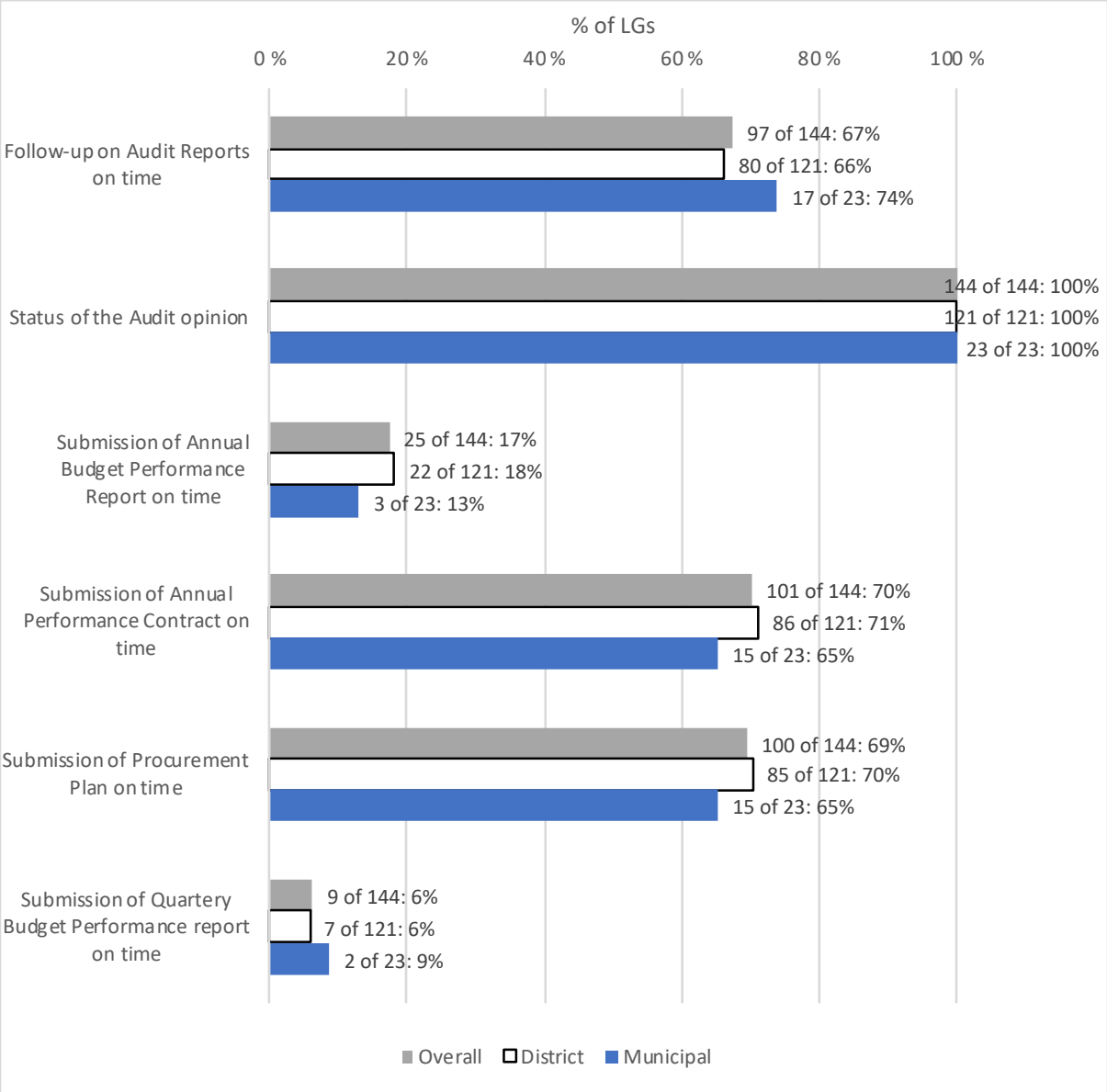
3.3.1 Overall performance in Accountability Requirements in 2018/19

At the assessment in FY 2018/19 the compliance with the six accountability requirements varied greatly across LGs and across the 6 compliance areas, see below.

All the 144 LGs complied with the nature of the audit opinion as none of the LGs had an adverse or disclaimer audit opinion for FY 2017/18. However, as indicated under section 4.4.5 financial management, 15 Local Governments (10%) had a qualified opinion.

The second and the third best areas of performance were the compliance with the submission of annual performance contract where 101 LGs complied and timely submission of procurement plan which was done by 100 LGs out of the 144 LGs in the assessment. The two worst performing accountability requirements were submission of quarterly performance reports and timely submission of annual performance reports which was done by only 9 LGs and 25 LGs out of 144 LGs respectively. Timely reporting on budget execution continued to be a major challenge because the Program Budgetting System (PBS) was being introdcuced to the LGs for the first time which is lileky to improve in subsequent assessments. The performance on the compliance with accountability requirements was not significantly different between districts and MLGs, as shown in the table below.

Figure 4 Status of Compliance with six Accountability Requirements by all LGs



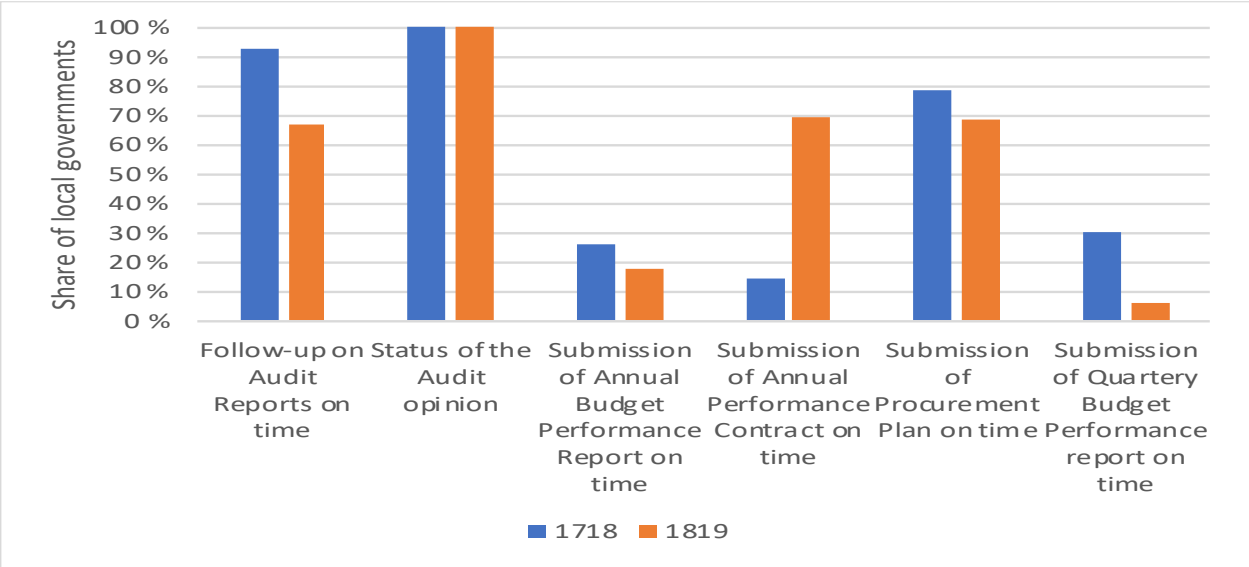
N= 144

The table shows that the stronger and weaker areas of compliance are quite similar between districts and MLGs.

3.3.2 Comparing Level of Compliance between 2017/18 and 2018/19

The figure below shows the trends in compliance with the 6 accountability requirements from the first to the second LG PA. The submission of annual performance contract on time has improved significantly from the first assessment, whereas timely performance reporting has worsened. The compliance with the audit requirement is still at 100 % as per the first assessment, whereas follow-up on the audit report from previous year has detoriated.

Figure 5 Comparison in Performance Between 2017/18 and 2018/19



It is important to emphasize that LGs have to comply with all accountability requirements. However the table below shows the performance, and the comparison with last assessment in terms of number of accountability requirements complied with.

Table 3 : Comparision of Compliance with Accountabilty Requirements from FY 2017/18 to FY 2018/19 Assessment

LG's Compliance with Accountability requirements	FY 2017/18	FY 2018/19
Compliance with 6 (%)	6%	2 %
Compliance with 5 (%)	14%	11 %
Compliance with 4 (%)	14%	38%
Compliance with 3 (%)	45%	23%
Compliance with 2 (%)	24%	17%
Compliance with 1 (%)	0%	9%

The performance is nearly static, with some improvements when it comes to LGs complying with 4 or more accountability requirements (51%) in FY 2018/19 against 34 % in FY 2017/18, but with detoriation in number and share of LGs complying with only 1 requirement from 0 to 9 %.

The table shows a need to continue to strengthen the follow-up on these important requirements, and the trend is very different from the general improvement in the 4 assessments (cross-cutting, education, health and water) of performance measures from the first assessment, see Chapter 4 and following.

The section below provides further details on each of the requirements.

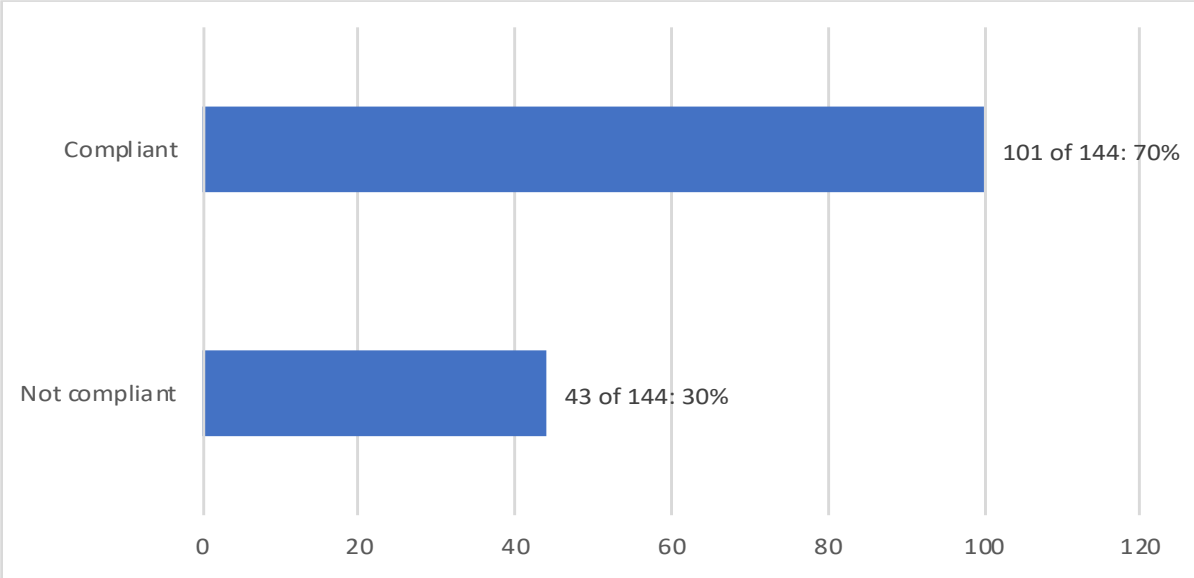
3.4 Compliance Status per Accountability Requirement

The sections below shows the details on the compliance with each accountability requirement.

3.4.1 Annual Performance Contracts Submitted on time

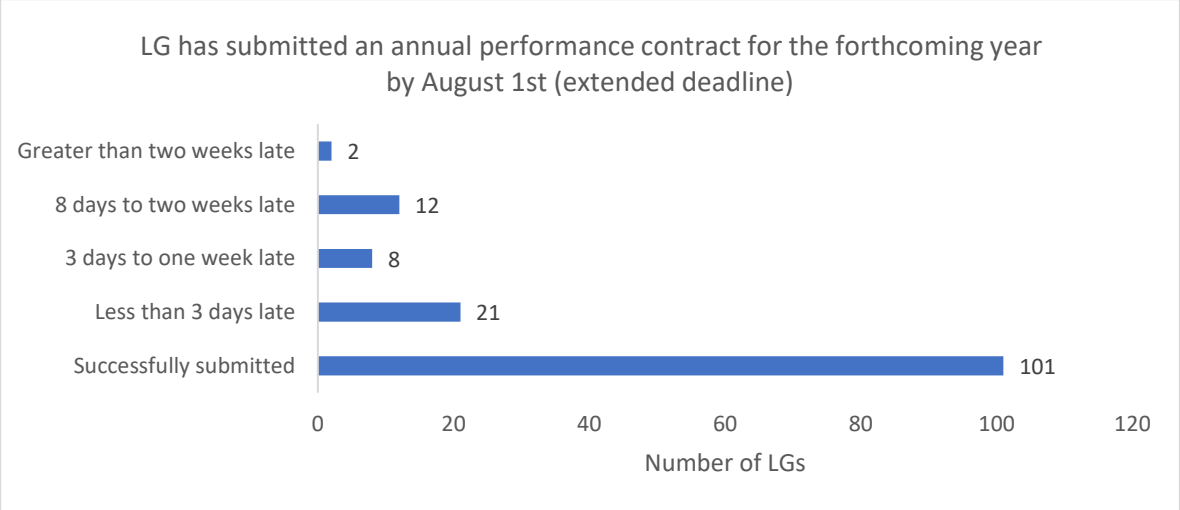
The figure below shows that most of the LGs (70%) submitted their annual performance contracts on time. This is an improvement compared with previous assessment (27%). However, a large number of LGs (43) still have problems with the compliance.

Figure 6: Submission of Annual Performance Contract by all LGs on time



However, the figure below shows that the compliance challenge deals with the timeliness, and that most LGs are only a few weeks delayed.

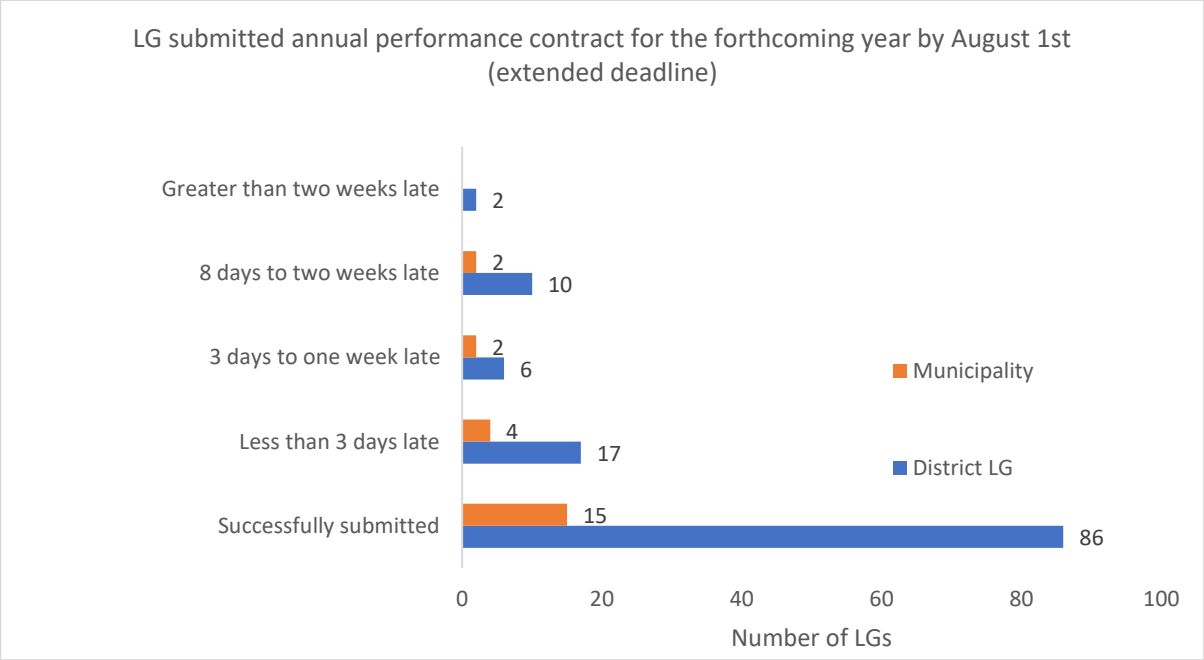
Figure 7 Timing of submission of Annual Performance Contract - calibrated



N=144. Note that the deadline based on advice from MoFPED was extended to August 1st.

The figure below shows the picture for districts and MLGs separately.

Figure 8 Timing of districts and MLGs' submission of Annual Performance Contract – calibrated



3.4.2 Budget includes a Procurement Plan

Budget with inclusion of a procurement plan submitted on time,was complied with by 100 of the 144 LGs or 69% whereas 44 or 31 % were non-compliant. In future, provisions have been made in the PBS for the Procurement Plan to be an intergral part of the Performance Contract and hence compliance is likely to improve.

Figure 9 Submission of Budget with Procument Plan by all LGs in Time

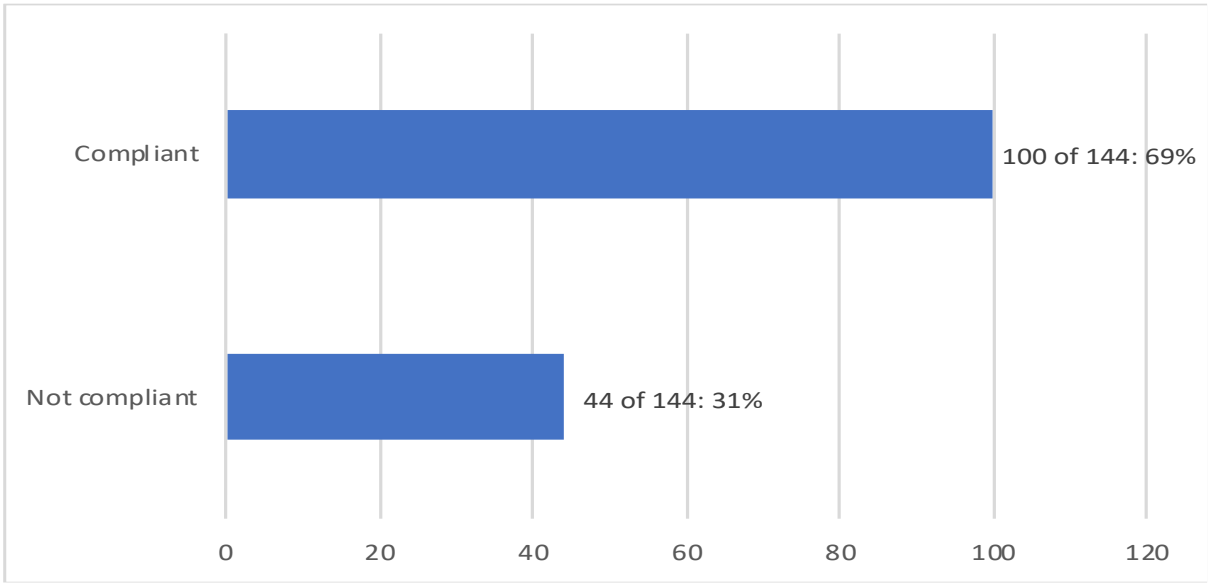
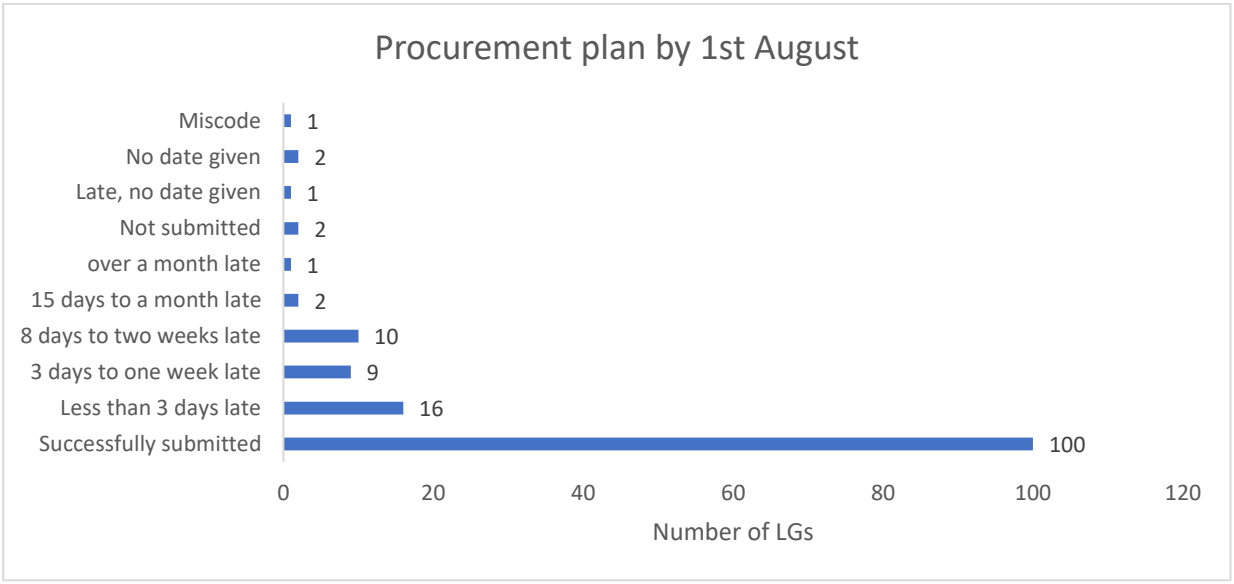
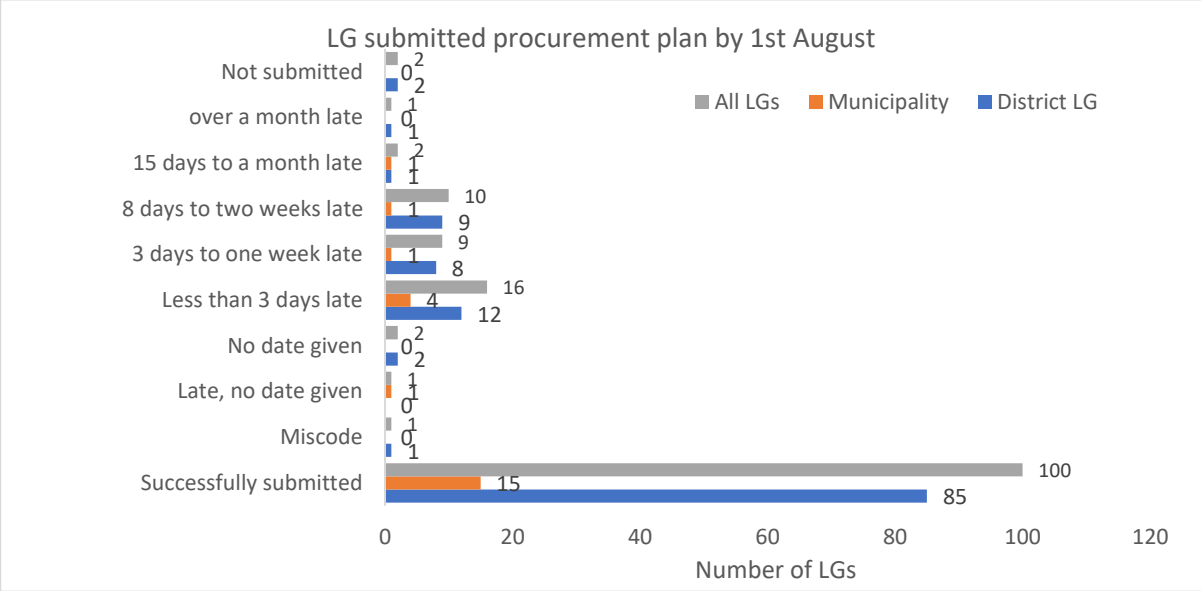


Figure 12 Timing of LG submission of Budget with Procurement plan – calibrated



The figure below shows the break down on district and MLGs.

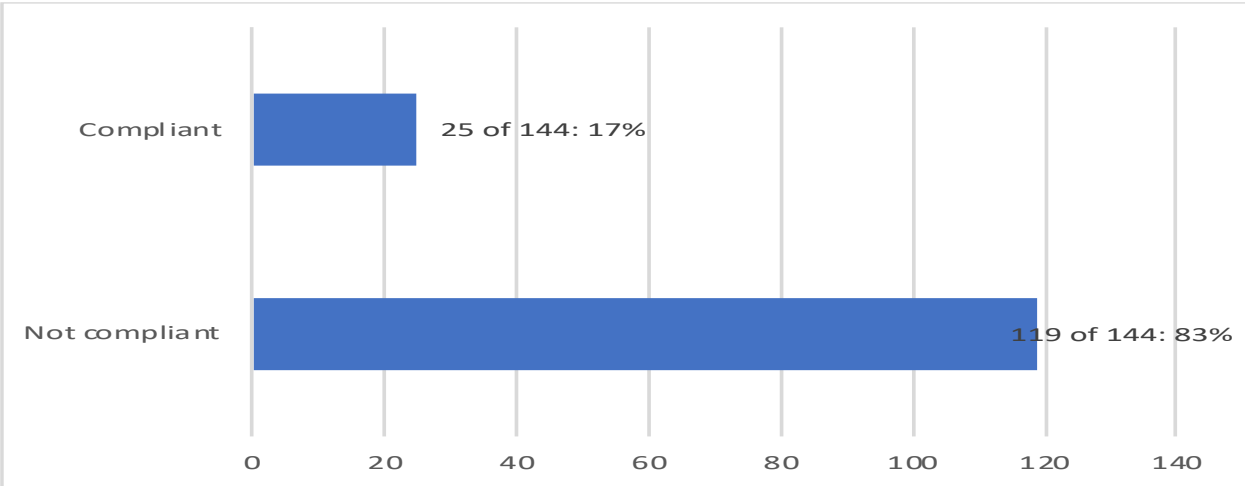
Figure 13 Timing of districts' and MLGs' submission of Budget and Procurement plan – calibrated



3.4.3 Annual Performance Report submitted on time

Submission of performance reports is a major challenge as only 25 LGs or 17 % were compliant and the vast majority 119 of the 144 LGs (83%) submitted late, i.e. after the deadline of 31st of July 2018). This was the second worst performing accountability requirement (after quarterly reports).

Figure 14 Annual Performance Report Submitted on time



The figure below shows that most LGs are only a few weeks late in submission of core accountability requirements.

Figure 15 LGs delays in submission of annual performance report- calibrated.

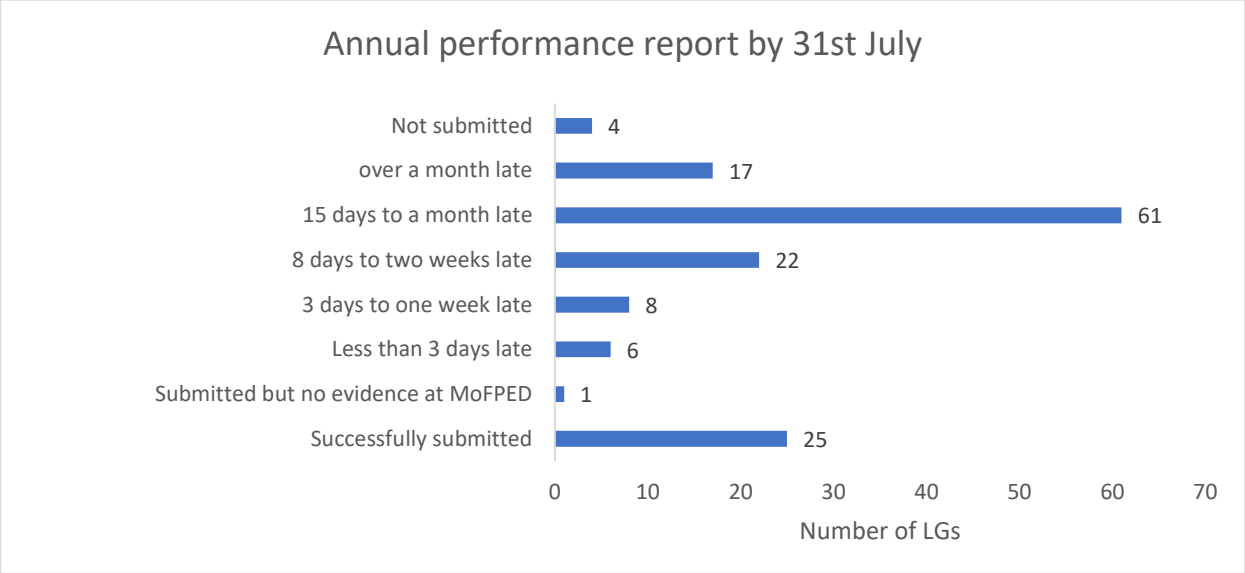
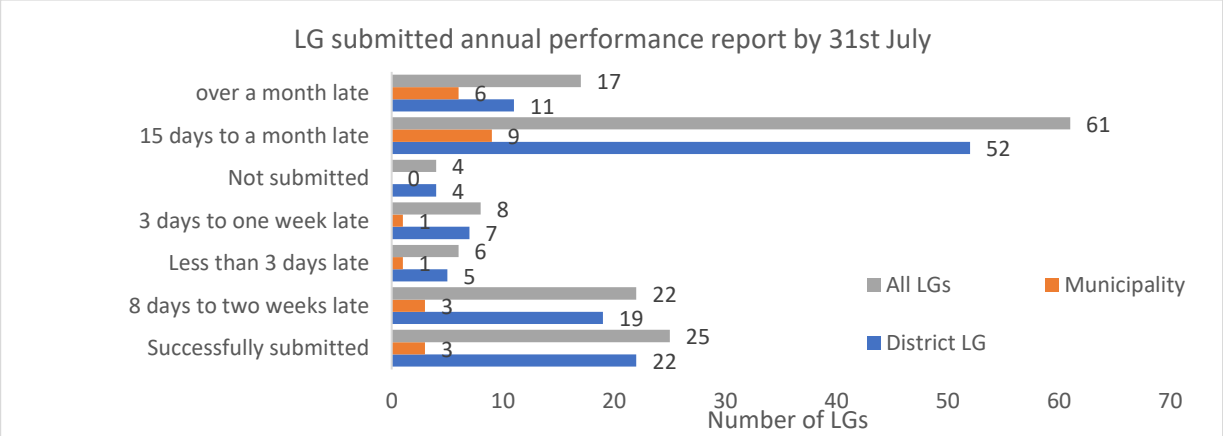


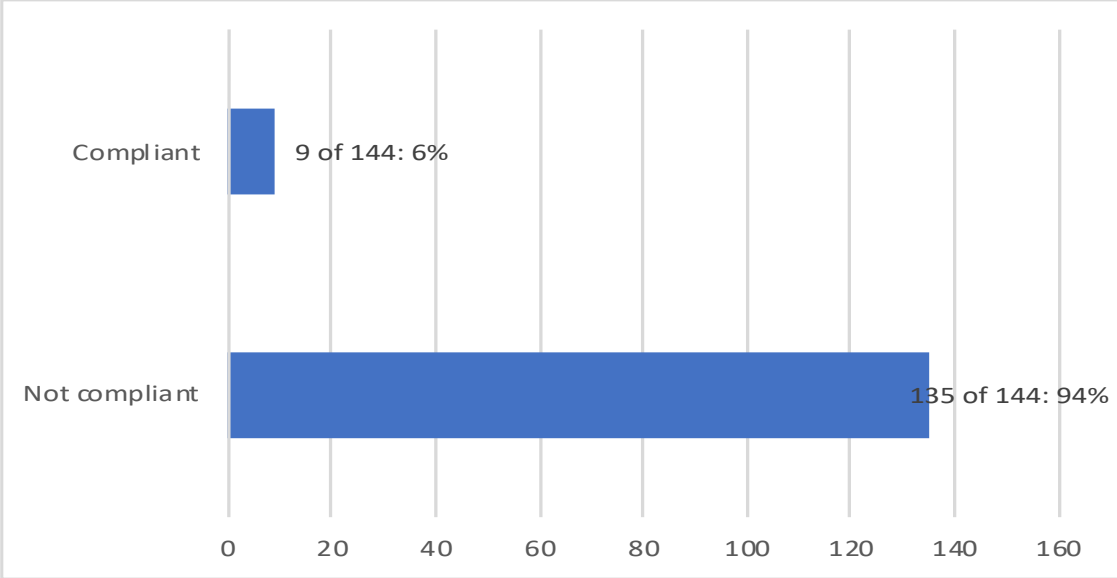
Figure 16 Timing of districts' and MLGs submission of Annual Performance contract – calibrated



3.4.4 Four Quarterly Reports submitted

The most challenging requirement for LGs in the FY 2018/19 assessment was the submission of quarterly performance reports on time. Only 9 of the 144 LGs equal to 6 % were able to comply. To address this, MoFPED has made it a requirement in the PBS to submit the first quarter report together with the draft Budget Framework Paper. Submission of subsequent quarterly reports should be linked to other statutory submissions. For example submission of the second quarter report should be linked to the submission of the draft performance contract.

Figure 17 Submission of Quarterly Reports on time



The figure below shows that most LGs are only a few weeks late, and that only 11 did not submit.

Figure 18 Timing of LG submission of Quarterly budget performance reports – calibrated ..

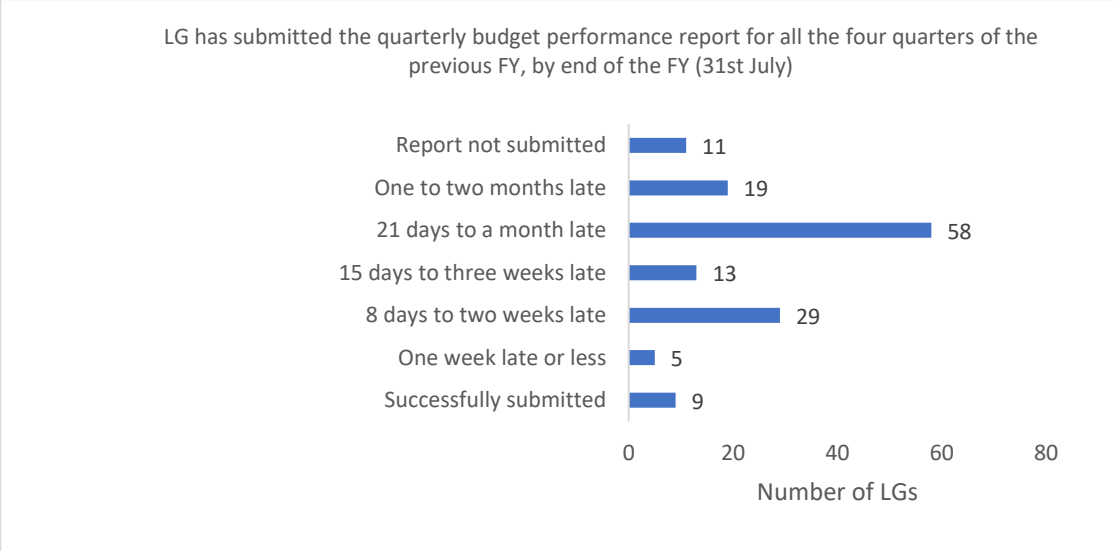
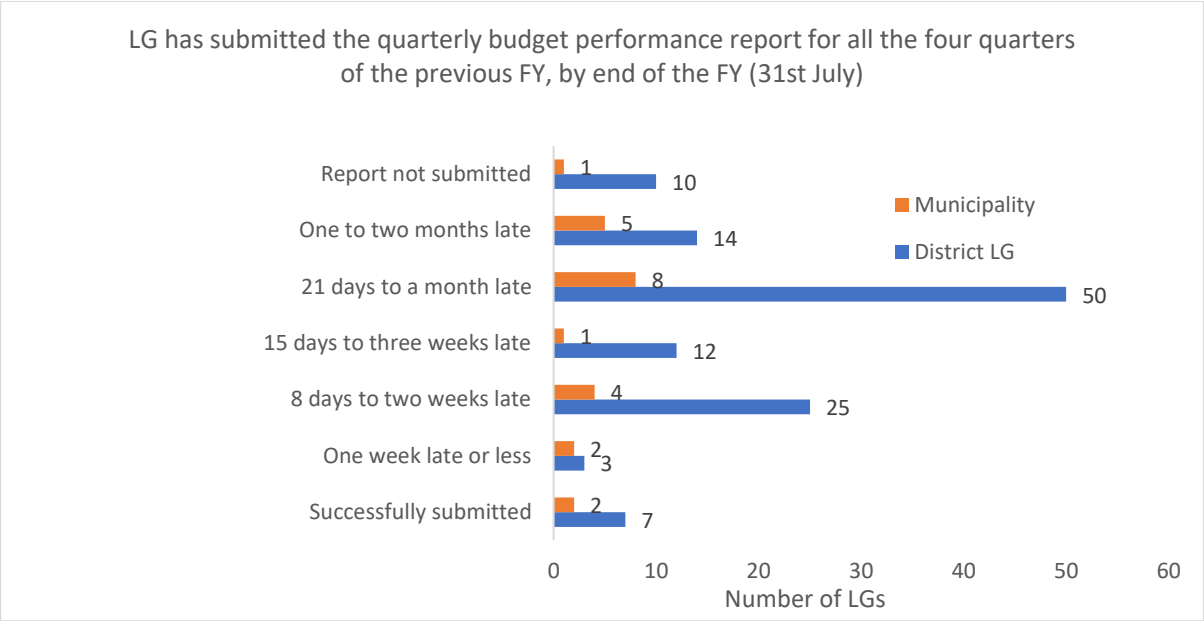


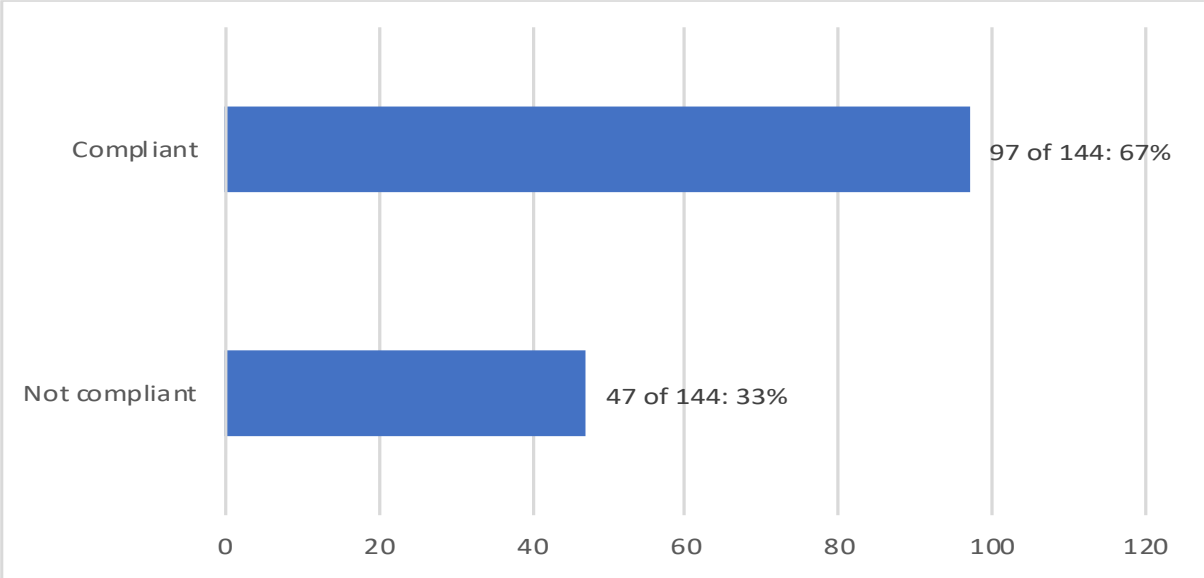
Figure 19 Timing of districts' and MLGs submission of Quarterly budget performance reports – calibrated



3.4.5 Proper follow-up on Audit Reports for FY 2017/18

The vast majority of the LGs followed up on the audit reports on time, namely 97 of 144 LGs or equal to 67 %, see below.

Figure 20 Follow up on Audit Report on time

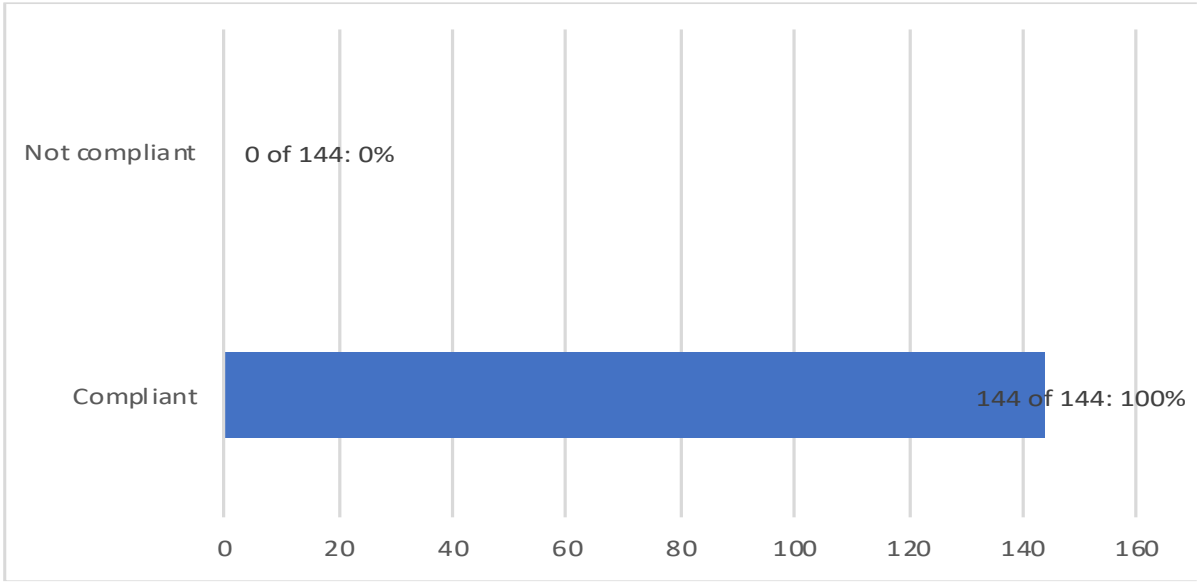


3.4.6 Audit Opinion of LG Financial Statements

The best performing accountability requirement was the status of the audit opinion[10]. 100 % of the LGs (as per previous assessment) complied with the accountability requirement that the audit opinion related with audit of the last FY's financial statements should not be adverse or disclaimer Audit Opinion, see the figure below.

In addition, the majority of the LGs 129 of the 144 LGs (or 90%) of the LGs had a non-qualified audit (clean audit) with 15 LGs having a qualified audit opinion (performance measures under the cross-cutting assessment, see Chapter 4).

Figure 21 Status of the Audit Opinon of LG Financial Statements by all LGs



3.4.7 Best and Worst Performed Accountability Requirements

[10] It should be noted that all LGs were audited on time, and that all audit reports for FY 2017/18 were available by end of 2018 for review.

As per the last assessment the LGs performed best on the audit reports (audit opinion) and improved significantly on submission of annual performance contracts. The more challenging areas were submission of quarterly and annual performance reports, which have persistently met a low level of compliance over the two performance assessments. This points to a need for strengthening of the reporting and M&E system and follow-up on the compliance with LG reporting.

4 Cross-cutting Performance Measures

4.1 Introduction to Crosscutting Performance Measures

The cross-cutting performance measures consist of seven thematic areas with weigthed performance scores as shown below, with 100 points as the maximum obtainable. This covers the cross-cutting performance areas of importance for service delivery efficiency.

Number	Thematic area	Overall maximum score for this thematic area
A	Planning, budgeting and exection	20 points
B	Human resource management	14 points
C	Revenue mobilisation	10 points
D	Procurement and contract management	16 points
E	Financial management	20 points
F	Governance, oversight, transparency and accountability	10 points
G	Social and environmental safeguards	10 points
	Total	100 points

Like the assessment in FY 2017/18, twenty-six (26) performance measures were assessed in FY 2018/19. Below is a presentation of the overall results followed by the results per thematic area as well as the trends in performance.

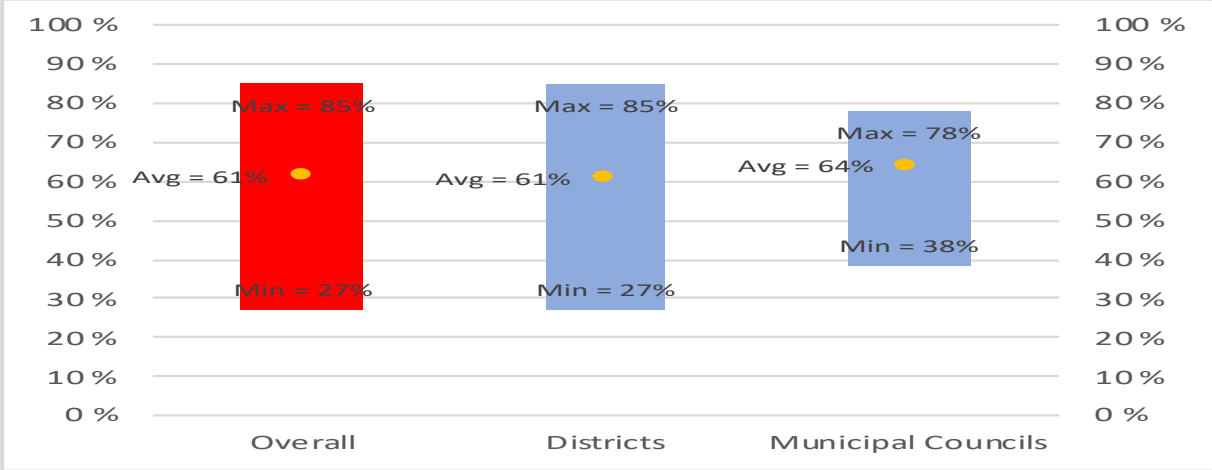
4.2 Overall results of Crosscutting Performance Measures

The overall average performance of all LGs was 61 %, with a variation from minimum average 27% and a maximum average score of 85%.

The average performance for the 121 districts was 61 % as well, whereas for the 23 MLGs, the performance was a bit higher: 64 % on average, but as there were fewer MLGs, it did not impact on the overall average scores. The variation in performance across districts was higher from 27-85 % than for MLGs, which only ranged from 38-78%.

4.2.1 Crosscutting Performance Measures for Districts and MLGs

Figure 22 Average overall score for crosscutting performance (total, districts and MLGs)

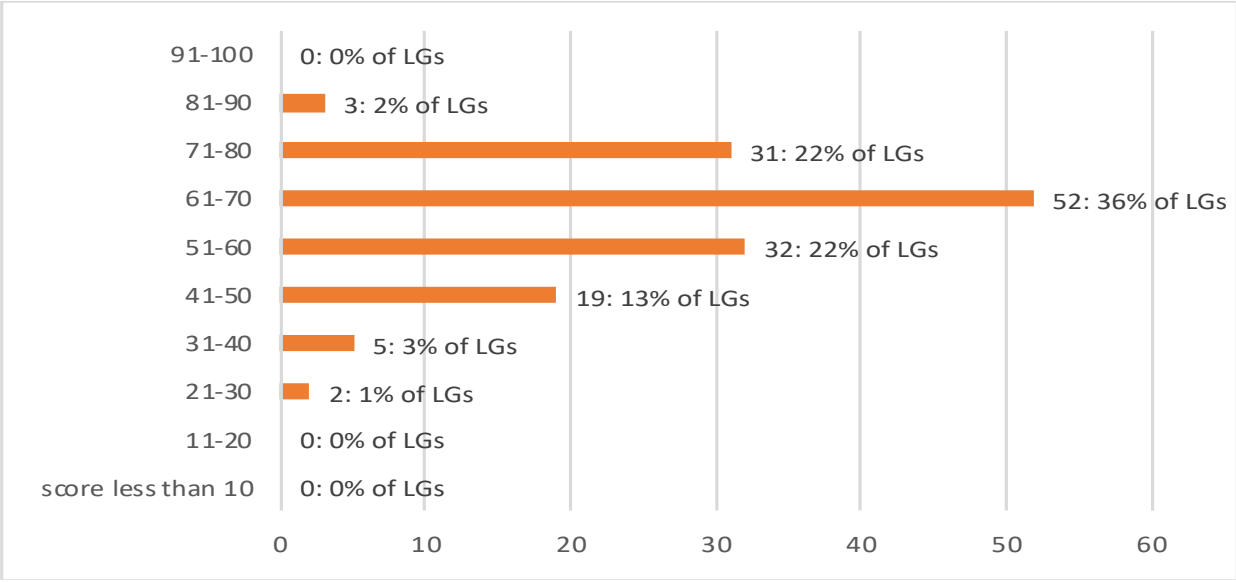


N=144 LGs

The distribution of scores was fairly normal with most of the LGs situated in the range from 51-80 points namely 113 of the 144 LGs assessed, or 78 % of the LGs, see below.

Only 3 LGs scored above 80 points, namely: (Mityana (85), Bukedea (84) and Kiboga (82) districts), and only 2 LGs (Amolatar (29) and Buliisa (27) districts scored below 31 points.

Figure 23 Crosscutting performance results for all LGs

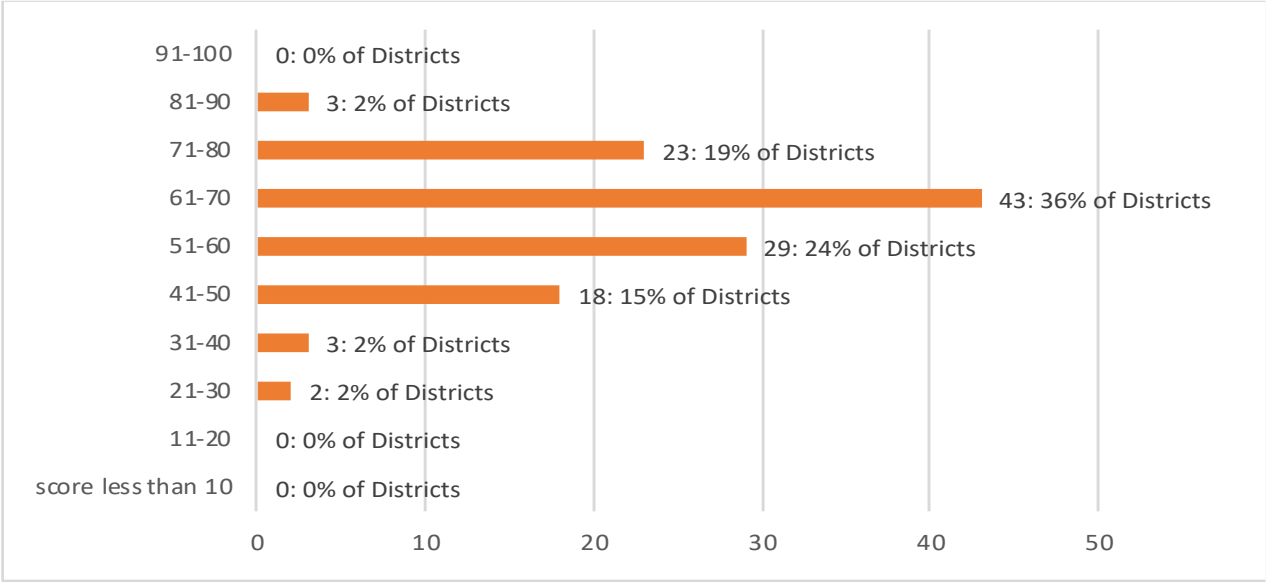


N = 144 LGs

4.2.2 Crosscutting Performance Measures for Districts

As for the total number of LGs, the distribution of scores for the **districts** was fairly normal but with 43 districts (36%) in the range from 61-70% points namely. As mentioned above, only 3 districts scored above 80 points, namely: (Mityana (85) , Bukedea (84) and Kiboga (82) districts), and only 2 districts: (Amolatar (29) and Buliisa (27) scored below 31 points. The most common scoring range was from 61-70 points, which was obtained by 43 of the 121 districts equal to 36 % of the districts.

Figure 24 Crosscutting Performance Results for Districts

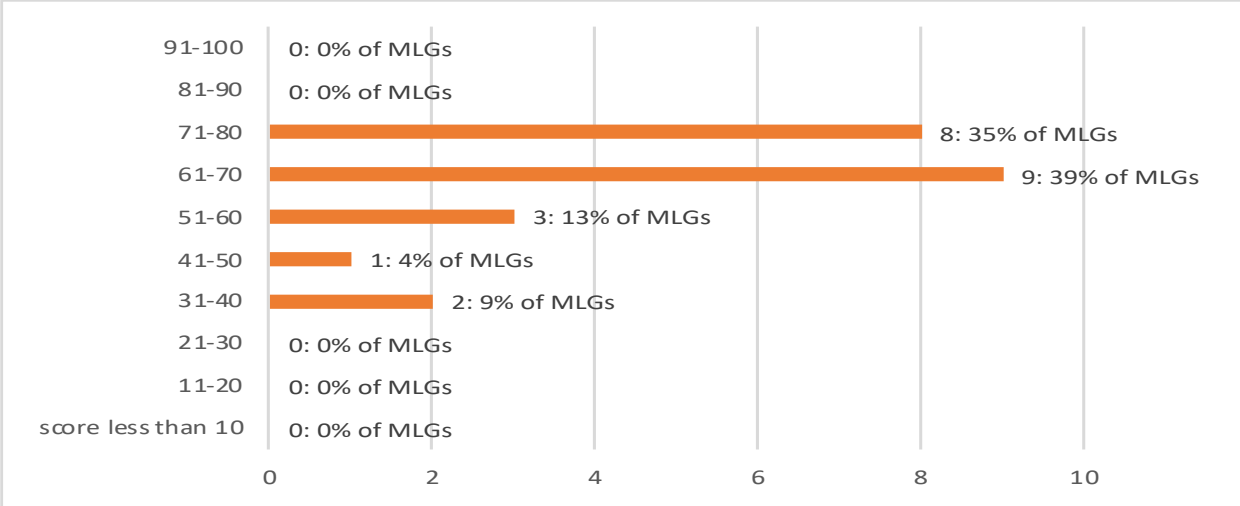


N=121 Districts

4.2.3 Crosscutting Performance Measures for MLGs

None of the MLGs were below 31 points and none of the MLGs scored above 80 points. The most common scoring ranges were between 61-70 points and 71-80 points, which was obtained by 39 % and 35 % of the MLGs respectively. Only 3 MLGs were below 51 points, which were : Kapchorwa (41), Busia (40) and Kotido (38) MLGs, and all the other 20 MLGs scored above.

Figure 25 Crosscutting Performance Results for MLGs



N = 23 MLGs

4.2.4 Ranking of LGs performance in crosscutting performance measures

The table below presents the 10 LGs with the highest cross-cutting performance scores.

Table 1Ten (10) LGs with the highest scores in crosscuting performance measures

Rank 18/19	Vote	Score 18/19
1	Mityana District	85
2	Bukedea District	84
3	Kiboga District	82
4	Hoima District	79
5	Sheema Municipal Council	78
5=	Wakiso District	78
7	Koboko Municipal Council	76
7=	Kumi District	76
7=	Nansana Municipal Council	76
7=	Lwengo District	76

The table below presents the 10 LGs with the lowest cross-cutting performance scores.

Table 2 Ten (10) LGs with the lowest scores in crosscuting performance measures

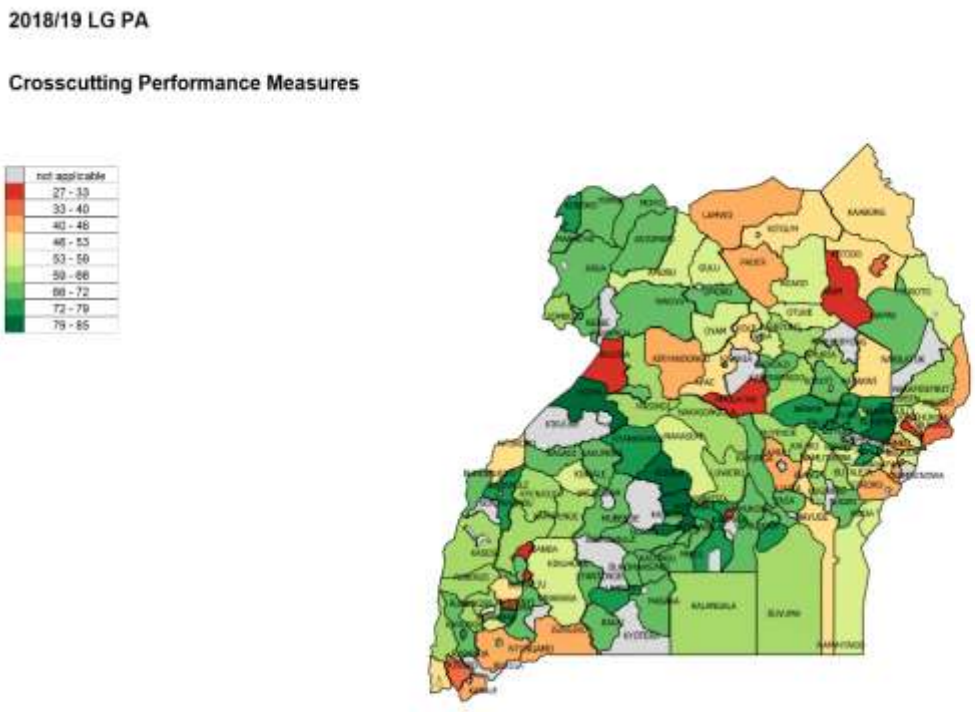
Rank 18/19	Vote	Score 18/19
144	Buliisa District	27
143	Amolatar District	29
142	Abim District	31
140	Rubanda District	38
140	Kotido Municipal Council	38
139	Bukwo District	39
138	Busia Municipal Council	40

137	Kapchorwa Municipal Council	41
136	Rukiga District	42
132	Namisindwa District	43

4.2.5 Analysis of Crosscutting Performance Scores across the Country

The graph shows that there are stronger and weaker performing LGs in all areas of Uganda.

Figure 10 Crosscutting Performance Scores Accross the Country



4.3 Performance Trends in Crosscutting Performance Area

This section compares the trends from the first performance assessment conducted in FY 2017/18 to the second assessment conducted in FY 2018/19. The first table shows the performance in FY 2018/19 whereas the following compares with the previous year.

4.3.1 Overall performance in crosscutting performance area 2018/19

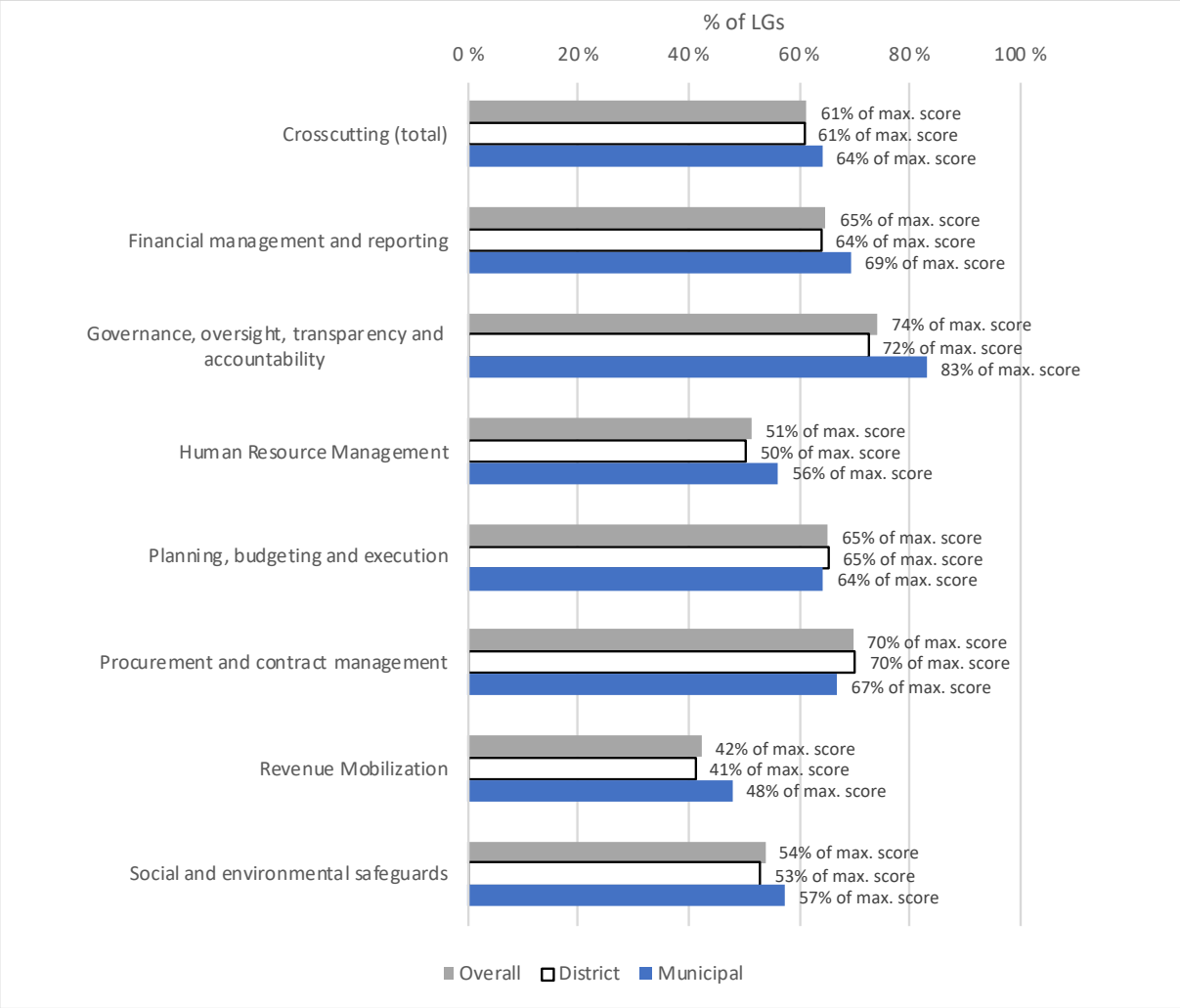
The figure below shows the performance of LGs in the seven thematic areas which were assessed. There was no significant difference between districts and MLGs with the overall

average of the districts at 61% and MLGs at 64 % of the maximum obtainable points. The first pillar shows the average performance across the seven thematic areas.

The best performed thematic area within the cross-cutting assessment was Governance, oversight, transparency and accountability where LGs obtaining 74 % of the maximum scores, followed by Procurement and Contract management, with 70 %, and financial management and planning, budgeting and execution, both at 65 %.

The worst performing areas were Revenue Mobilisation (42 %) followed by Human Resource Management (51 %).

Figure 25 Overall performace in crosscutting performance area



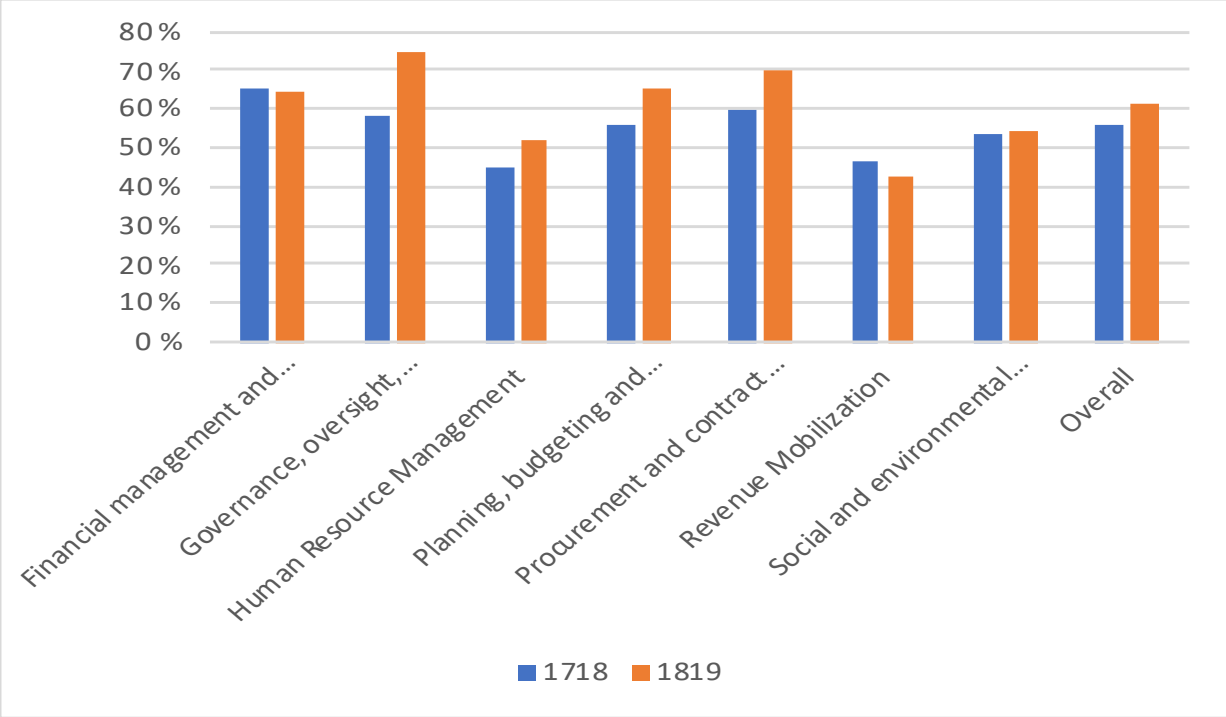
N= 144.

4.3.2 Comparing performance in between 2017/18 and 2018/19

Compared with the assessment conducted in FY 2017/18, LGs have managed to show improvements in governance, oversight, transparency and accountability, planning, budgeting and execution, Procurement and Contract Management and Social and Environmental safeguards, whereas, revenue mobilization, which was already poorly performing in FY

2017/18, has further worsened. Financial Management has remained at the previous performance level.

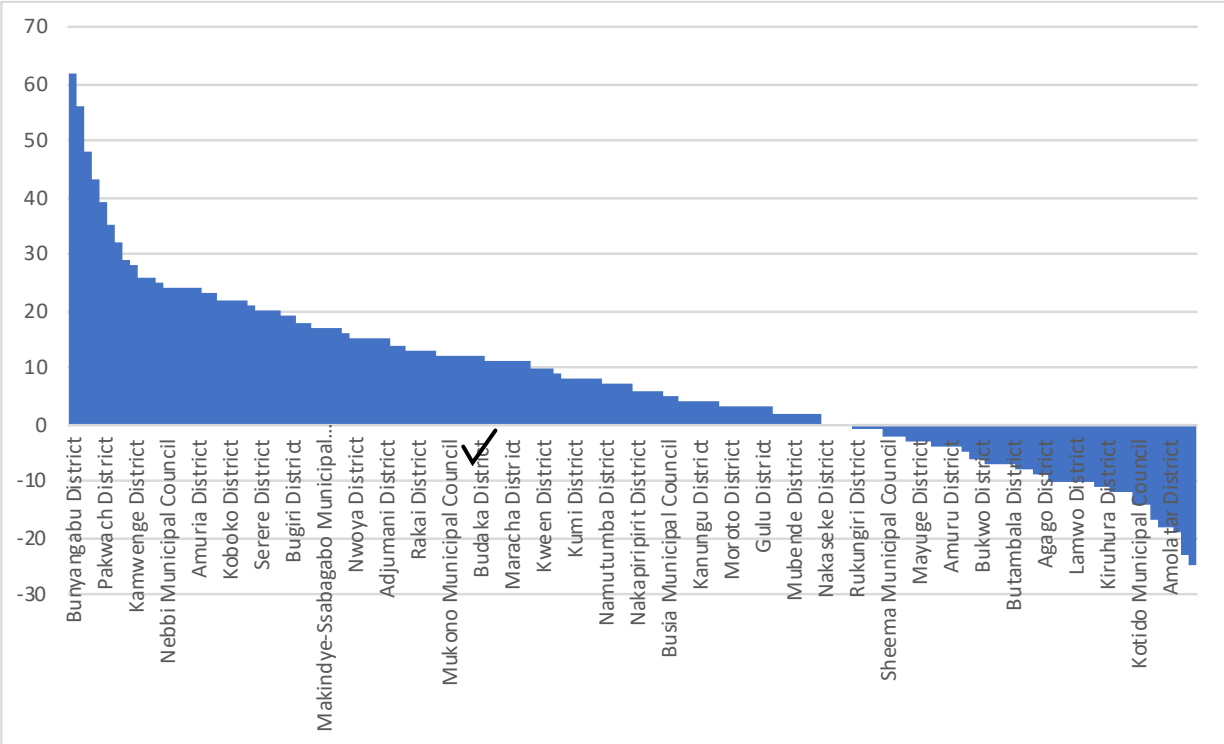
Figure26 Comparing overall performace in crosscutting performance area between 2017/18 and 2018/19



N= 144.

The figure below shows, the performance trends over the two assessments, with improvements and declines. It is clear from the figure that more LGs have improved than declined in their performance, and that the improvements are more significant (left side of the figure).

Figure 27 Improvements and Declines in LG Performance between 2017/18 and 2018/19



N= 144. Note, not all LGs' names appear on this graph, which illustrates the main trends.

The table below shows the LGs with the highest improvement. Some LGs have managed to improve by more than 50 points, e.g. Bunyangabu with 62 points and Butebo with 56 points. These are LGs that started operations in FY 2017/18 hence started from a very low base making it relatively easy for them to improve. Two of the top 10 improved LGs, are among the targeted PIP LGs (Bukedea and Ngora districts). These were amongst the 5 LGs, which were targeted with the performance improvement support under the LG PA framework coordinated by the MoLG under the LG Performance Improvement Task Force.

Table Ten (10) LGs with the highest improvements in performance from FY 2017/18 to FY 2018/19.

Rank	Vote	Score 17/18	Score 18/19	Improvement in points
1	Bunyangabu District	10	72	**62**
2	Butebo District	12	68	56
3	**Bukedea District**	**36**	**84**	**48**
4	Kyotera District	19	62	**43**
5	Pakwach District	10	49	**39**
6	Namisindwa District	8	43	**35**
7	Kakumiro District	40	72	**32**
8	**Ngora District**	**46**	**75**	**29**
9	Kamwenge District	37	65	**28**
10	Yumbe District	45	71	**26**

The table below shows the LGs with the biggest decline in performance: Abim (25 points) and Buliisa (23 points). Generally the size (trends in points) of the top declines were less than the top improvements.

Table Ten (10) LGs with the highest decline in scores from FY 2017/18 to FY 2018/19.

Rank	Vote	Score 17/18	Score 18/19	Changes
144	Abim District	56	31	**-25**
143	Buliisa District	50	27	**-23**
142	Kiryandongo District	65	46	**-19**
141	Amolatar District	47	29	**-18**
140	Buhweju District	68	50	**-18**
139	Pader District	63	46	**-17**
138	Kitgum District	61	47	**-14**
137	Kotido Municipal Council	52	38	**-14**
136	Manafwa District	57	45	**-12**
135	Masindi Municipal Council	83	71	**-12**

The table below shows the trends in the previous year's best performance LGs. The main finding is that LGs which had high scores, did not necessarily maintain their scoring level without efforts. Only two LGs – Sheema MLG, and Wakiso District - managed to stay in the group of top 10 performers.

Table Previous Year's (FY 2017/18) Top Ten (10) LGs compared with Results in FY 2018/19

Vote	Score 17/18	Rank 17/18	Score 18/19	Rank 18/19
Masindi Municipal Council	83	1	71	29
Sheema Municipal Council	80	2	78	5
Omoro District	76	3	69	46
Luwero District	75	4	65	62
Butambala District	74	5	67	54
Wakiso District	74	6	78	5
Ibanda Municipal Council	73	7	69	46
Mbarara District	73	8	72	23
Rubirizi District	71	9	61	84
Ntungamo Municipal Council	70	10	68	51

The table below shows the bottom 10 performing LGs in the 2017/18 asssessment, and their performance in the FY 2018/19 assessment. All the bottom 10 LGs moved out of this worst performing "league" and some, e.g. Bukedea District (now ranked 2nd) and Bunyangabu

Districts (now ranked 23rd) are doing very well[11]. Bukedea District moved from score 36 (rank 135) in FY 2017/18 to 84 points (which was rank 2) in FY 2018/19. This is in line with the principles which guided the selection of the indicators being assessed notably: being under the attribution of LGs and being challenging but achieveable in the short-term.

Table Previous Year's (FY 2017/18) Bottom Ten (10) LGs compared with Results in FY 2018/19

Vote	Score 17/18	Rank 17/18	Score 18/19	Rank 18/19
Katakwi District	31	138	52	107
Kibuku District	32	137	55	99
Busia Municipal Council	35	136	40	132
Bukedea District	**36**	**135**	**84**	**2**
Kamwenge District	37	134	65	60
Kumi Municipal Council	38	133	64	67
Iganga District	38	132	62	78
Kapchorwa District	38	131	55	99
Iganga Municipal Council	39	130	57	94
Namayingo District	39	129	54	103

4.4 Results per Crosscutting Performance Measure

The sections below show the performance on the 7 thematic areas of the cross-cutting assessment.

4.4.1 Planning, Budgeting and Execution

The figure below presents the performance scores in planning, budgeting and execution.

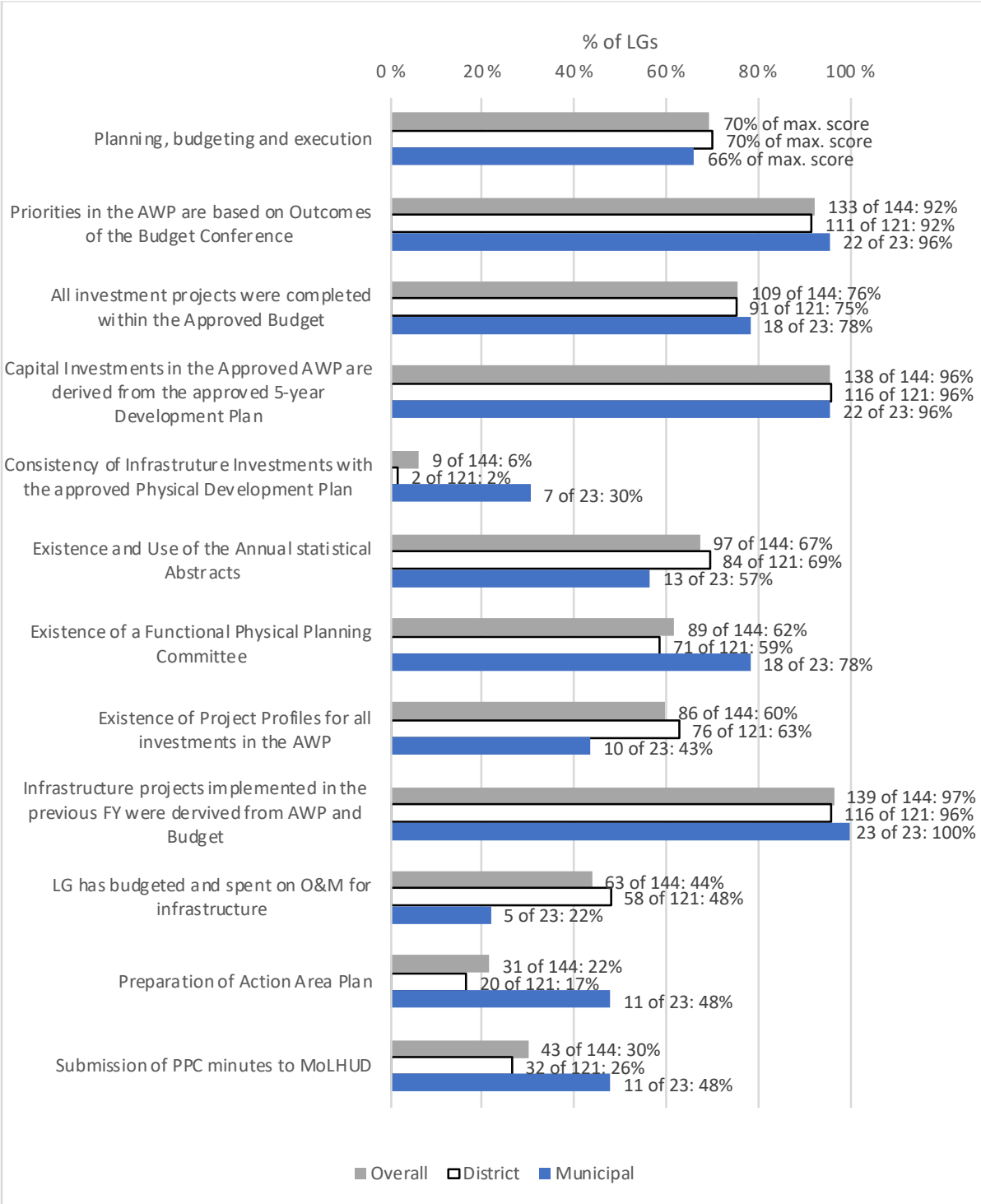
The overall thematic score is presented in the first lines of each figure. It was 70 % on average for all LGs broken down as 70 % for districts and 66 % for MLGs.

The performance indicators with the highest scores were: *Instrastructure projects implemented in the previous FY were derived from the AWP and budget approved by the LG* (139 of 144 LGs with top scores), and *capital investments in approved AWP derived from the approved 5-year development plan* (138 of 144) followed by *use of annual statistical abstracts* (99 of 144 LGs) and *existence of project profiles* (86 of 144).

The bottom performance indicators were *consistence of investment projects with the approved physical development plan* (9 of 144 LGs) and *preparation of action area plans, i.e. within physical planning* (31 of 144 LGs). As per last LG PA, physical planning remains a major challenge for the LGs.

[11] Busia MLG is still performing poorly (40 points), but as the number of LGs was expanded from 138 to 144 it just managed to stay out of the worst performing 10 LGs

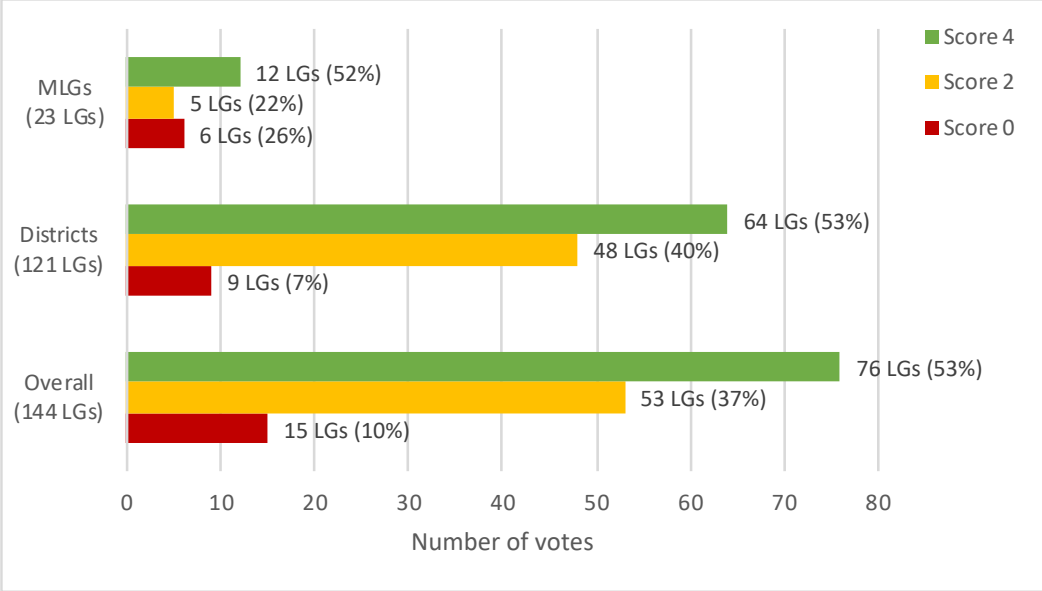
Figure 28 LG Performance Score in Planning, Budgeting and Execution



N= 144.

The figure below shows the only indicator within this thematic area with calibration: Infrastructure projects in prevous FY implemented as per work-plan. On this performance indicator districts generally performed slightly better than MGLs.

Figure 29 Evidence that the infrastructure projects implemented in the previous FY were completed as per work plan



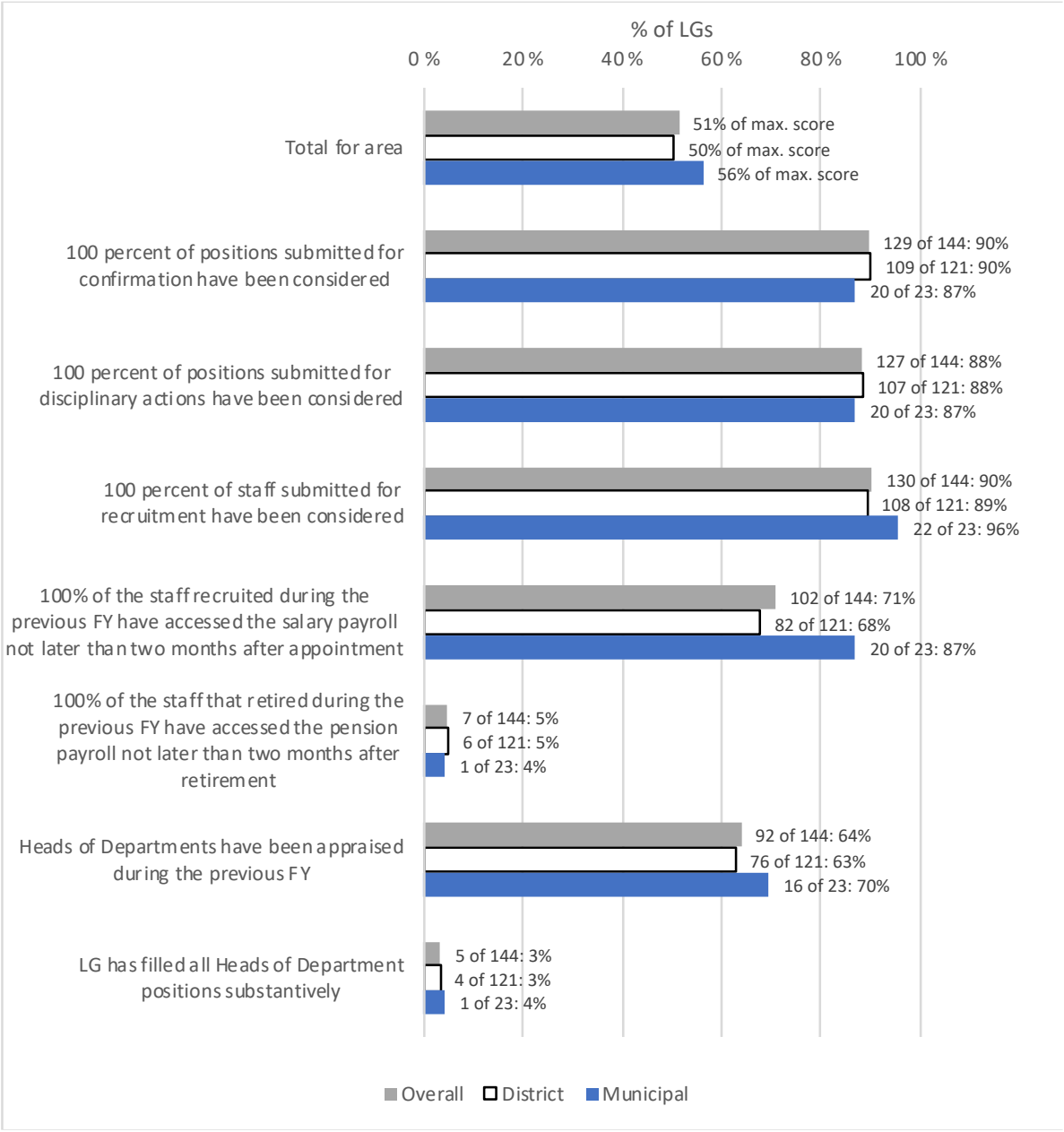
N= 144.

4.4.2 Human Resource Management

The figure below presents the performance scores in HR management. The performance in the thematic area varies greatly across the individual performance indicators with the top scoring indicators as: 100 % of staff submitted for recruitment considered (130 out of 144 LGs), and 100% of positions submitted for confirmation have been considered (129 out of 144 LGs) and 100% of positions submitted for diciplinary actions have been considered (127 of 144 LGs).

This was in contrast to the worst performing indicators, which were: LGs have filled heads of department positions, and staff retiring accessing the pension payroll not later than two months from retirement, where only 5 and 7 LGs out of 144 LGs complied. Failure to fill heads of department positions was attributed to among others: structural regidities where in some of the departments there is no provision for principal positions e.g. in education; delay by LGs to submit request for clearance and sometimes by MoPS to grant clearance; failure to attract and retain some cadres e.g. District Engineers; political interference in the recruitment process etc… Delay for staff retiring to acces the pension payroll on time was associated to role conflict and blame games between MoPS and LGs.

Figure 30 Performance Scores in Human Resource Management for all LGs



N= 144.

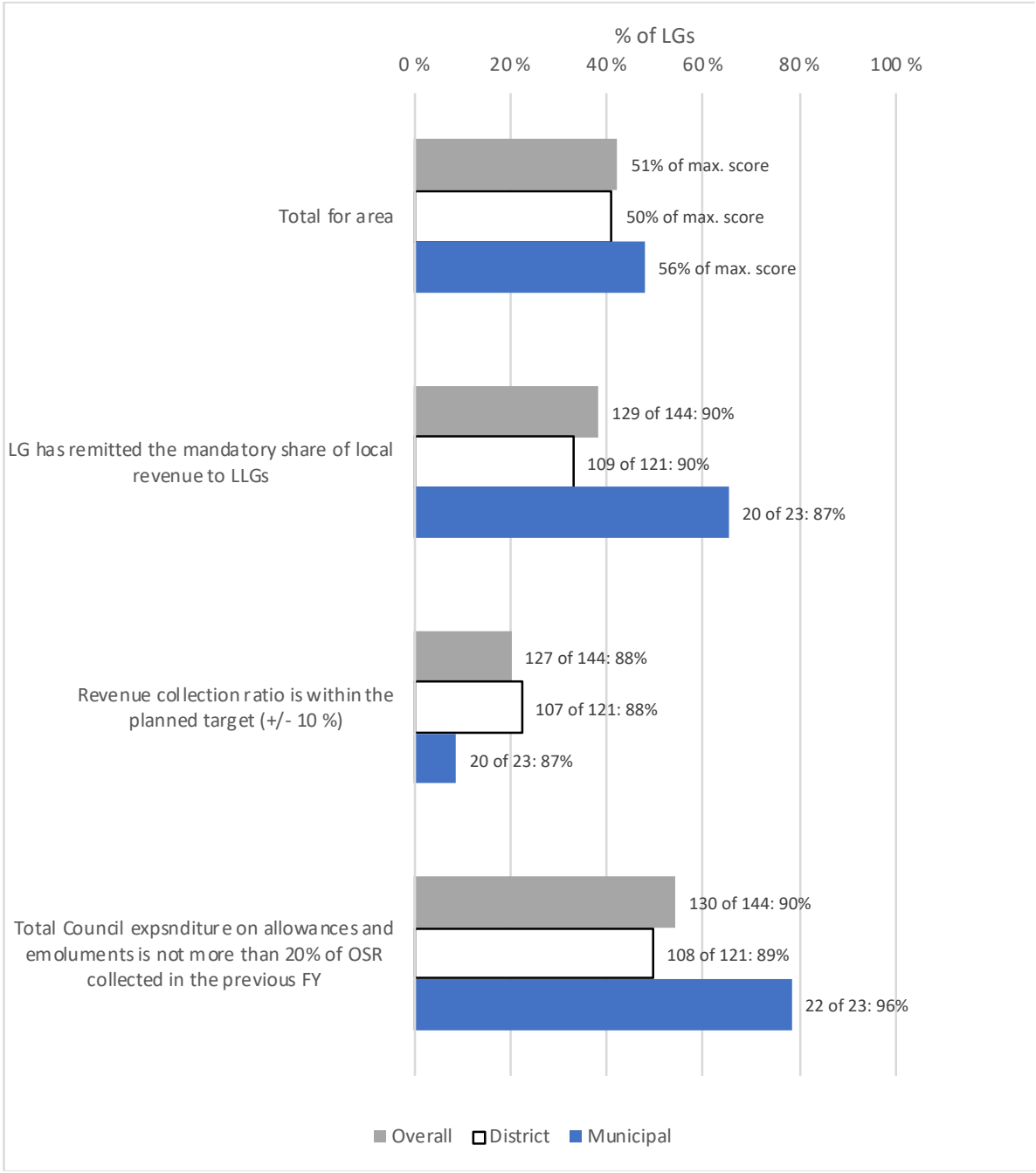
4.4.3 Revenue Mobilization

The figures below presents the scores in the thematic area of revenue mobilization. It generally shows a low overall performance in this area with only 51% of the maximum scores obtained, although with a slightly better performance by MLGs.

The best performing indicators were: Total council expenditure on allowances and emoluments is not more than 20 % of OSR collected in previous year (130 of 144 LGs complied with this), and LGs remitting its mandatory shares of local revenues to LLGs (129 of 144 LGs), whereas the worst performing areas were the actual result of efforts in this area, namely increase in OSR, see the following calibrated figure below; where 64 of 144 LGs (equal to 44%)

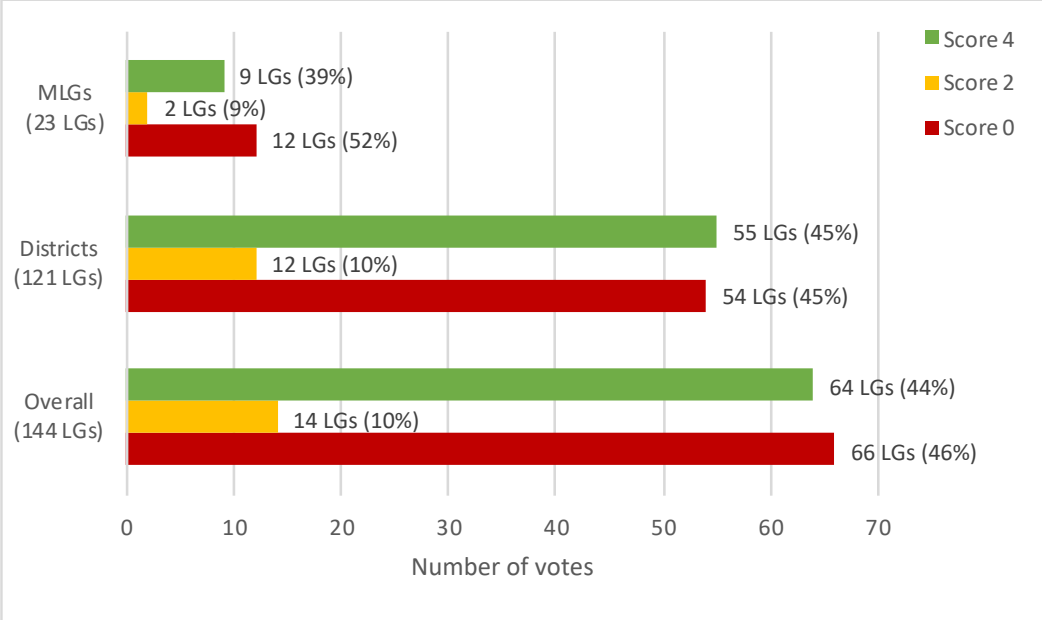
had increased by more 10 %, and 14 of 144 MLGs had an increase of 5-10 %. However a large share (66 LGs) were below this level.

Figure 31 Performance Scores for Revenue Mobilisation for all LGs



N= 144.

Figure 32 Percentage increase in OSR from previous FY but one to previous FY



N= 144.

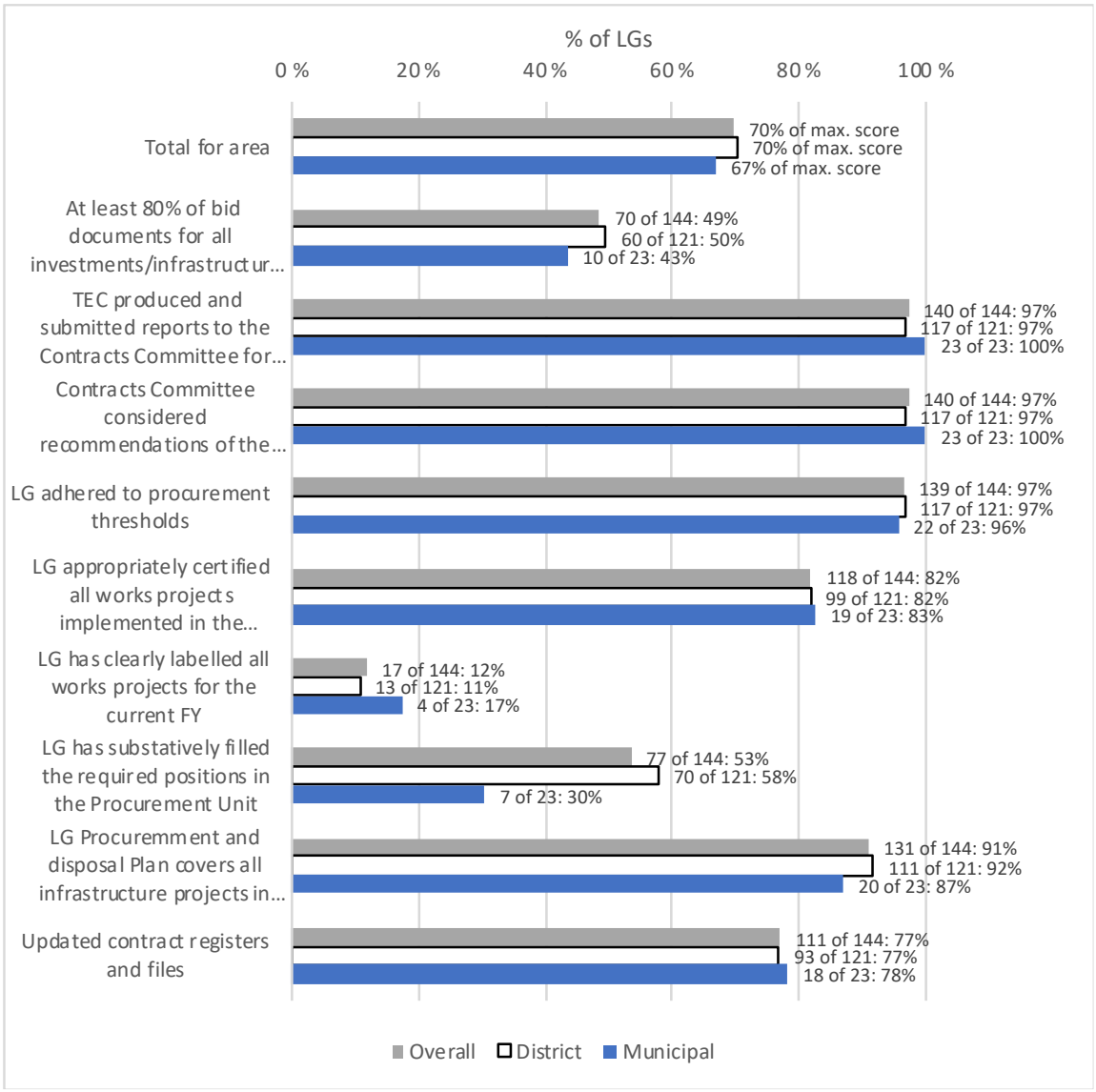
4.4.4 Procurement and Contract Management

The figure below shows performance for the thematic area: procurement and contract management. The overall score for the thematic area was on average 70 % for all LGs (with a slightly less performing group of MLGs: 67% performance).

The best performing areas were: the TEC produced and submitted reports to the contracts committee for the previous FY where 140 of 144 LG, and contact committee considered recommendations of the TEC and provided justifications for deviations from recommendations (140 of 144 LGs), and LGs adherence with the procurement thresholds (139 out of 144 LGs).

Only one performance indicator was below 70 % of max score and this was: “evidence that LGs have clearly labelled and indicated the name of the project, the contract value, contractor, source of funding and expected project duration” where only 17 of 144 LGs have obtained scores. This indicates limited transparency in the use of public resources and needs attention.

Figure 33 Crosscutting Performance Scores on Procurement and Contract Management



N= 144.

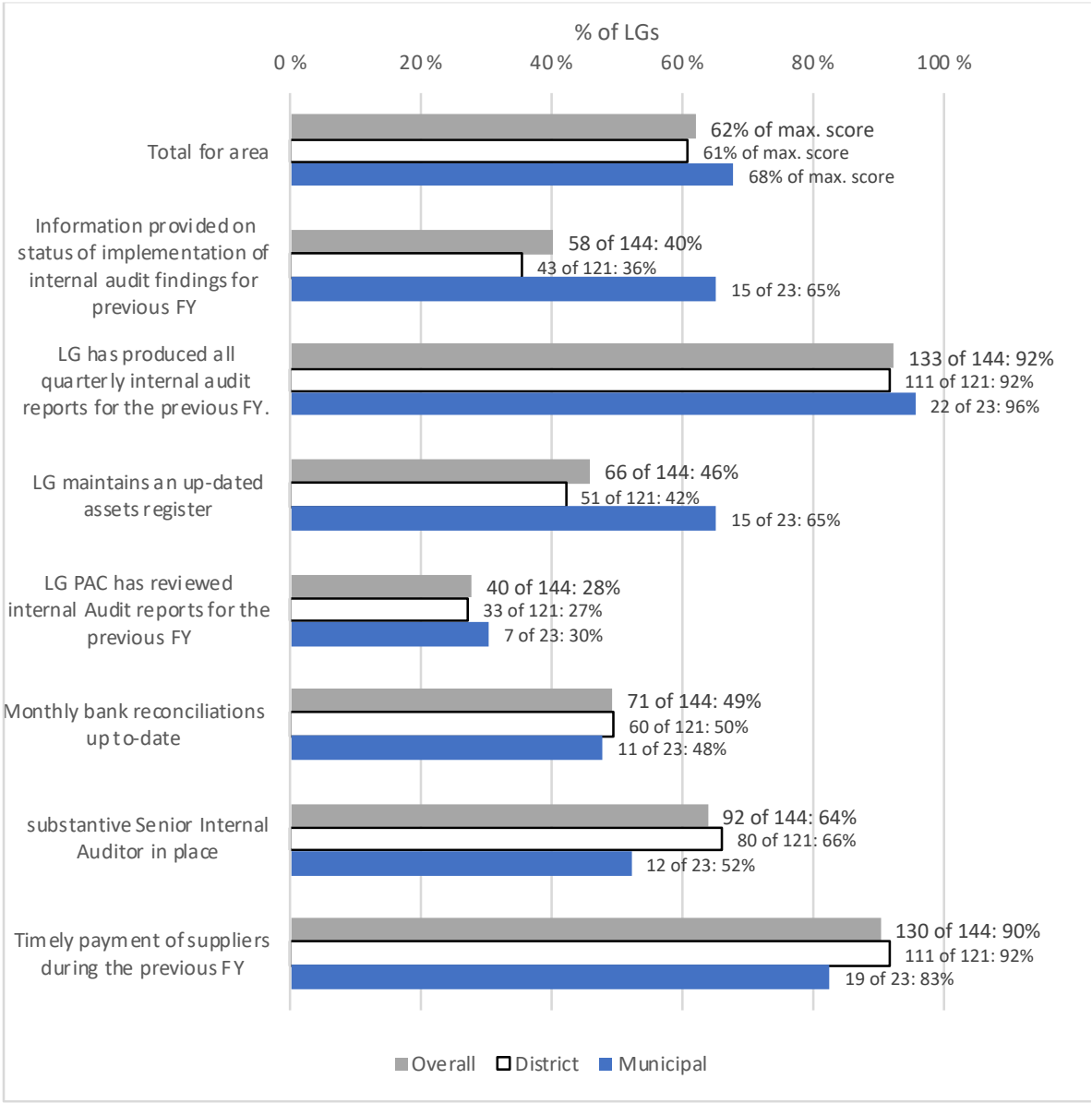
4.4.5 Financial Management

The figure below presents the financial management performance indicators. The overall average score was 62 % for all LGs (with better performance of MLGs).

The best performing indicator was that LGs have produced all quarterly internal audit reports from the previous FY (133 out of 144 LGs) and timely payment of suppliers (130 LGs of 144 LGs).

In contrast to this, follow up on the internal audit findings by the LG PAC for previous FY and providing information on the status of the implementation of the internal audit findings for previous year were less performing indicators.

Figure 34 Crosscutting Performance Scores in Financial Management

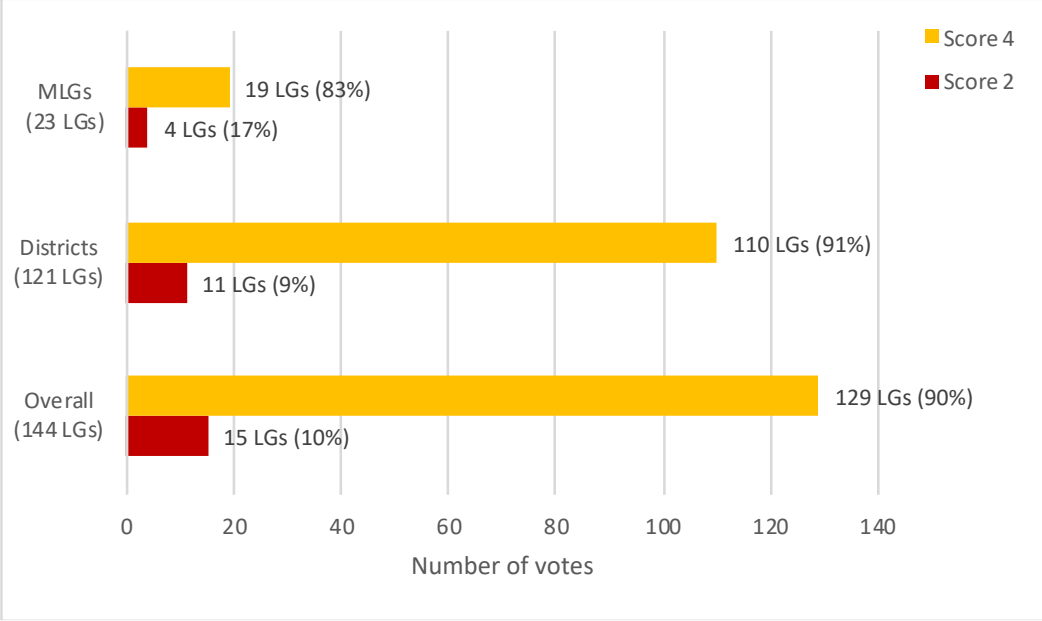


N= 144.

The figure below shows the status of the audit opinion for the FY 2017/18 financial statements.

129 of the 144 LGs received a non-qualified audit report (clean audit) from the Office of the Auditor General whereas 15 LGs received a qualified report. None of the LGs were in the group (with zero scores) with adverse or disclaimer audit opinion.

Figure 35 Status of the Audit Opinion



N= 144.

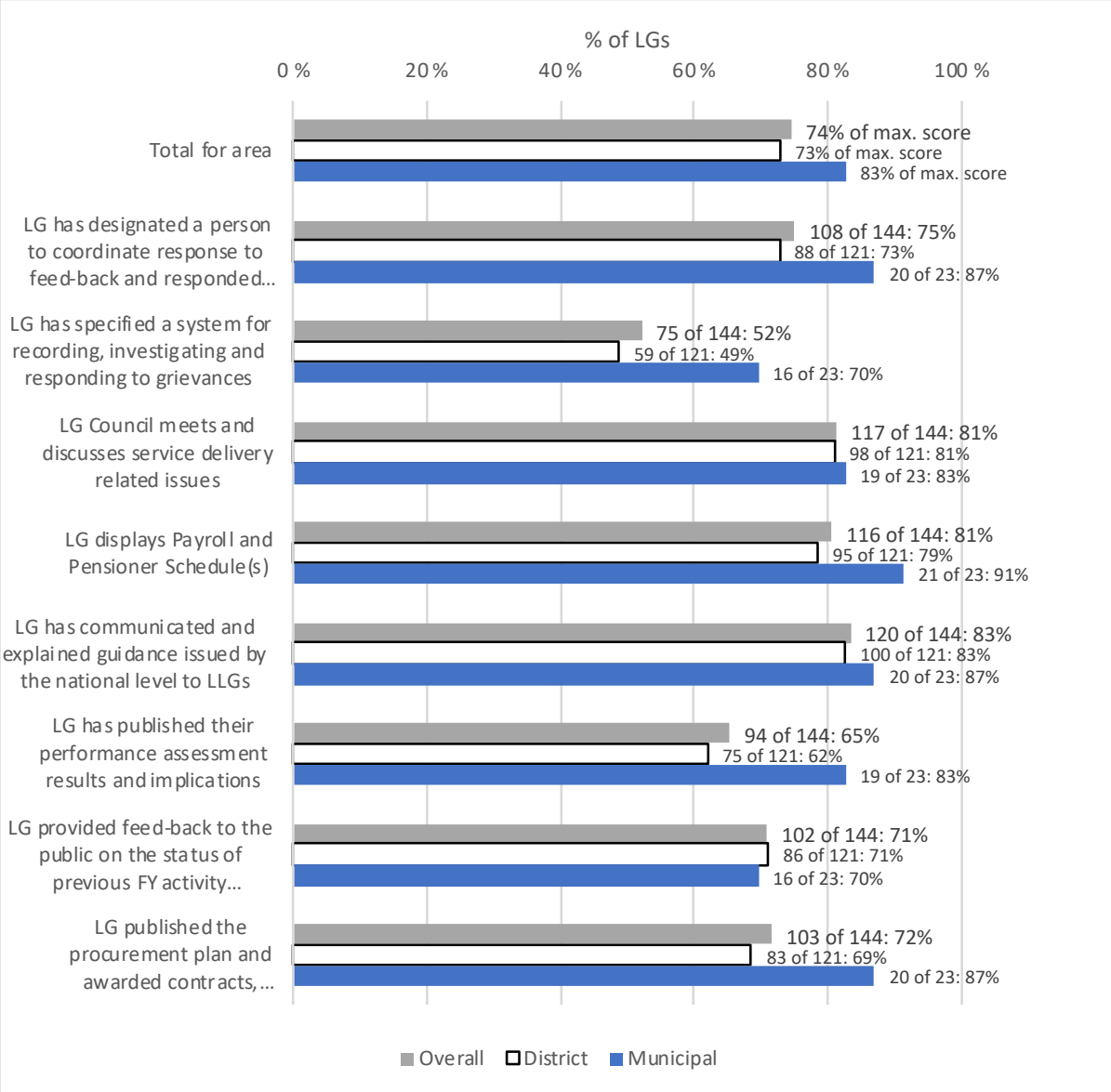
4.4.6 Governance, Oversight, Transparency and Accountability

The figure below provides an overview of how LGs performed in the thematic area: Governance, oversight, transparency and accountability indicating an overall average score of 74 % for all LGs. For districts the score was 73 % whereas for MLGs it was 83 %.

The 3 top performing indicators were: LGs had communicated and explained guidelines, circulars and policies issued by National level to the LLGs (120 out of 144 LGs), LGs met and discussed service related issues, including TPC reports, monitoring reports, PA results and LG PAC reports for last FY (117 out of 144 LGs) and LGs displayed payroll and pensioner schedule on public notice boards and other means (116 out of 144 LGs).

The worst performing indicator was: LG has specified a system for recording, investigating and responding to grievances, which should be displayed and made publically available where only 75 LGs of the 144 LGs complied or 52 %. However, the first step in this area, which is to have a designated person to coordinate response to feed-back on grievances was better performing with 108 of 144 LGs (75% of LGs) obtaing the points.

Figure 36 Crosscutting performance scores for governance, oversight, transparency and accountability



N= 144.

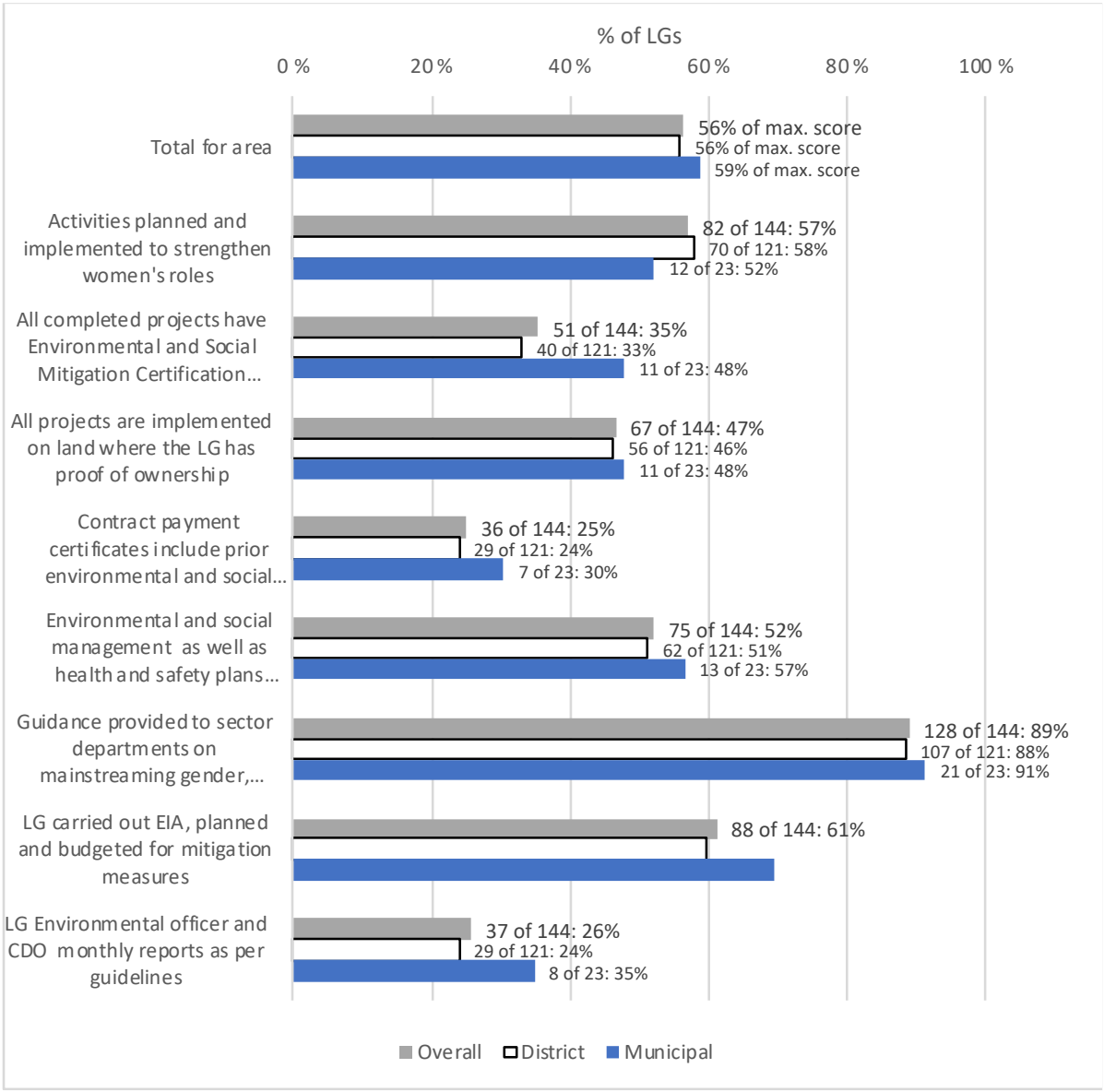
4.4.7 Social and Environmental Safeguards

Albeit with variations across indicators, Social and Environmental Safeguards was one of the weaker LG performing areas with an overall score of 56 % for all LGs (56 % for districts and 59 % for MLGs).

However, one performance indicator was significantly better performing than others, and this was: Guidance provided to support departments on gender mainstreaming, which was achieved by 128 out of 144 (89 %). The worst performing areas were contract payment certificates which includes prior environmental and social clearance (36 of 144 LGs or 25 %)

and evidence that CDO provides monthly report including completed check list, deviations observed with pictures and corrective actions (37 of 144 LGs or 26 %) .

Figure 37 Crosscutting Performance Scores in Social and Environmental Safeguards



N= 144.

4.4.8 Best and worst scoring Crosscutting Performance Indicators

The table below shows the performance indicators where LGs had the best and the worst performance in the assessment (average LG scores in percentages of the obtainable max. 100 points).

On 5 indicators, the LGs performed from 96-97 % of the 100 % maximum possible level.

The worst performing indicator was that LGs have filled all HoDs positions substantively (only 3% obtained scores here). This was also the worst performing indicator during last assessment, but it has slightly improved from 2 to 3 %.

Table Overview of the top 5 and bottom 5 scoring performance indicators for crosscutting area

Top 5		
1	97 %	Contracts Committee considered recommendations of the TEC
2	97 %	TEC produced and submitted reports to the Contracts Committee for the previous FY
3	97 %	LG adhered to procurement thresholds
4	97 %	Infrastructure projects implemented in the previous FY were dervived from AWP and Budget
5	96 %	Capital Investments in the Approved AWP are derived from the approved 5-year Development Plan
Bottom 5		
1	3 %	LG has filled all Heads of Department positions substantively
2	5 %	100% of the staff that retired during the previous FY have accessed the pension payroll not later than two months after retirement
3	6 %	Consistency of Infrastruture Investments with the approved Physical Development Plan
4	12 %	LG has clearly labelled all works projects for the current FY
5	23 %	Action Area Plan prepared for previous year

The table below compares how the worst performing indicators were scored on by LGs in 2018/19 relative to 2017/18.Four 4 out of the 5 worst performed indicators improved significantly from the first assessment in FY 2017/18 to the second in FY 2018/19.

The average score on one of the worst performing performance indicator – functional physical planning committees in place - improved albeit still poor.

Table Overview of the development in the worst performing indicators from FY 2017/18 to FY 2018/19

Worst performing	Performance in FY 2017/18	Performance in FY 2018/19	Performance indicator
1	2 %	3%	LG has filled all Heads of Department positions substantively
2	9%	5%	100% of the staff that retired during the previous FY have accessed the pension payroll not later than two months after retirement
3	7 %	12%	LG has clearly labelled all works projects for the current FY
4	14%	62%	Functional physical planning committee in place that considers new investments on time
5	25 %	47%	Evidence that all projects are implemented on land where LGs have proper ownership (e.g. land title, agreements etc.)

5 Education Performance Measures

5.1 Introduction to Education Performance Measure

The education sector performance measures consist of six thematic areas with weighted performance scores totaling to a maximum of 100 points. The thematic area and indicators cover the eduction performance areas of importance for service delivery efficiency.

Number	Thematic area	Overall maximum score for this thematic area
A	Human resource, planning and managemetn	30 points
B	Monitoring and inspection	35 points
C	Governance, oversight, transparency and accountability	12 points
D	Procurement and contract management	7 points
E	Financial management and reporting	8 points
F	Social and environmental safeguards	8 points
	Total	100 points

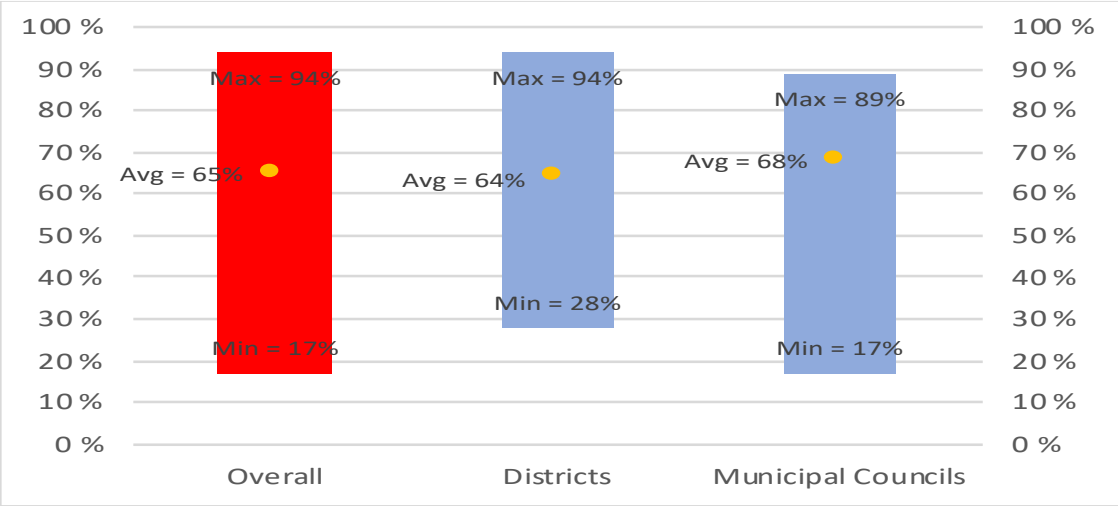
As per the assessment in FY 2017/18, 17 performance measures were assessed in FY 2018/19. Below is a presentation of the overall results followed by the results per thematic area as well as the trends in performance.

5.2 Overall Results of Education Performance Measures

The average score was 65 % for all LGs. The MLGs performed slightly better at an average of 68% as compared to the districts at average of 64%. The performance varied greatly with the best LG scoring 94% and the lowest scoring 17%.

5.2.1 Education performance measures for Districts and Municipalities

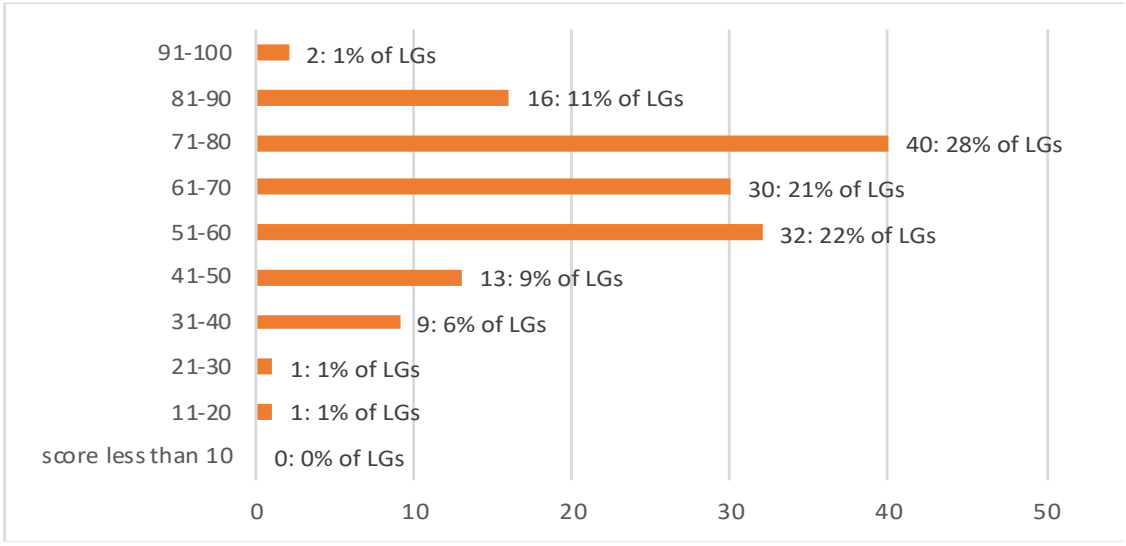
Figure 38 Average Overall Scores for Education Sector



N= 144

The following figures show the variation in performance across the total number of LGs, the districts and the MLGs respectively. Forty LGs (28%) scored between 71-80%. Two LGs scored above 90% and 2 scored below 30%.

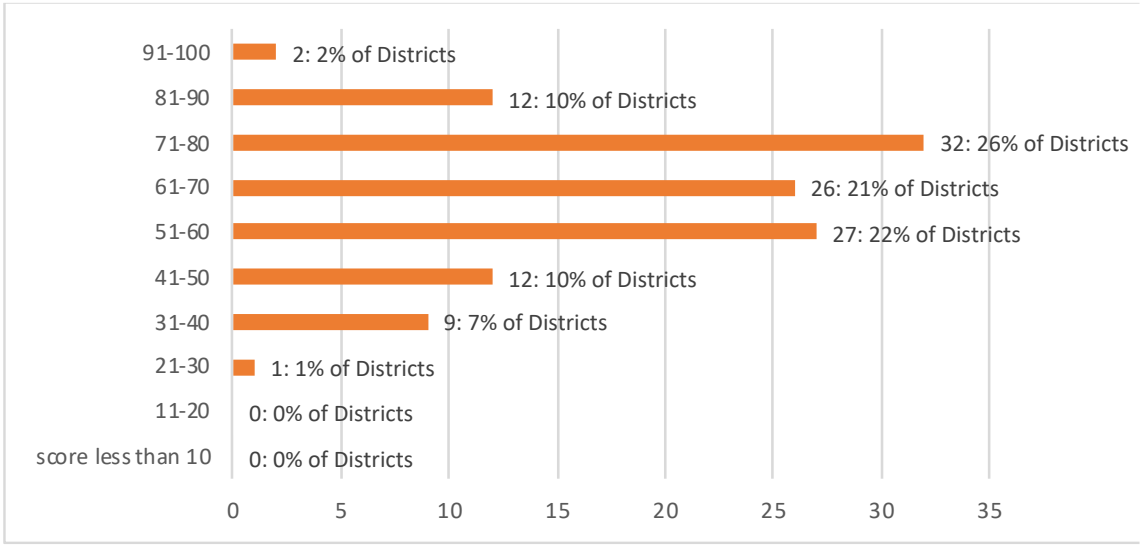
Figure 39 Education perfromance score for all LGs



N= 144

5.2.2 Education performance measures for Districts

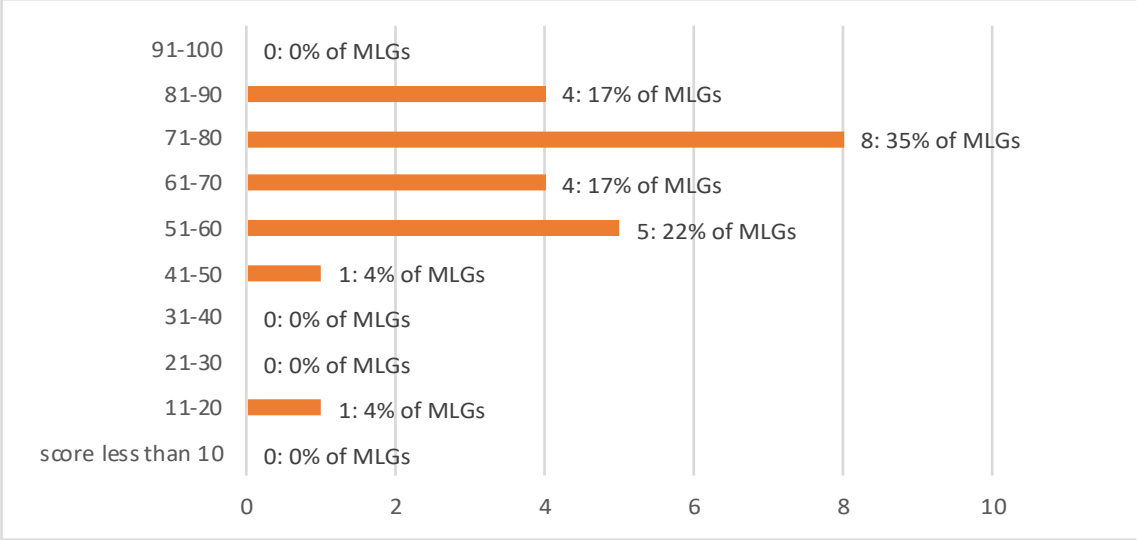
Figure 40 Education performance measures for Districts



N=121

5.2.3 Education Performance Measures for MLGs

Figure 41 Education performance measures for MLGs



N= 23

5.2.4 Ranking of LG Performance in Education Performance Measures

The tables below show the 10 highest and 10 lowest scoring LGs in Education, and a comparison with the performance in last LG PA 2017/18. Two of the worst performing LGs in 2017/18 (Bukedea District and Kumi MLG) came among the best 10 in 2018/19 due to the performance improvement support coordinated by MoLG.

Table Ten Highest Scoring LGs in Education Performance Measures

Vote	Rank in 18/19	Score in 18/19	Rank in 17/18	Score in 17/18
Moyo District	1	**94**	9	79
Pallisa District	2	**92**	116	39
Butebo District	3	**90**	144	6
Ntungamo MLG	4	**89**	72	58
Kumi District	4=	**89**	125	30
Adjumani District	6	**87**	76	56
Kumi Municipal Council	6=	**87**	125	30
Bukedea District	8	**86**	142	17
Amuru District	9	**85**	1	87
Makindye-Ssabagabo Municipal Council	9=	**85**	82	54

Table 3 Ten Lowest Scoring LGs in Education Performance Measures

Vote	Rank in 18/19	Score in 18/19	Rank in 17/18	Score in 17/18
Kotido Municipal LG	144	**17**	83	53
Kotido District	143	**28**	38	68
Rubanda District	142	**32**	118	37

Vote	Rank in 18/19	Score in 18/19	Rank in 17/18	Score in 17/18
Kitgum District	141	**35**	31	69
Namutumba District	139	**36**	121	33
Bulambuli District	139	**36**	111	41
Namisindwa District	137	**39**	131	27
Amudat District	137	**39**	102	45
Isingiro District	134	**40**	76	56
Kaabong District	134	**40**	72	58

The tables below show how the LGs, which performed best and worst in the previous assessment in 2017/18 performed in the new LG PA in FY 2018/19.

Table 4 Overview of the performance of 2017/18 top 10 LGs in the LG PA 2018/19

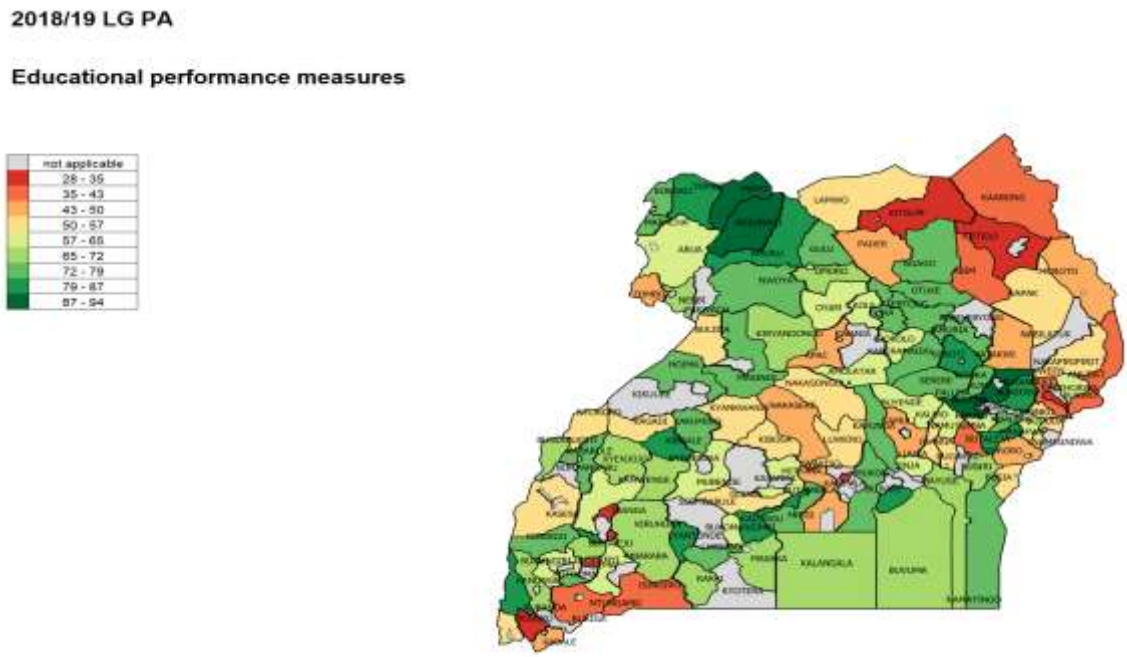
Vote	Rank in 17/18	Score in 17/18	Rank in 18/19	Score in 18/19
Amuru District	1	87	8	85
Nebbi District	2	84	69	66
Masindi Municipal Council	3	84	43	74
Maracha District	4	83	32	77
Kiryandongo District	5	81	60	69
Rubirizi District	6	80	30	78
Yumbe District	7	80	14	82
Butambala District	8	80	12	83
Napak District	9	79	97	56
Kapchorwa District	10	79	78	63

Table 5 Overview of the performance of 2017/18 bottom 10 LGs in 2018/19

Vote	Rank in 17/18	Score in 17/18	Rank in 18/19	Score in 18/19
Ngora District	138	12	43	74
Bukedea District	137	17	7	86
Amuria District	136	18	48	73
Lugazi Municipal Council	135	19	56	70
Serere District	134	22	23	79
Nansana Municipal Council	133	22	66	67
Njeru Municipal Council	132	23	14	82
Budaka District	131	26	30	78
Bukomansimbi District	130	26	84	61
Iganga Municipal Council	129	28	97	56

5.2.5 Analysis of Education Performance Scores Accross the Country

Figure 11 Education Performance Scores accross LGs

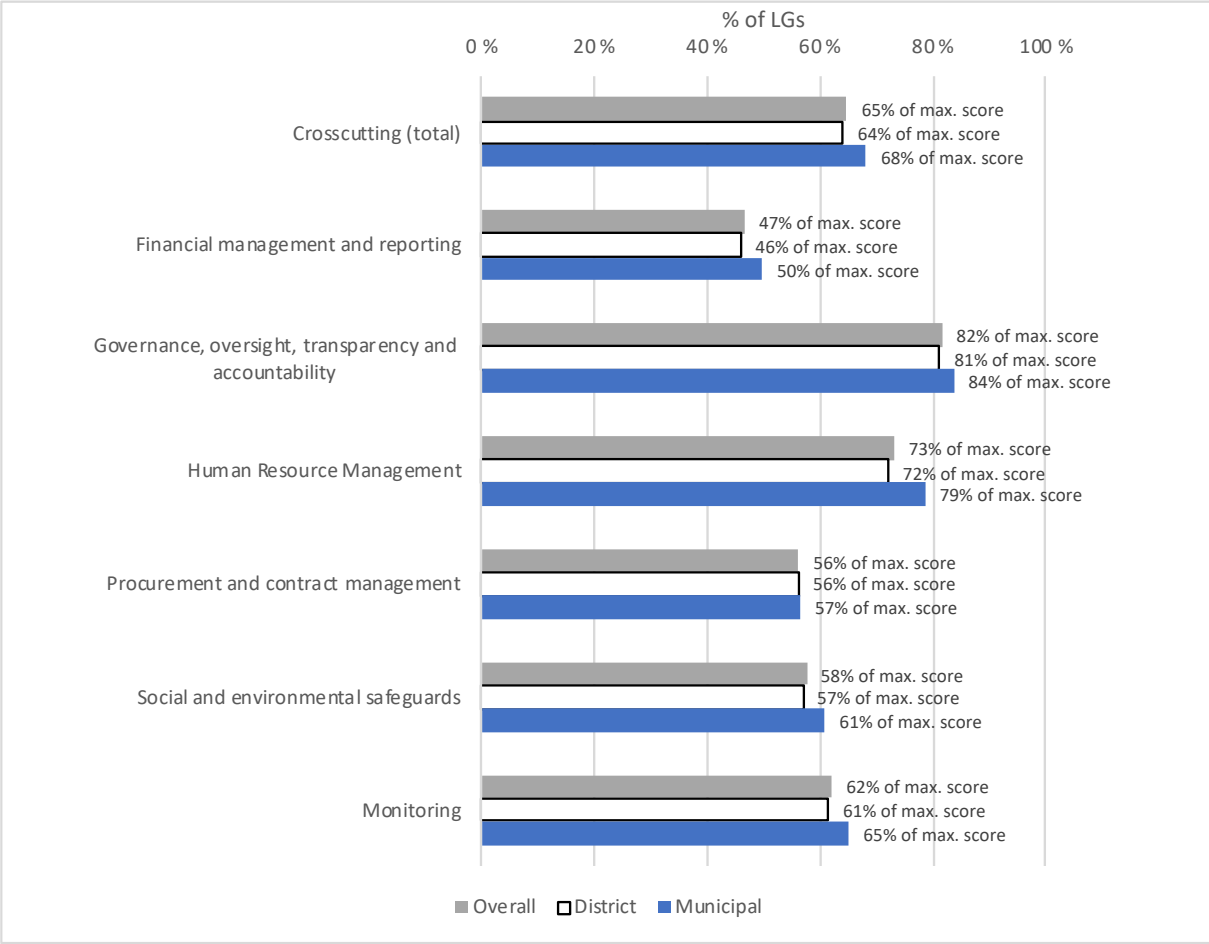


5.3 Performance Trends in the Education Performance Area

5.3.1 Overall Performance in Education Performance Area in 2018/19

Results show significant variation between the thematic areas from average 47% in financial management and reporting to 82% in governance, oversight, transparency and accountability.

Figure 12 Overall Education Sector Performance Scores per Thematic Area

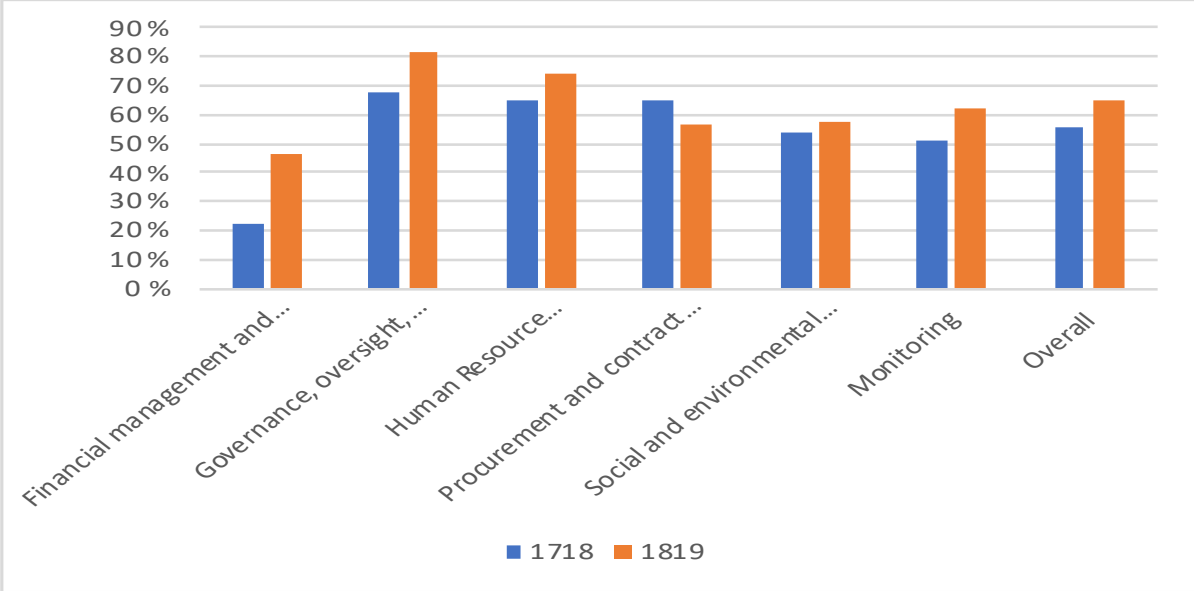


N= 144.

5.3.2 Comparing Performance between 2017/18 and 2018/19

The figure below shows the trends in performance across the average score in the six thematic areas from the LG PA in FY 2017/18 to the LG PA conducted in FY 2018/19. All the areas except procurement and contract management have improved where the challenge was delay to submit inputs into the procurement plan. This is likely to improve now that MoES is supporting the LGs in the procurement and contract management.

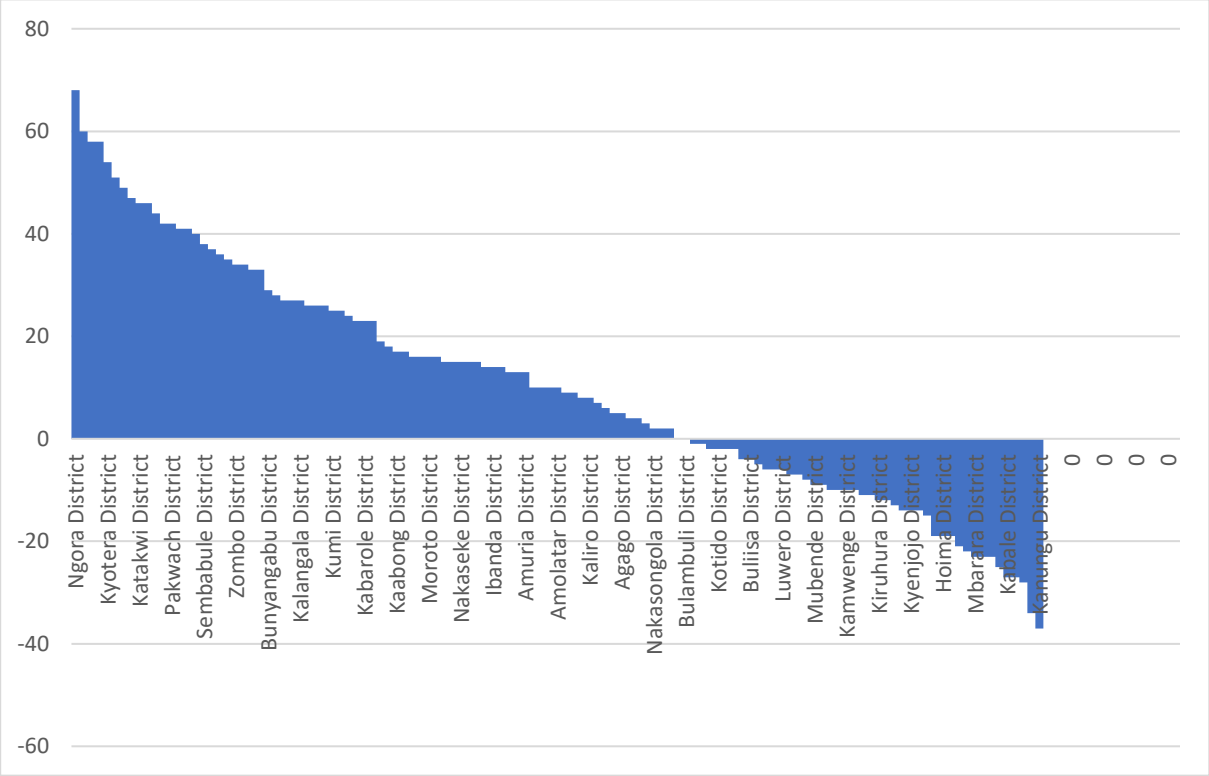
Figure 13 Comparing the education performance scores between 2017/18 and 2018/19 per thematic area



N= 144.

The figure below shows that more LGs improved than declined in performance, and that the the performance improvements were more significant, see the left side of the figure.

Figure 14 LG that had improvements and those that declined in performance from FY 2017/18 to FY 2018/19

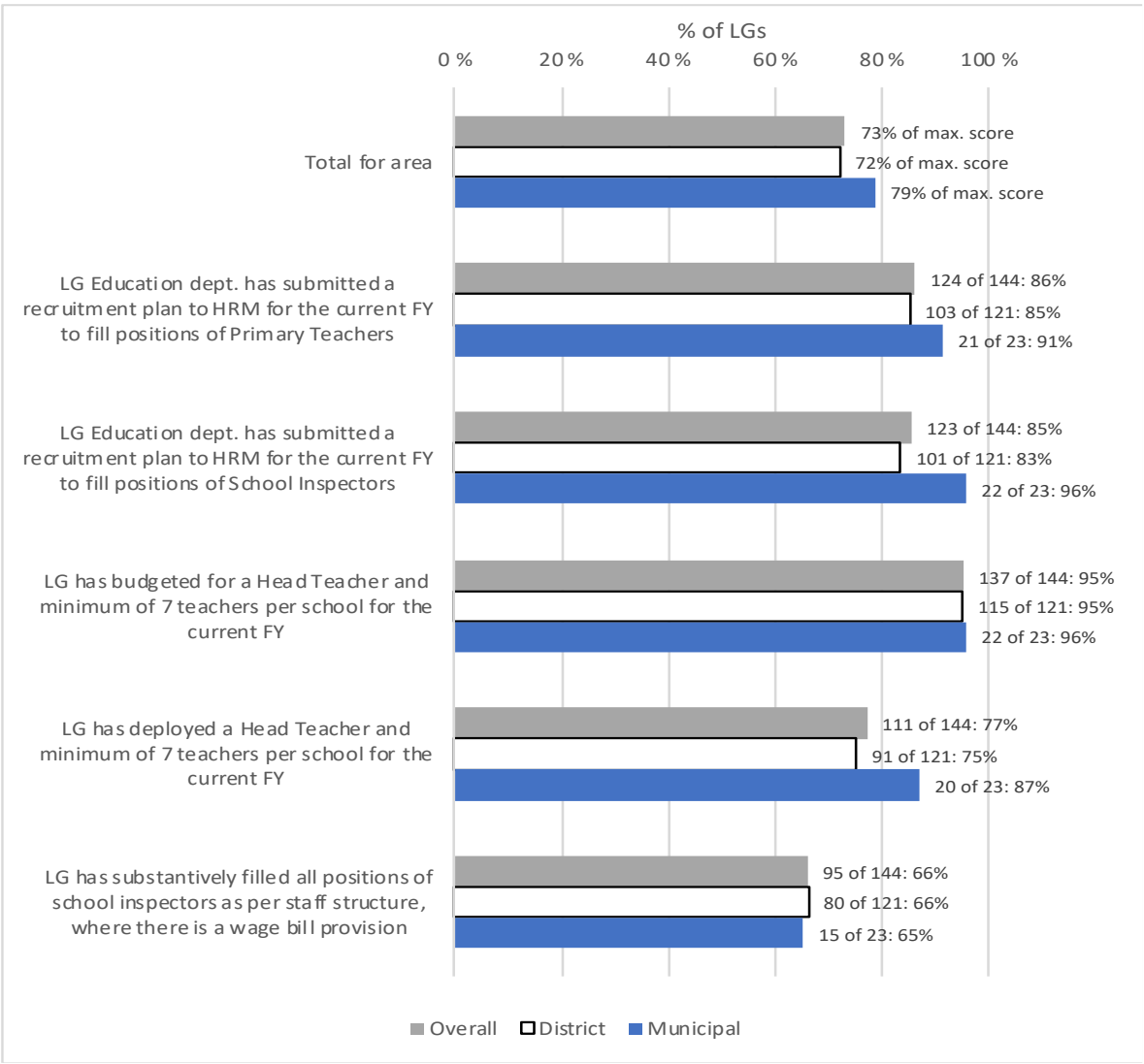


5.4 Results of Education Performance Measures

5.4.1 Human Resource Planning and Management

The figure below shows the performance of LGs regarding Human resource planning and management. The performance measure with the lowest score was on filling positions of primary teachers. The best performing area was budgeting to ensure that each school has a head teacher and a teacher per class.

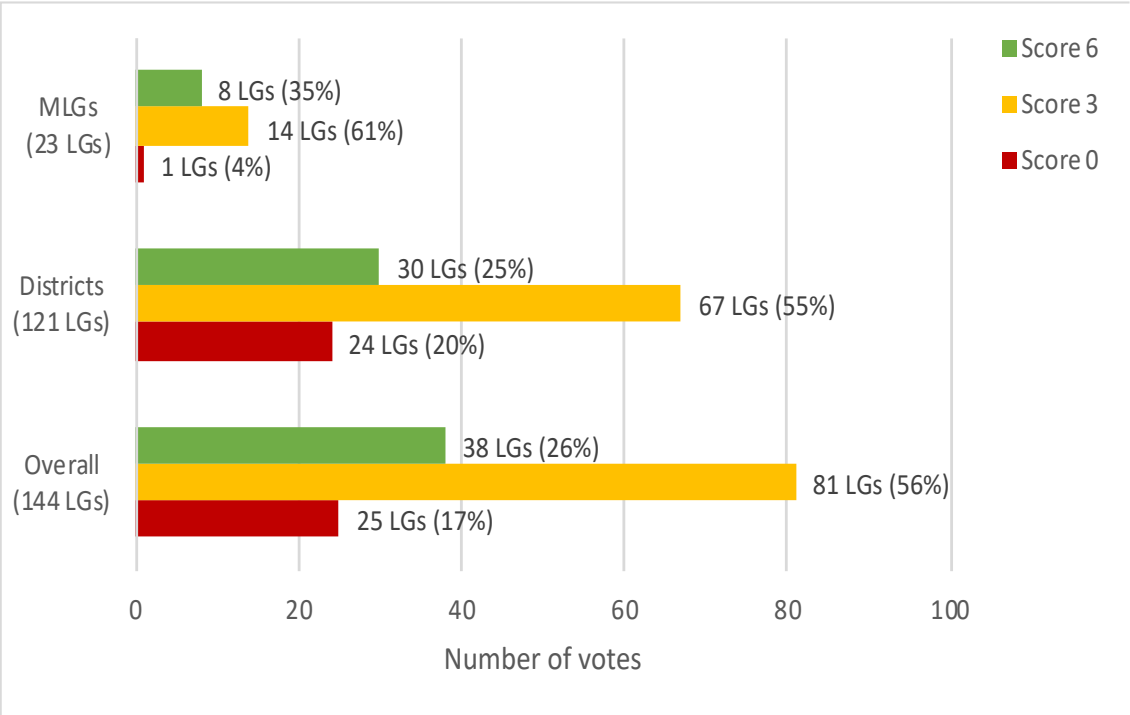
Figure 15 Education Performance scores in HR Planning and Management



N= 144.

One of the performance indicators, see below, was graded with highest score to be obtained as 6 points (100 % of the positions filled), and with 3 points as a middle performance level (80-99 % of the positions are filled) or 0 points if below 80% of positions were filled. This was the lowest performing indicator in this thematic area with an average score for all LGs at 55 %.[12]

Figure 16 LGs that filled the structure if primary teachers with a wage bil provision



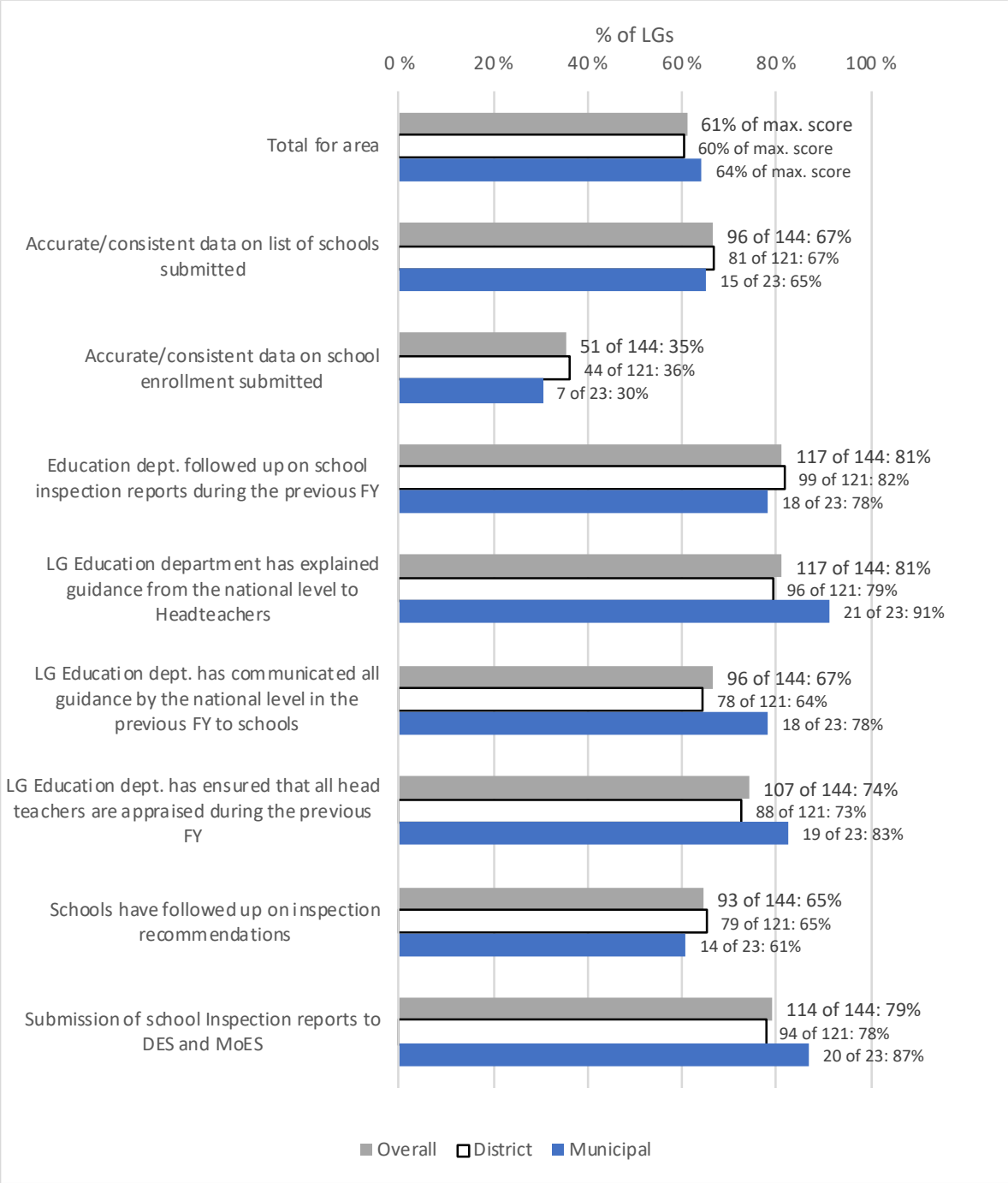
N= 144.

5.4.2 Monitoring and Inspection

The figure below shows the performance in the thematic area of monitoring and inspection.

Figure 17 Average scoring per indicator for Monitoring and Inspection

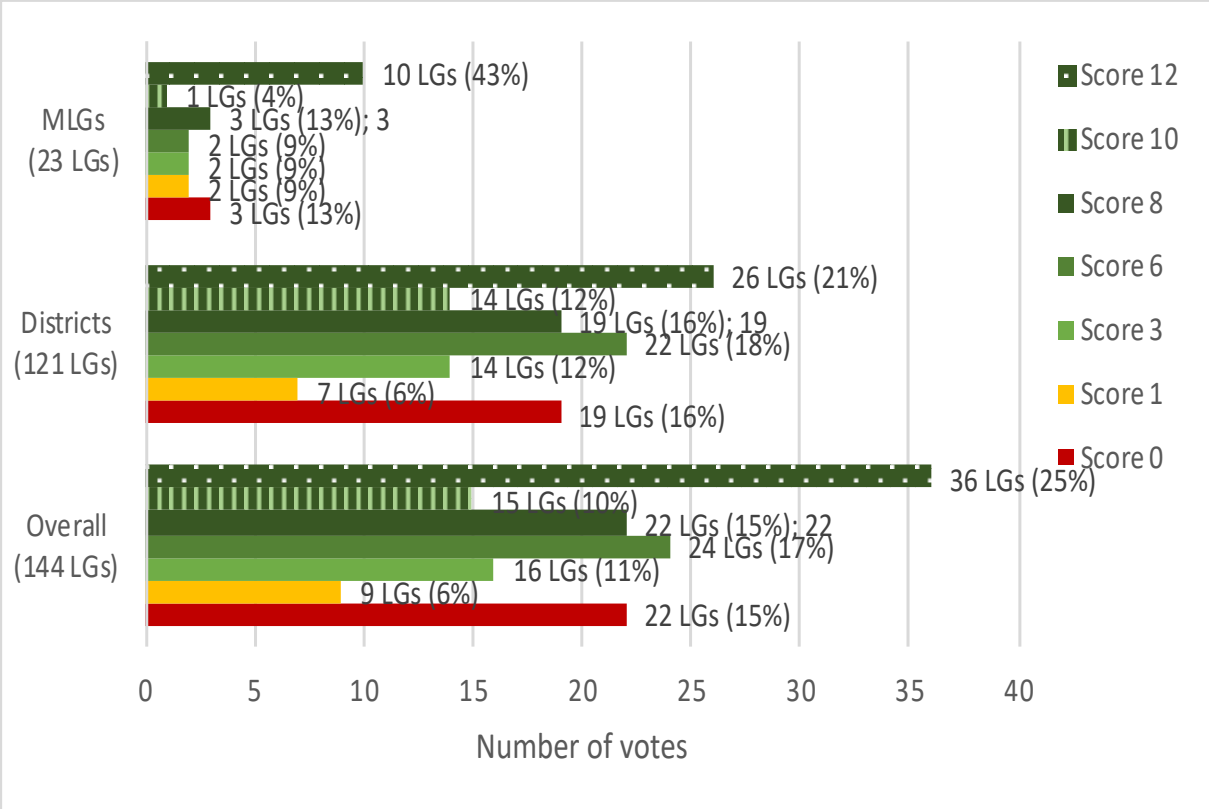
[12] Note that this is the average score of the LGs compared with the average level of 100 % (some of the LGs score 6 and others 3 points which is considered in the calculation of average scores).



N= 144.

Two of the indicators in this thematic area were graded (calibrated). The first on inspection is shown below. It shows that 36 LGs out of 144 LGs or 25% have all schools being inspected as per requirement, i.e. once per term and with reports produced, and that 22 LGs equal to 15% had none of the schools inspected atleast once a term with reports produced.

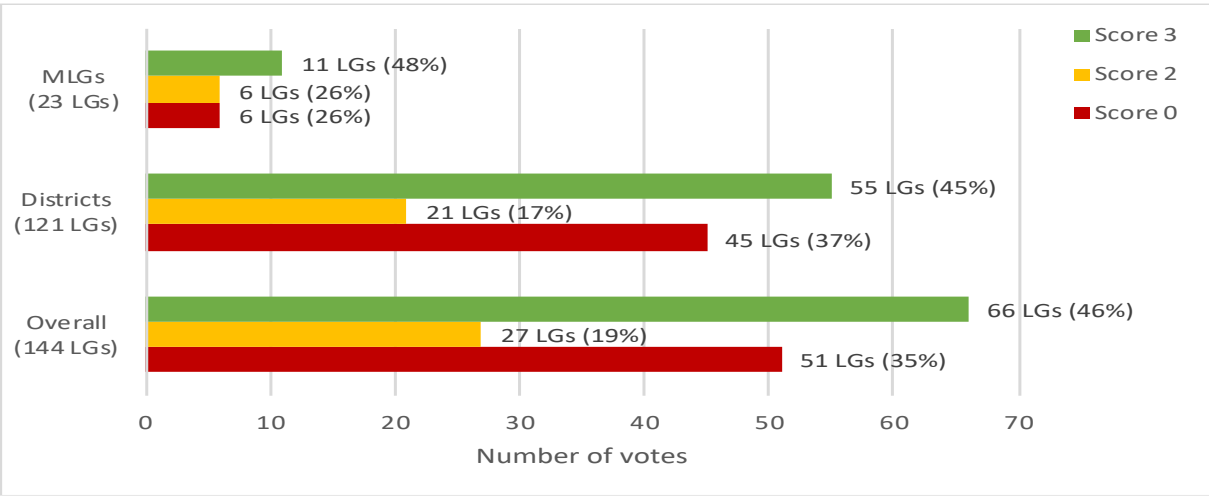
Figure 18 All licenced or registered schools have been inspected at least once per term and reports produced



100 % schools inspected: Score 12, 90-99%: Score 10, 80 -89 %: score 8, 70-79%: score 6, 60-69%: score 3, 50-59% score 1 and below 50%: score 0.

The figure below shows the performance on appraisal of school inspectors. About half or 46 % of the LGs (of 144) have appraised 100 % of their school inspectors during the previous FY.

Figure 19 LG Education Department that appraised school Inspectors during the previous FY

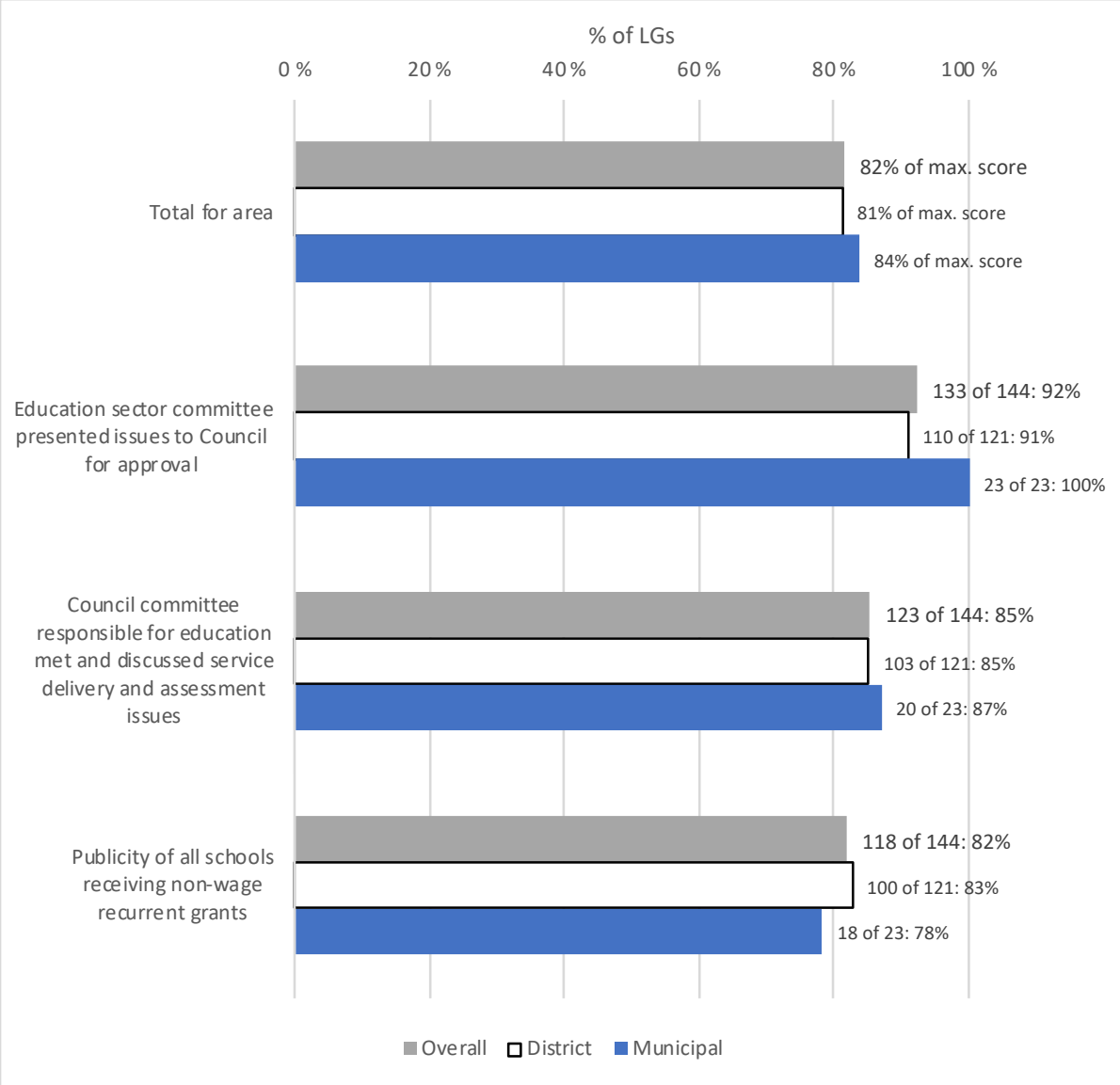


Note that average score of LG of the maximum obtainable points was 58 %. The score was as follows: 90-100 % of the school inspectors have been appraised: score 3, 70-89%: Score 2 and score below 70%: score 0.

5.4.3 Governance, Oversight, Transparency and Accountability

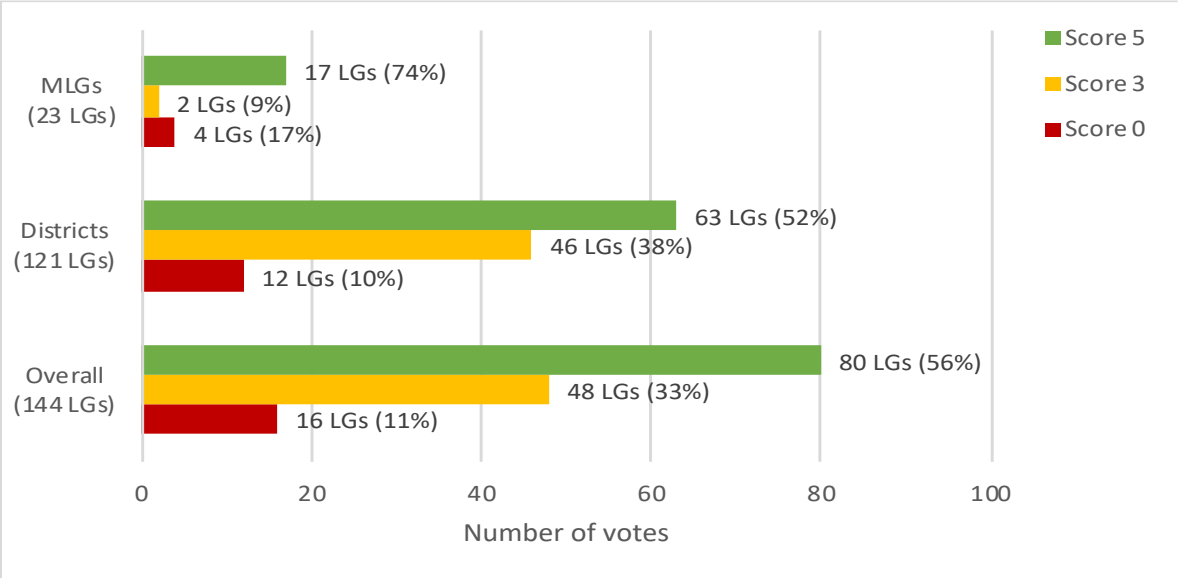
The figure below presents the average scores on the indicators that were used for assessing the governance, oversight, transparency and accountability, which was one of the better performing thematic area.

Figure 20 Average scoring per Indicator for Education Performance area – Governance, overight, transparency and accountability



One of the indicators was graded: Evidence that primary schools have functional SMCs (established, meetings held, discussions of budget and resource issues and submissions of resports to DEO/MEO). 80 LGs or 56 % had 100 % of the schools with functional SMCs. The performance was significantly better for the MLGs than for the districts.

Figure 21 Evidence that all primary schools have functional SMCs

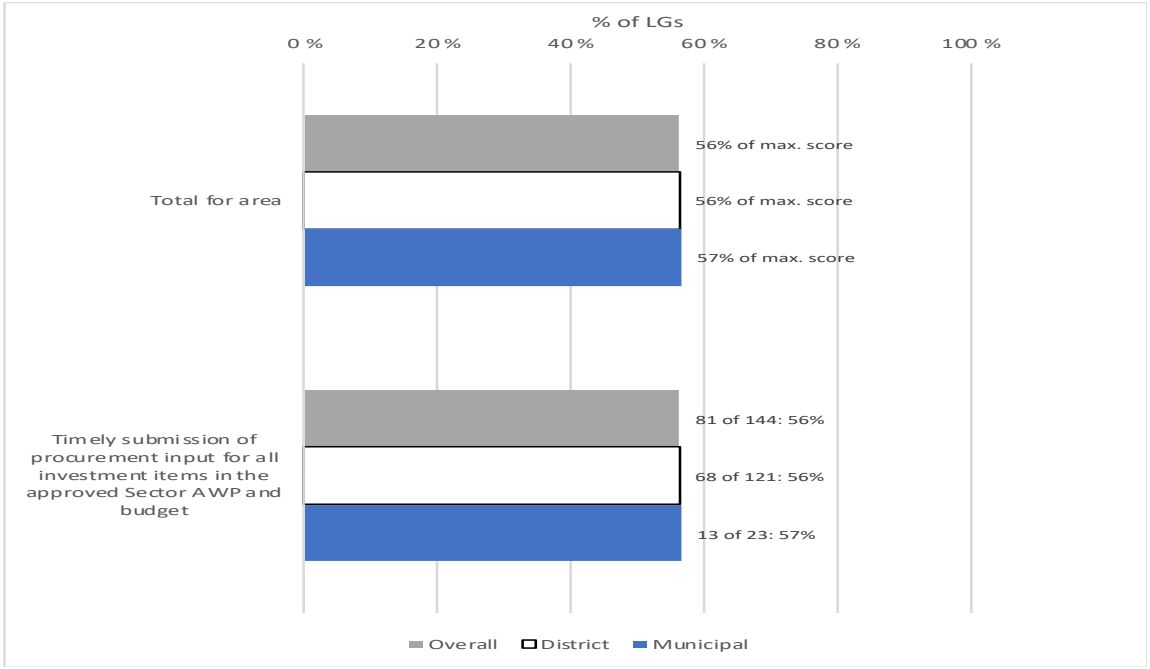


N= 144. 100 % of the schools: Score 5, 80-99 % of the schools: Score 3, and below 80 % of schools: score 0.

5.4.4 Procurement and Contract Management

The figure below presents the overall average scores on the indicator that was used for assessing the thematic area: Procurement and contract management. The score had an average of 56 points for all LGs with nearly similar performance of districts (56 %) and MLGs (57%).

Figure 22 Average scoring per Indicator for education performance area in procurement and contract management

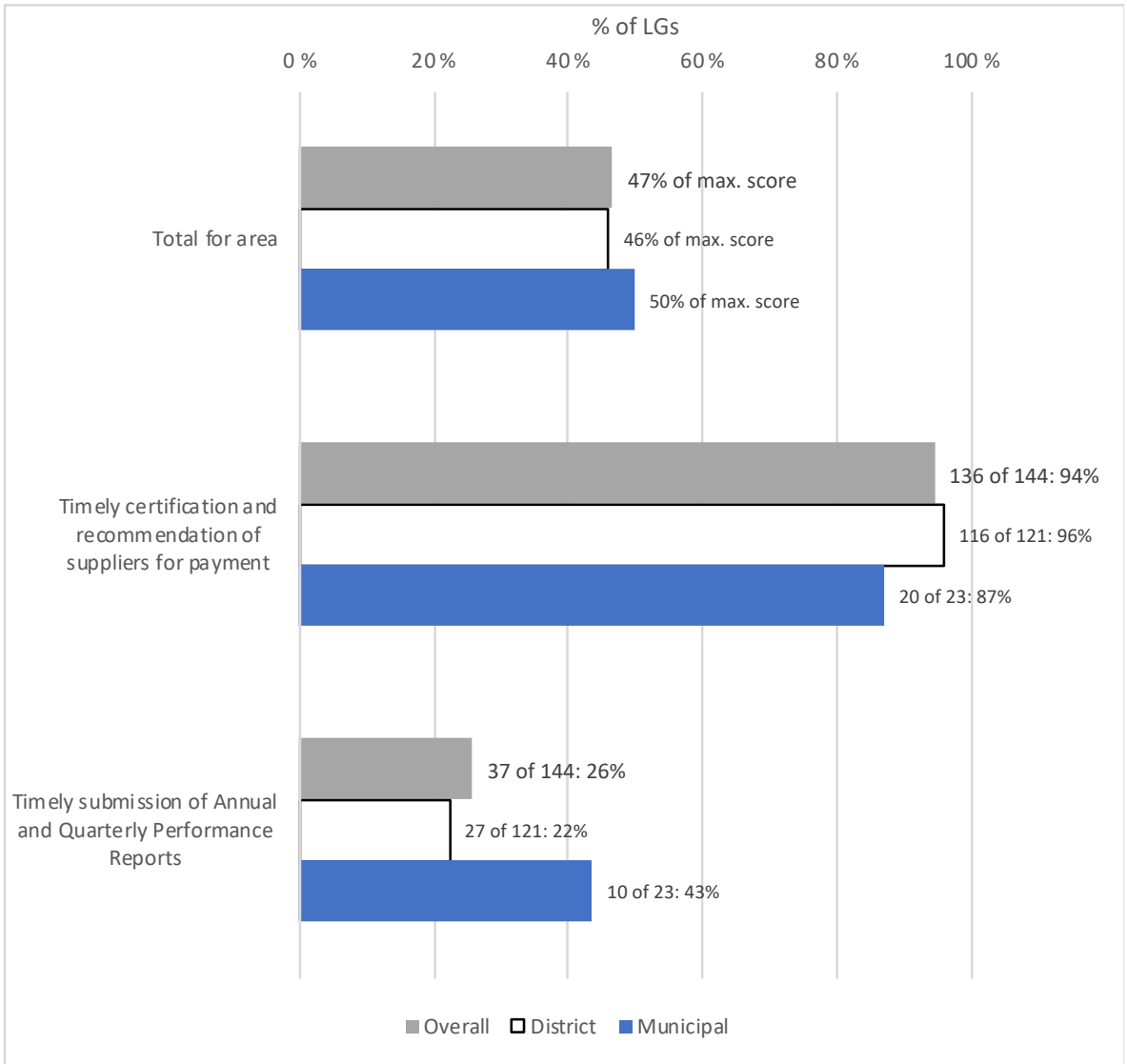


N= 144.

5.4.5 Financial Management

The figure below shows the overall average scores on the indicators that were used for assessing the Financial Management and Reporting. One performance indicator was calibrated and shown separately below. The performance varied greatly between timely certification and recommendation of suppliers for payment (94 % performance) and timely submission of annual and quarterly reports, which persist to be a major challenges for most LGs (only 26 % managed to do this, against 22 % last FY). This was mainly due to the introduction of the PBS to the LGs for the first time which is likely to be addressed in subsequent years.

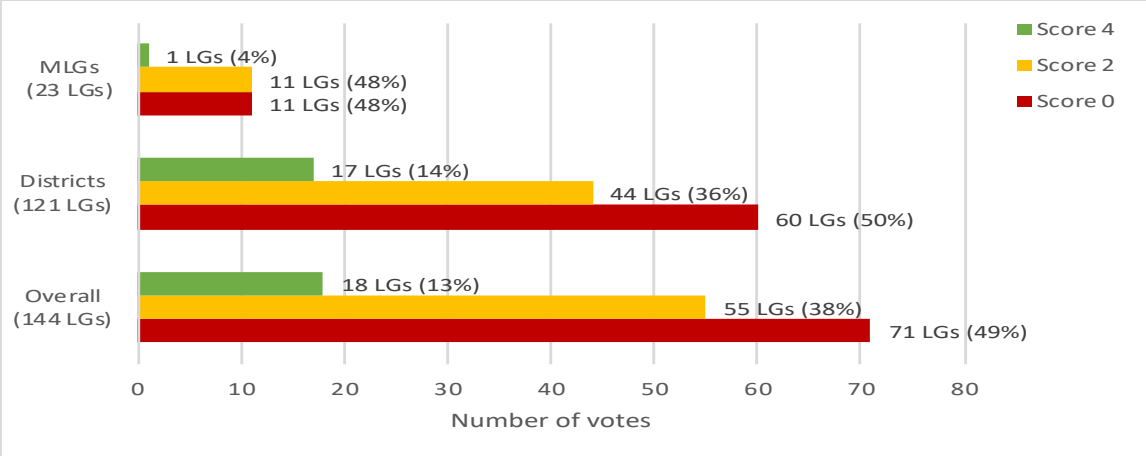
Figure 23 Average scoring per Indicator for education performance area in Financial Management



N= 144.

The figure below shows whether LGs have evidence that the sector has provided information on the internal audit on the status of implementation of all audit findings for the previous FY and whether there are queries or not. 13 % had no queries (best), and 38% of LGs have provided information on the status of the implementation (second best).

Figure 24 Follow-up on internal audit recommendations for the previous FY

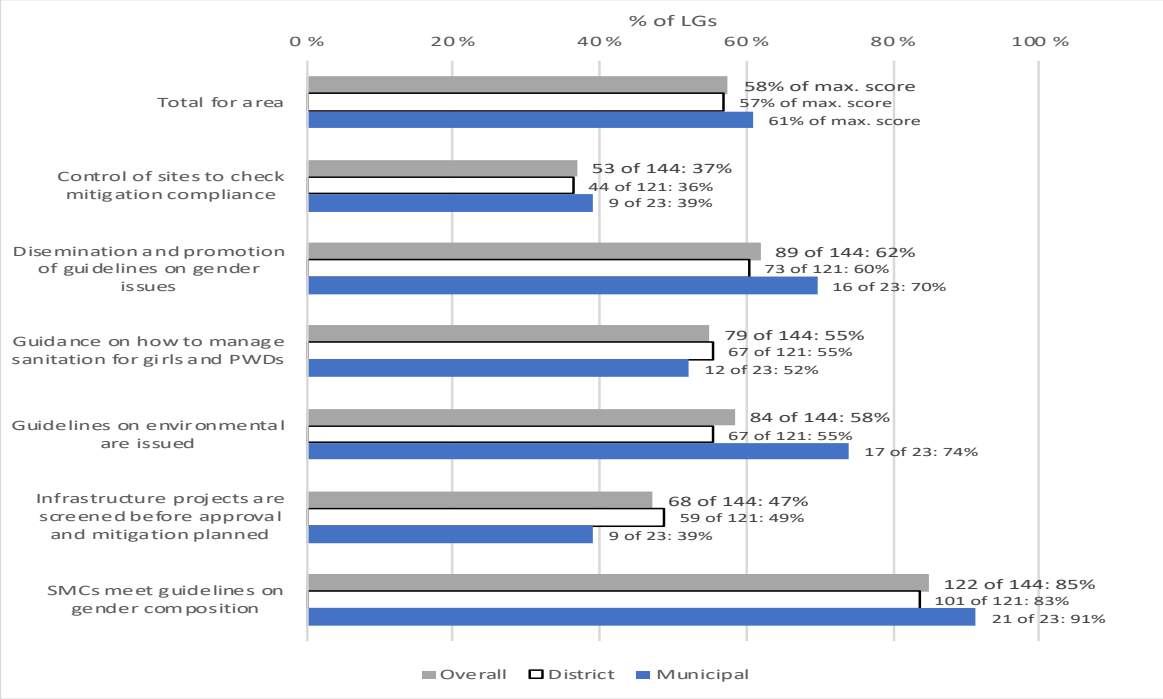


N= 144. If the sector has no audit query: 4 points, if the sector has provided information to the internal audit on the status of implementation of all audit findings for the previous FY: score 2, and if all quires are not responded to: score 0

5.4.6 Social and Environmental Safeguards

The figure below presents the overall average scores on the indicators that were used for assessing social and environmental safeguards. The average score for the thematic area was 58%. The best performing indicator was that LGs meet gender guidelines on gender composition for SMC (85 %). The worst performing performance measure was whether the environmental office and community development officer have visited the sites to check whether the mitigation plans are complied with, which was performed by only 37 % of the LGs.

Figure 25 Average scoring per Indicator for education performance area in Social and Environmental Safeguards



N= 144.

5.4.7 Best and worst Performed Education Performance Measures

The table below provides an overview of the top 5 and bottom 5 performing performance indicators in FY 2018/19.

Table 6 Overview of the top five and bottom five scoring performance measures in Education

Top 5		
1	95 %	LG has budgeted for a Head Teacher and minimum of 7 teachers per school for the current FY
2	94 %	Timely certification and recommendation of suppliers for payment
3	92 %	Education sector committee presented issues to Council for approval
4	86 %	LG Education dept. has submitted a recruitment plan to HRM for the current FY to fill positions of Primary Teachers
5 =	85 %	LG Education dept. has submitted a recruitment plan to HRM for the current FY to fill positions of School Inspectors
5 =	85%	SMC met guidelines on gender composition
Bottom 5		
1	26 %	Timely submission of Annual and Quarterly Performance Reports
2	32 %	Follow up on internal audit recommendations for the previous FY
3	35 %	Accurate/consistent data on school enrollment submitted
4	37 %	Control of sites to check mitigation compliance
5	47 %	Infrastructure projects are screened before approval and mitigation planned

The table below shows the trends in the five worst performing indicators from the LG PA 2017/18. The average score on all the performance measures has improved significantly.

Table 7 Trends in the 5 worst performing indicators in FY 2017/18

Ranking worst indicators	Performance indicator	Performance in FY 2017/18	Performance in FY 2018/19
1	Evidence that the sector has provided information to the internal audit on the status of the implementation of all audit findings for the previous FY	7 %	32%
2	Evidence that the department submitted annual performance reports for previous FY (with availability of all four quarterly reports) to the Planner by mid-July for consolidation	17%	25%
3	Financial management and reporting (composite for the entire thematic area**)	22 %	47%**
4	Evidence that LG Education Deartment has appraised headteachers in previous FY	25 %	58 %*
5	Evidence that LG has filled structure of primary teachers with wage bill provision	30 %	55%*

*As these score is calibrated, the average score of the total max score is applied.

** Last LG PA included this as the thematic scores, which was when compared among the 5 worst. Simarly this is the thematic score for financial management.

6 Health Performance Measures

6.1 Introduction to Health Performance Measures

The performance of the LG Health Departments was assessed against the following measures:

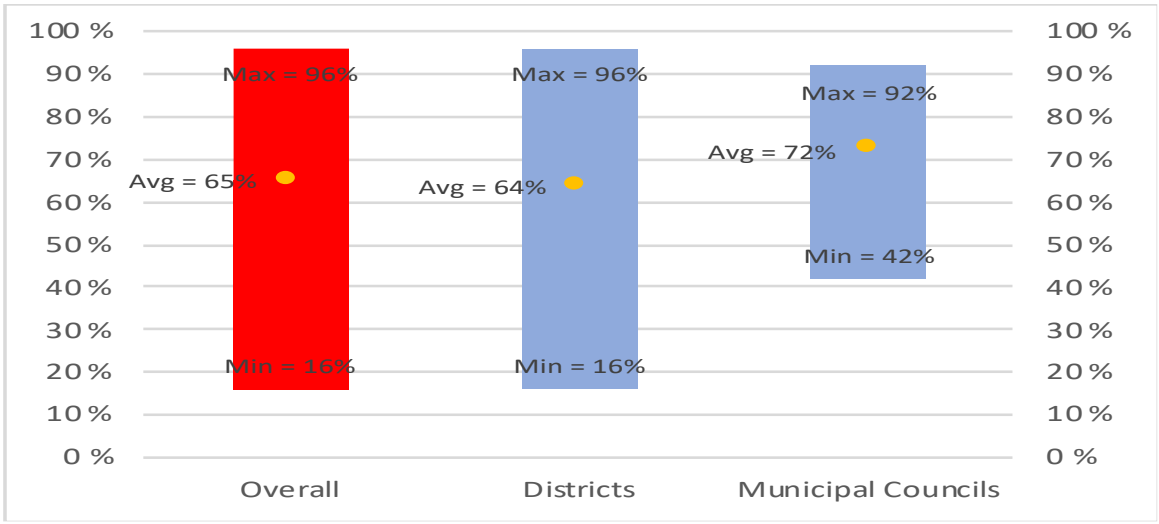
a) Human resource planning and management
b) Monitoring and Supervision
c) Governance, Oversight, transparency and accountability
d) Procurement and contract management
e) Financial management and reporting
f) Social and environment safeguards

6.2 Overall Results of Health Performance Measures

6.2.1 Health Performance Measures for Districts and MLGs

The overall average score for all the 144 LGs combined for the health performance measures was 65%. MLGs with an average of 72% performed better than districts which scored an average of 64% as shown in figure 47 below. The highest score was 96% whereas the lowest was 16%.

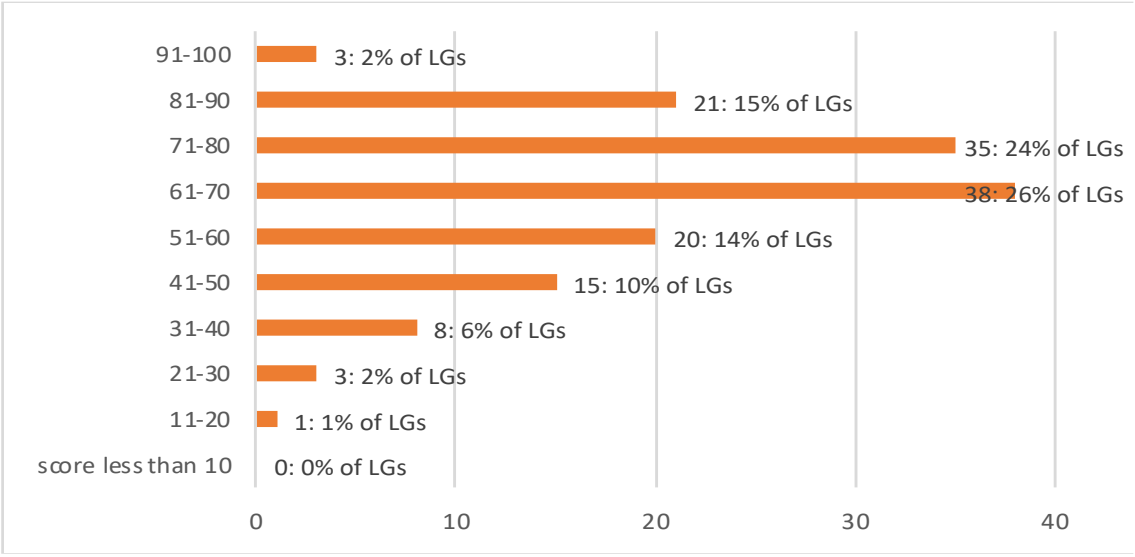
Figure 26 Average overall scoring for the health Sector



N= 144 LGs

The figures below present the overall performance scores for the health performance measures. Many of the LGs scored between 61-70 points (26%) followed by 71-80 points (24%).

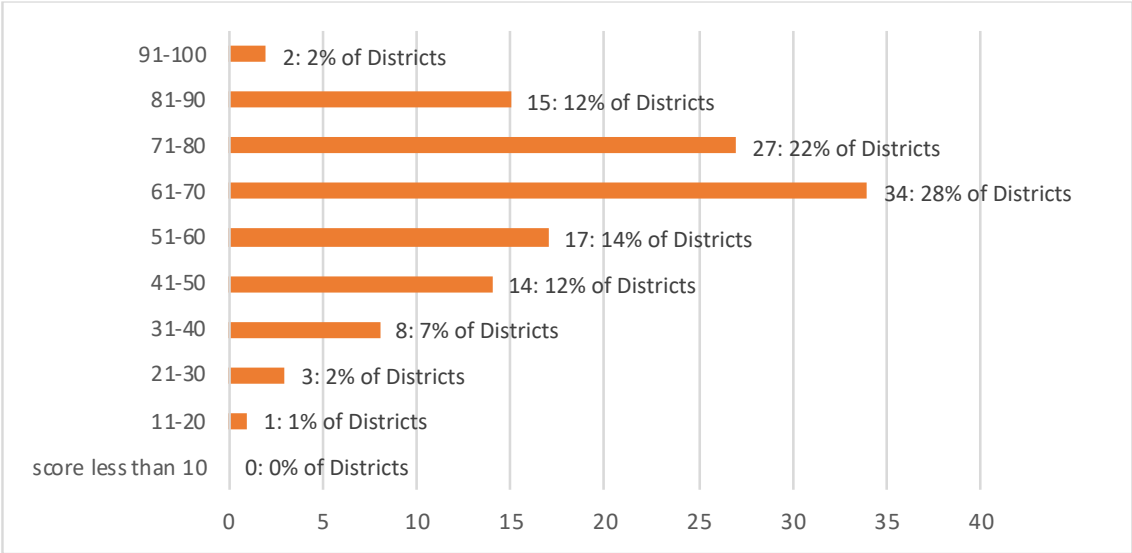
Figure 27 Health Performance Scores of all LGs



N=144.

6.2.2 Health Performance Measures for Districts

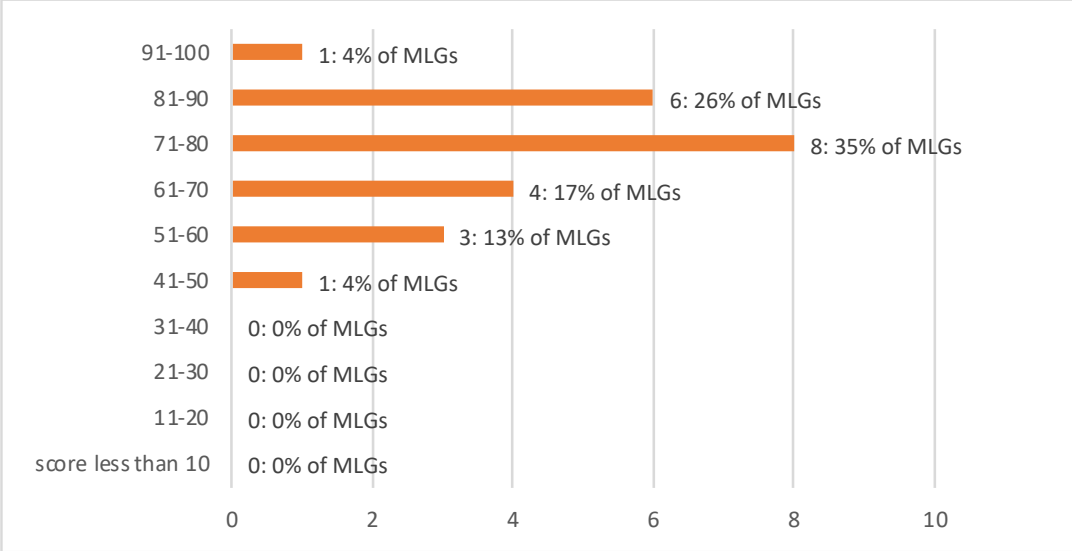
Figure 28 Health Performance Measures for District



N= 121.

6.2.3 Health Performance Measures for MLGs

Figure 29 Health Performance for Municipalities



N= 23.

6.2.4 Ranking of LGs Performance in Health Performance Measures

The tables below present results for the ten (10) highest and lowest scoring LGs on health performance measures respectively during the 2018/19 LGPA. Kibuku District got the highest score of 96%,while Kagadi District scored lowest at 16%.

Table 8 Ten (10) Highest Scoring LGs on Health Performance

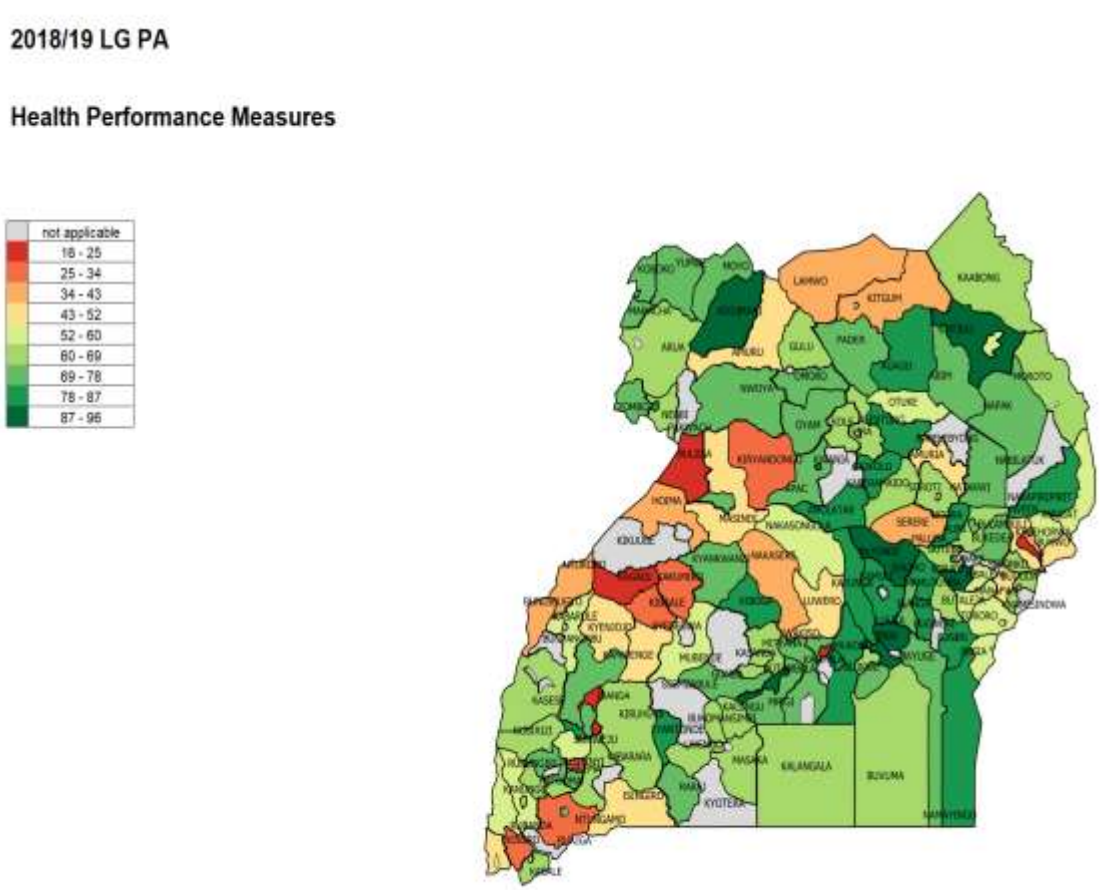
Vote	Rank in 18/19	Score in 18/19	Rank in 17/18	Score in 17/18
Kibuku District	1	**96**	131	22
Buyende District	2	**94**	132	20
Kira Municipal Council	3	**92**	54	59
Adjumani District	4	**90**	25	70
Jinja District	4=	**90**	123	32
Butambala District	6	**88**	22	71
Kotido District	6=	**88**	25	70
Njeru Municipal Council	6=	**88**	97	44
Apac Municipal Council	9	**86**	3	83
Lyantonde District	9=	**86**	54	59

Table 9 Ten (10) Lowest Scoring LGs on Health Performance

Vote	Rank in 18/19	Score in 18/19	Rank in 17/18	Score in 17/18
Kagadi District	144	**16**	14	75
Buliisa District	143	**22**	34	68
Rubanda District	142	**28**	121	34
Kiryandongo District	141	**29**	48	64
Ntungamo District	139	**32**	62	56
Kibaale District	139	**32**	4	82
Kakumiro District	138	**33**	39	67
Lamwo District	136	**34**	68	53
Hoima District	136	**34**	9	79
Ntoroko District	135	**35**	40	66

6.2.5 Analysis of Health Performance Scores Across the Country

Figure 30 Health Performance Scores accross LGs (Map)



6.3 Performance Trends in Health Performance Measures

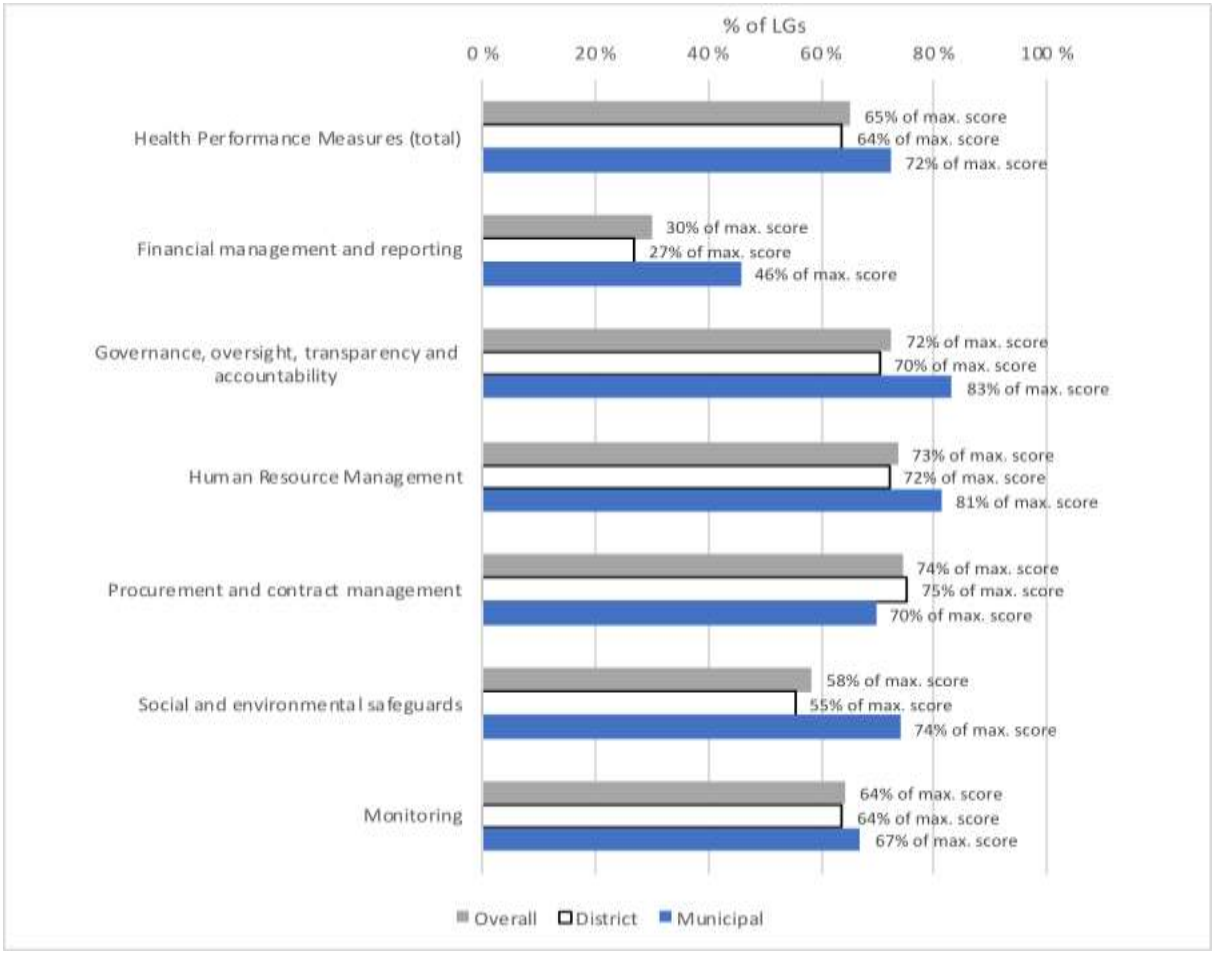
This section presents the details on the assessment results for each of the performance measures.

6.3.1 Overall performance in Health Performance Area 2018/19

The overall average score across the six performance measures in health was 65%. MLGs with an average score of 72% performed better than Districts that attained an average of 64%.

The best performed area was procurement and contract management at an average of 74%, while the worst performed area was that of financial management and reporting at an average of 30% due to delays in submission of quarterly and annual performance reports.

Figure 31 Overall Health Sector Performance Scores per Thematic Area



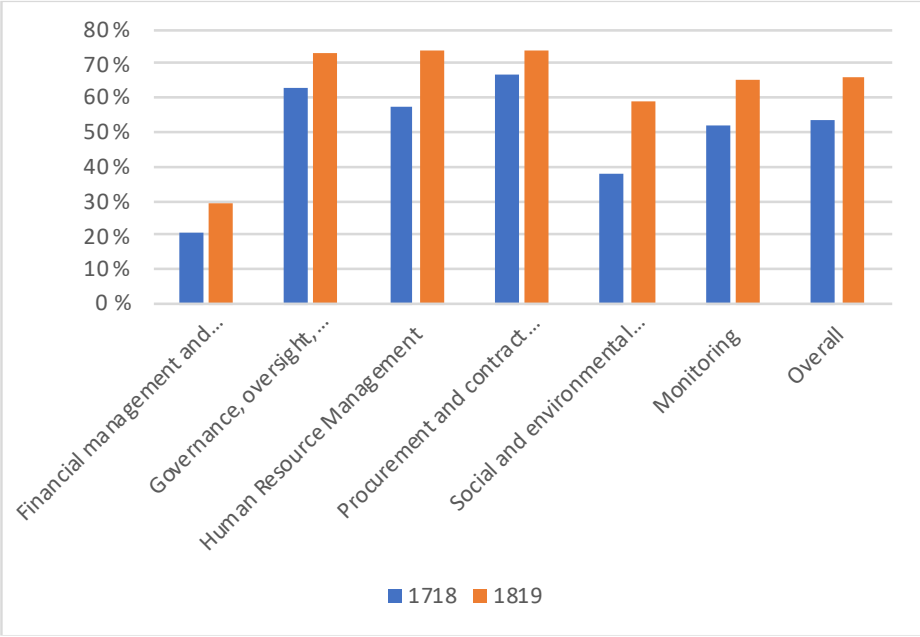
N= 144.

6.3.2 Comparing performance between 2017/18 and 2018/19

The figure below shows that there was overall improvement in performance in 2018/19 compared to 2017/18 LGPA in all the six (6) performance areas assessed.

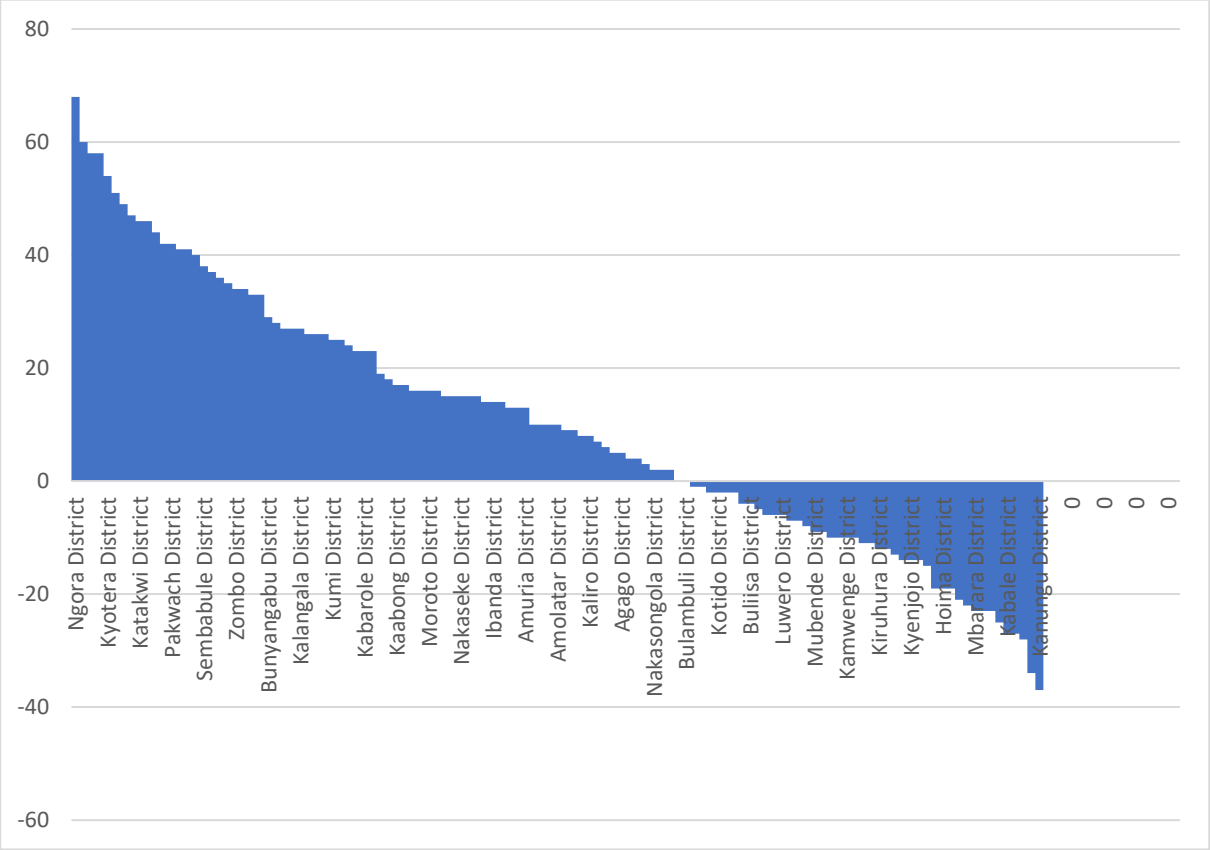
However, much as there was overall improvement in all the performance areas, some indicators that were worst performed in the 2017/18 LGPA still persisted as the worst performed in the 2018/19 results. For example, follow up on internal audit recommendations improved from 7% to 35%; guidance to health facilities on how to manage sanitation for men, women, girls and boys improved from 12% to 38%; timely submission of Annual and quarterly performance reports improved from 12% to 25%. These indicators are still among the worst performed. There is need to probe factors behind such indicators being consistently performed poorly.

Figure 32 Comparing the health performance scores between 2017/18 and 2018/19 per thematic area



It is evident from the figure below that there are more LGs that improved than those that declined in the LG health Office performance over the two assessments. Morever, the improvements are more significant than the declines (left side of the figure).

Figure 33 LG that had improvements and those that declined



The table below shows how the top 10 LGs in the 2017/18 LGPA scored in 2018/19 in health office performance. It is notable that Kyegegwa, Kibaale and Hoima districts each declined drastically by over 40 points in 2018/19. However, Apac Municipal Council managed to remain among the top 10 performers and with an improvement in scores from 83% to 86%.

Table 10 Overview of the performance of 2017/18 top 10 LGs in 2018/19

Vote	Rank in 17/18	Score in 17/18	Rank in 18/19	Score in 18/19
Kyegegwa District	1	90	118	48
Masindi Municipal Council	2	87	43	75
Apac Municipal Council	3	83	9	86
Kibaale District	4	82	133	32
Ibanda Municipal Council	5	82	55	71
Kiboga District	6	82	11	85
Dokolo District	7	81	28	79
Lira District	8	80	64	69
Hoima District	9	79	130	34
Maracha District	10	79	55	71

The table below shows how the bottom ten LGs in the 2017/18 LGPA improved in 2018/19. Buyende District improved remarkably with a score of 94% and is now ranked the 2nd best performer.

Table 11 Overview of the performance of 2017/18 bottom 10 LGs in 2018/19

Vote	Rank in 17/18	Score in 17/18	Rank in 18/19	Score in 18/19
Bugiri Municipal Council	138	13	20	82
Kumi Municipal Council	137	15	55	71
Kamuli District	136	16	25	80
Bugiri District	135	18	15	84
Namayingo District	134	19	15	84
Kaliro District	133	19	25	80
Iganga Municipal Council	132	19	46	74
Buyende District	131	20	2	94
Nebbi Municipal Council	130	20	20	82
Luuka District	129	20	41	76

All the LGs that performed poorly in 2017/18 significantly improved during 2018/19

6.4 Results per Health Performance Measure

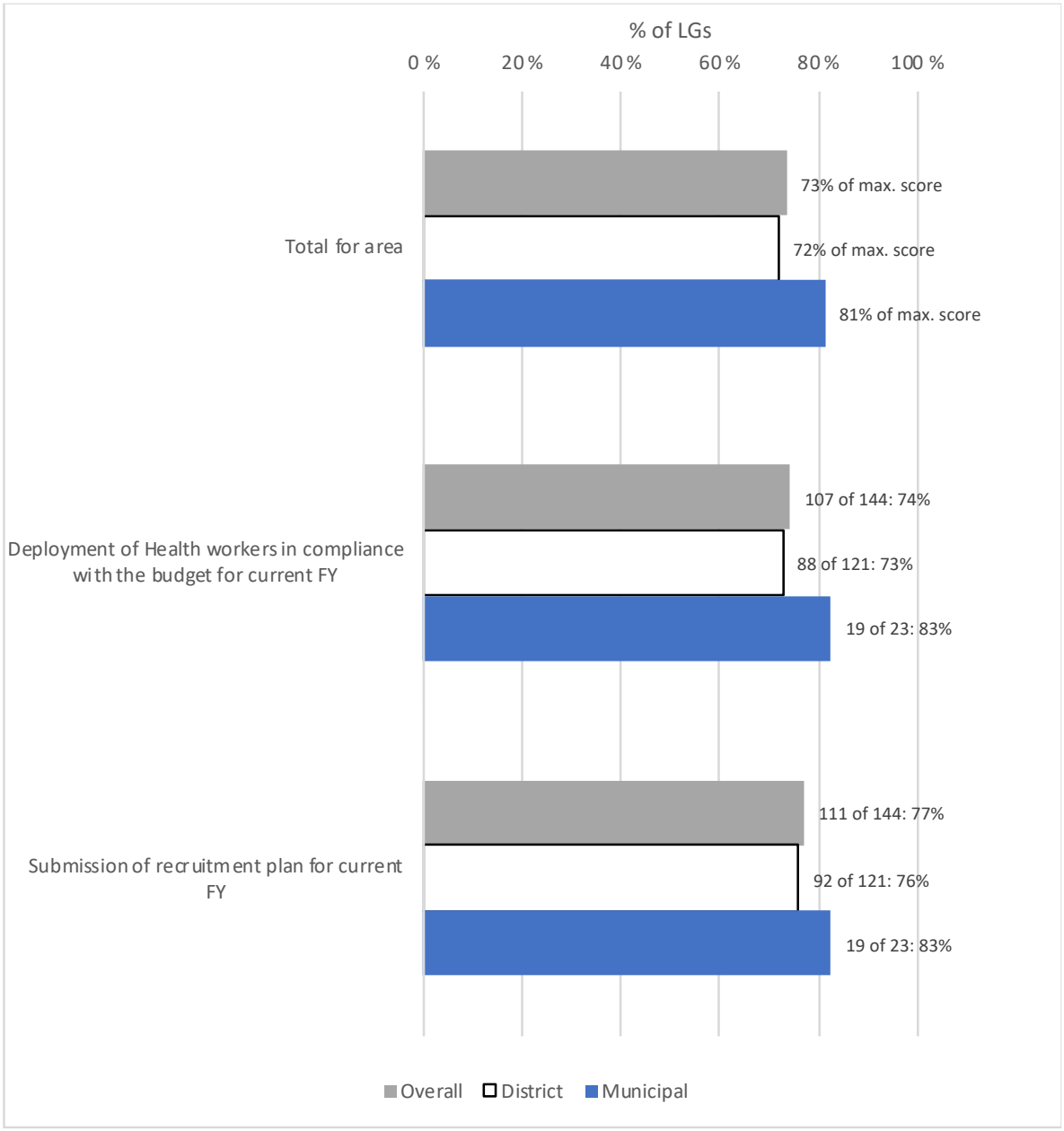
6.4.1 Human Resource Planning and Management

Overall as shown in figure 64, the performance of MLGs regarding human resource management is better, at an average score of 81%, than that of Districts at an average of 72%.

With regard to deployment of Health Workers in line with the lists submitted with the budget, MLGs scored better than Districts with an average score of 83% and 73% respectively.

Similarly, the health offices at MLGs scored 83% and performed better than those in the districts which scored 76%, with respect to submission of comprehensive recruitment plans for health care workers to the Human Resource Management department.

Figure 34 Health Performance Scores in HR Planning and Management

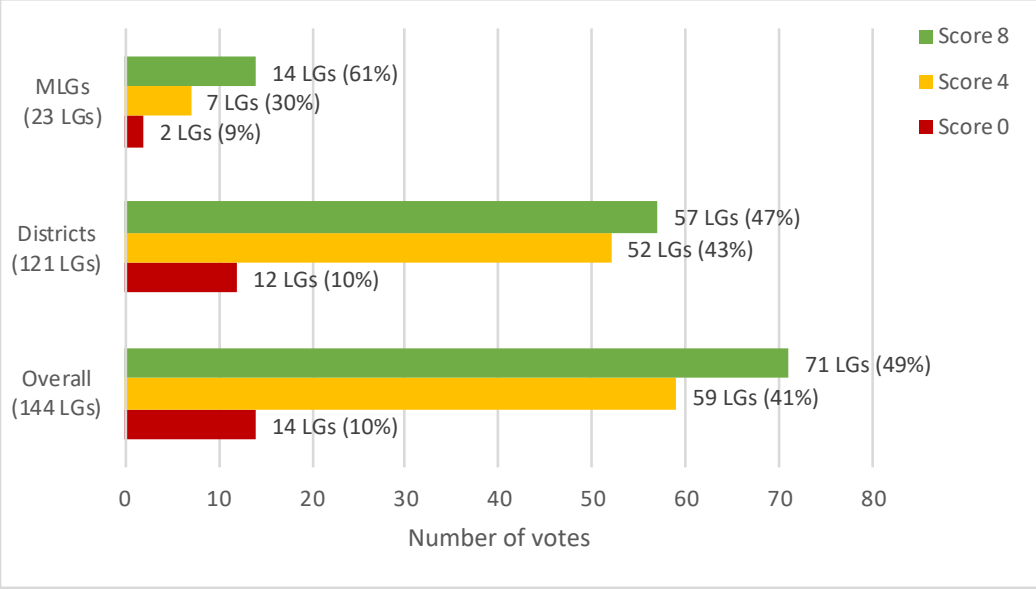


N= 144

Only 71 LGs (57 Districts and 14 MLGs) representing 49% had filled at least 80% of their structure for Primary Health care Workers where there is a wage bill provision, as shown in figure 65. On the other hand, 14 LGs (12 Districts and 2 MLGs) had filled less than 60% of their structure for Health Care workers, despite having a wage bill provision.

Figure 66 shows that only 97 LGs (78 Districts and 19 MLGs) representing 67% had all their Health facility In-Charges appraised during the previous financial year. However, 14 LGs (12 districts and 2 MLGs) had apprased less than 70% of their Health Facility In-Charges.

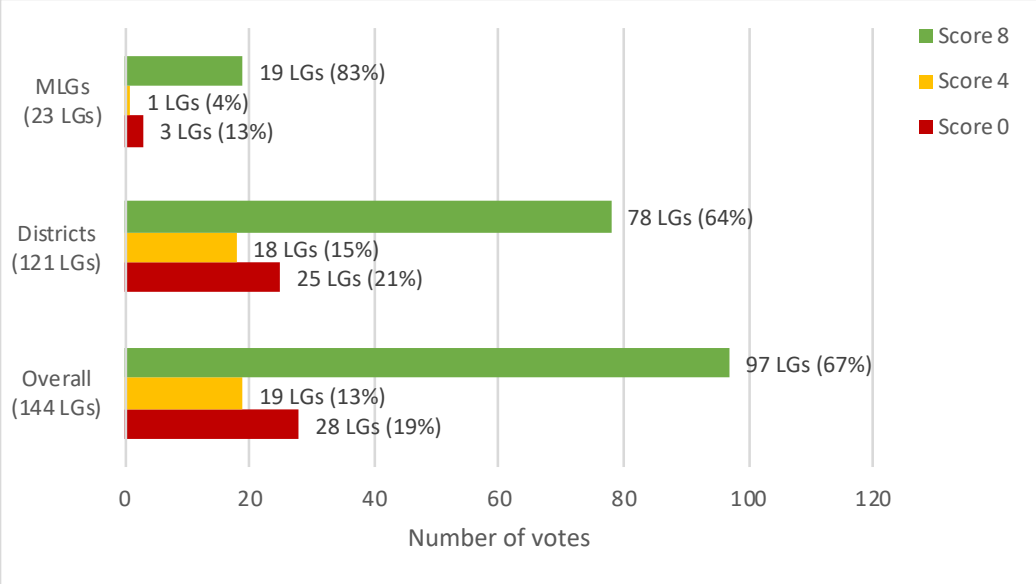
Figure 35 Strcuture for Primary health Care Workers Filled where there is a wage bill provision



N = 144.

Score 8 = more than 80% filled; 4 = 60-80% filled; and 0 = less than 60% filled.

Figure 36 Health Facilty In-Charges Appraised



N= 144.

Score 8 = 100%; 4 = 70-99%; and 0 = less than 70%.

6.4.2 Monitoring and Supervision

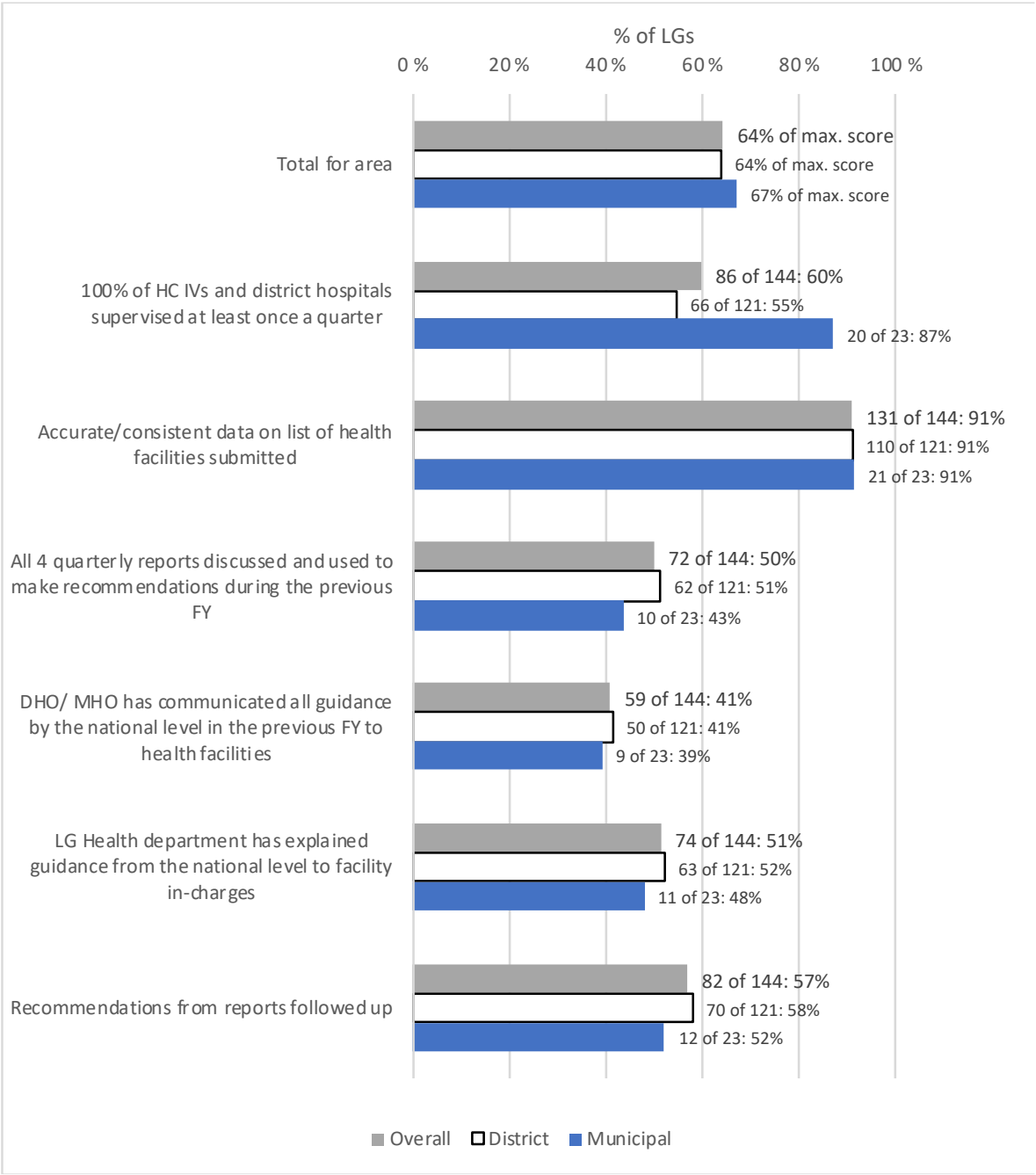
Overall, MLGs scored an average of 67% and performed slightly better than their District counterparts which scored 64% in monitoring and supervision, as depicted in figure 67 below.

The best performed indicator was on submission of accurate consistent data regarding lists of health facilities receiving PHC funding which are consistent with both HMIS reports and the Programe Budgeting System (PBS). Districts and MLGs attained the same average score 91%.

The worst performed indicator under monitoring and supervision was the one on communication of guidelines from the national level to health facilities by DHO/MHOs. Districts scored 41% while MLGs scored slightly lower with 39%.

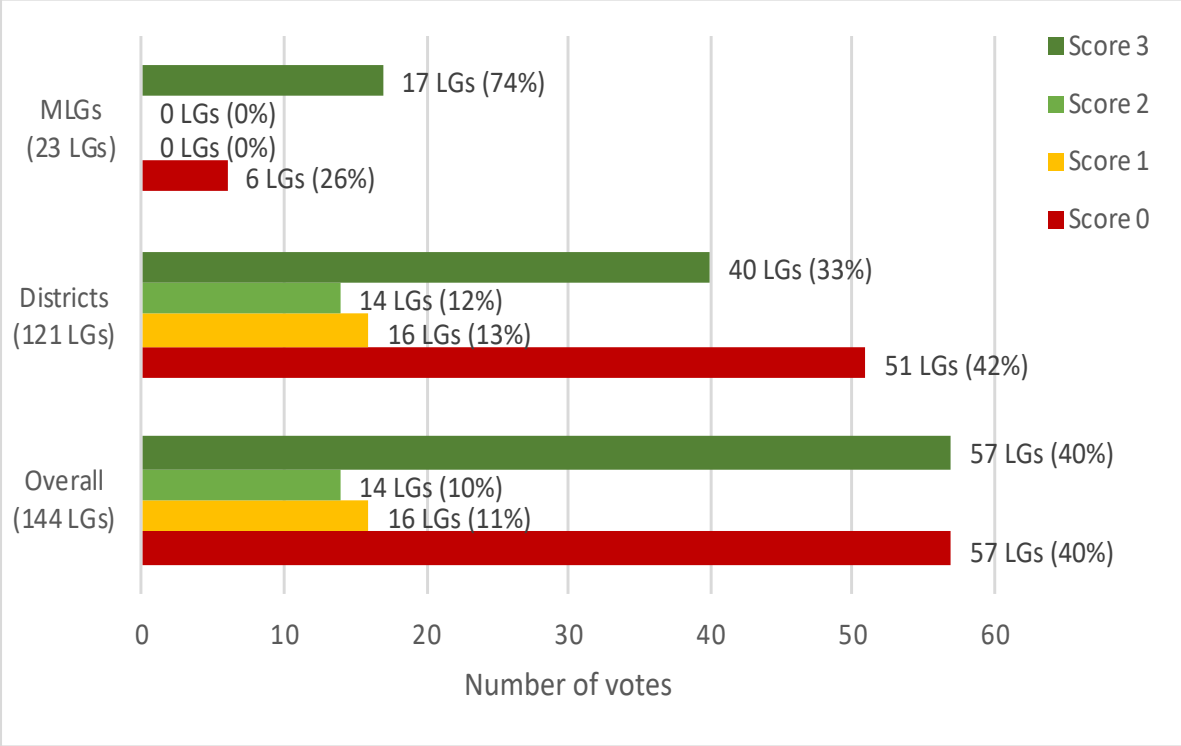
Districts performed better than MLGs in submission of quarterly reports (51% compared to 43 % for MLGs); dissemination of national level guidance to health facilities (52% compared to 48% for MLGs); and in following up on recommendations from monitoring and supervision, with specific activities including corrective measures undertaken where required (58% districts as compared to 52% for MLGs).

Figure 37 Health Performamce Scoring in Monitoring and Supervision



N= 144.

Figure 38 DHT/MHT has ensured that HSD has supervised lower level health faciliies within the previous FY

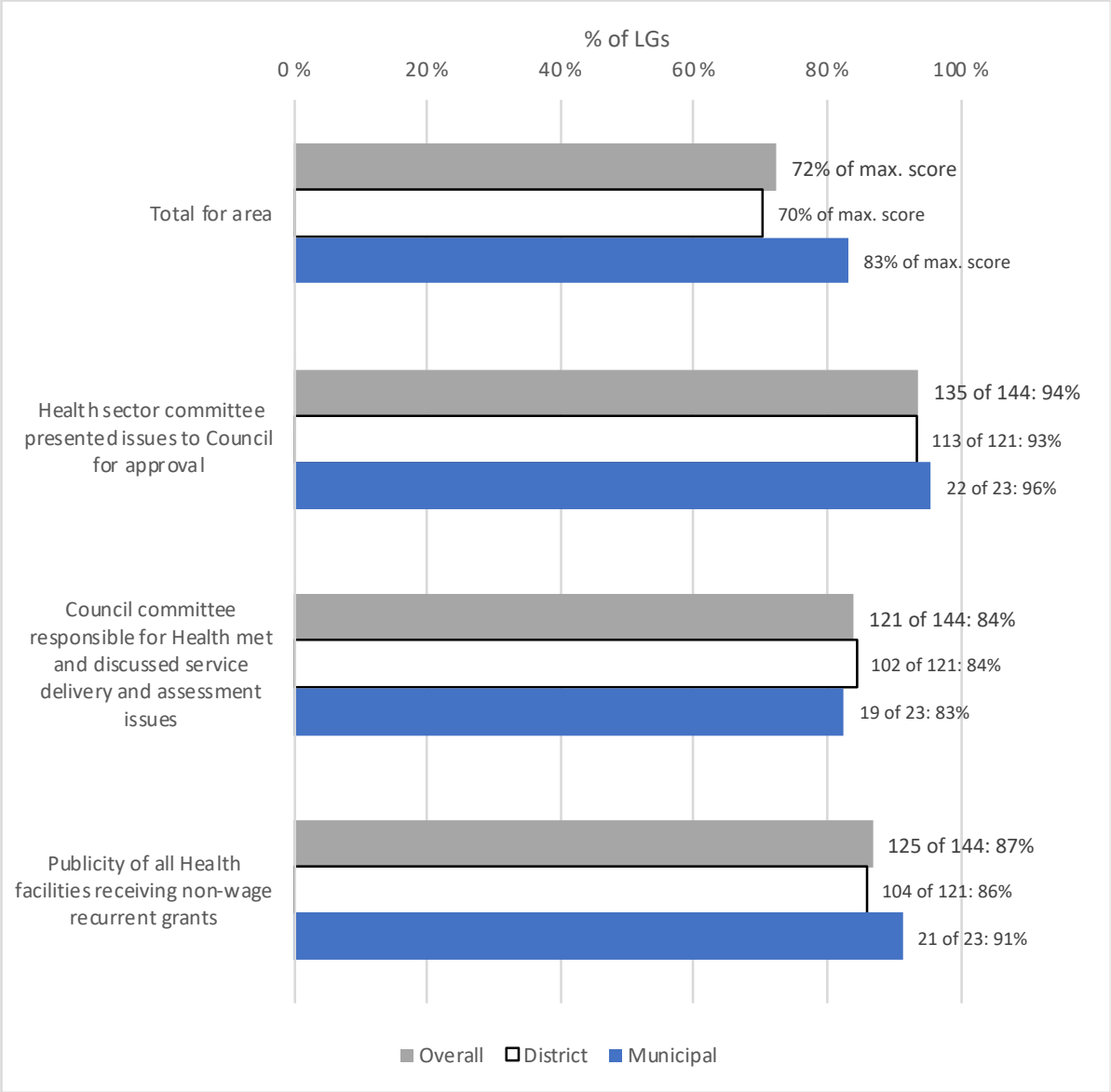


N= 144.

6.4.3 Governance, Oversight, Transparency and Accountability

LGs Health Offices performed well with regard to the Governance, Oversight, Transparency and Accountability performance area with an overall average score of 70%, as shown in figure 69 below. MLGs performed better with an average score of 83% as compared to their District counterparts that scored an average of 70%. The best performed indicator was on LG Council committees responsible for health presenting service delivery issues to council for consideration. In this regard districts scored an average of 93% whilst MLGs did slightly better with 96%.

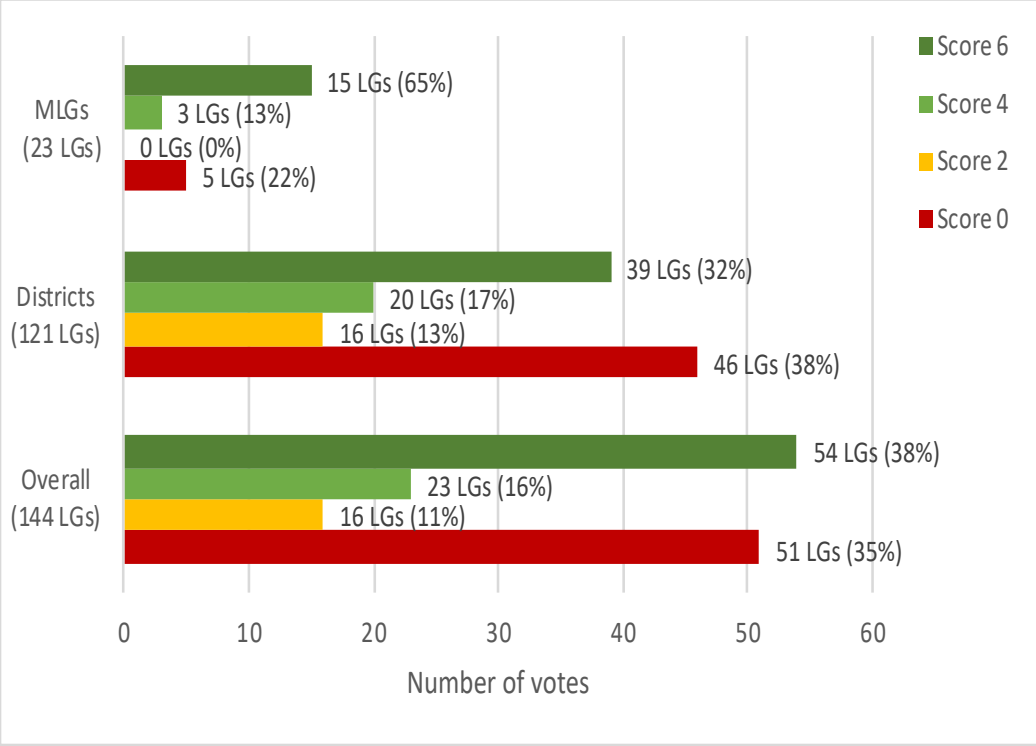
Figure 39 Health Performance Scores on Governance



N= 144.

The figure below shows how LGs performed with regard to functionality of their Health Unit Management Committees (HUMCs). The overall average score on this indicator was 51%. Only 54 LGs (39 Districts and 15 MLGs) had all their HUMCs fully functional/operational. On the other hand 51 LGs (46 Districts and 5 MLGs) had less than 70% of their HUMCs functional

Figure 40 Health Facilty with functional HUMCs/Boards

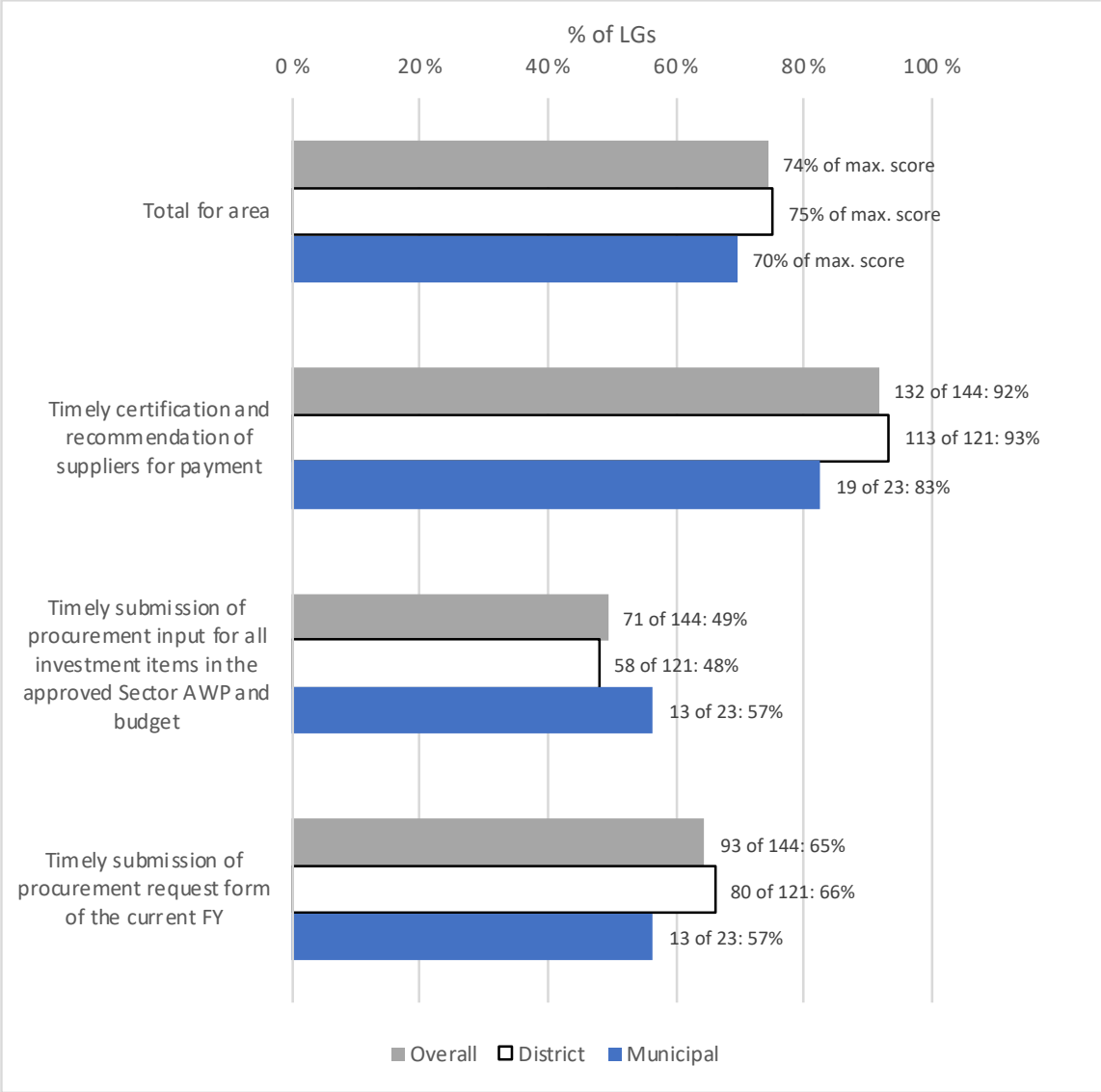


6.4.4 Procurement and Contract Management

The figure below shows the performance of LGs in procurement and contract management. The overall average score for the procurement and contract management performance area was 74%, with Districts scoring 75% which was slightly better than their MLG counterparts that scored 70%. LGs performed best in ensuring timely certification and recommendation of suppliers for payment with an average score of 92%. In this regard Districts scored 93% which was better than MLGs that got an average of 83%.

The worst performed indicator was on timely submission of procurement input from the approved Annual Work Plan to the Procurement Unit for consolidation into the LG Procurement Plan. The overall average score was 49%, where Districts scored 48% which was lower than the MLGs' score of 57%.

Figure 41 Average Score for health performance area in Procurement and Contract Management



6.4.5 Financial management and Reporting

The performance of LG Health offices in this area was the worst of all the 6 areas assessed. As shown in figure 72 below, LGs scored an overall average of only 30%, with Districts scoring a lower average of only 27% which was lower than MLGs with a score of 46%

As depicted in the figure below, only 26 LGs (18 Districts and 8 MLGs) had no audit querry to be followed up by their Health offices, on following Internal Audit review during the previous financial year. On the otherhand, up to 70 LGs (63 Districts and 7MLGs) did not act on internal Audit queries following audit reports from the previous financial year.

Figure 42 Average Scoring per Indicator for Health Performance Area in Financial Management and Reporting

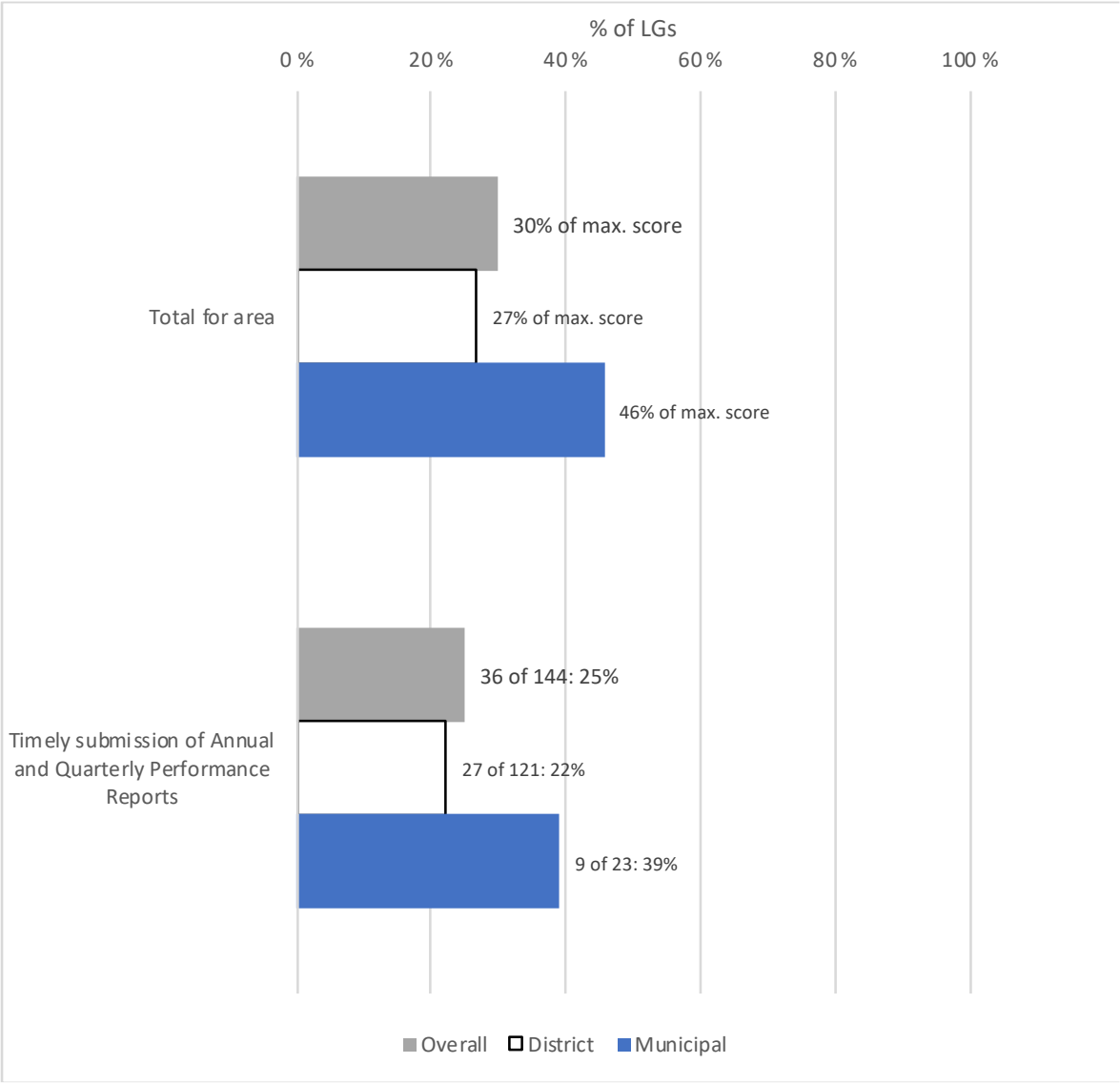
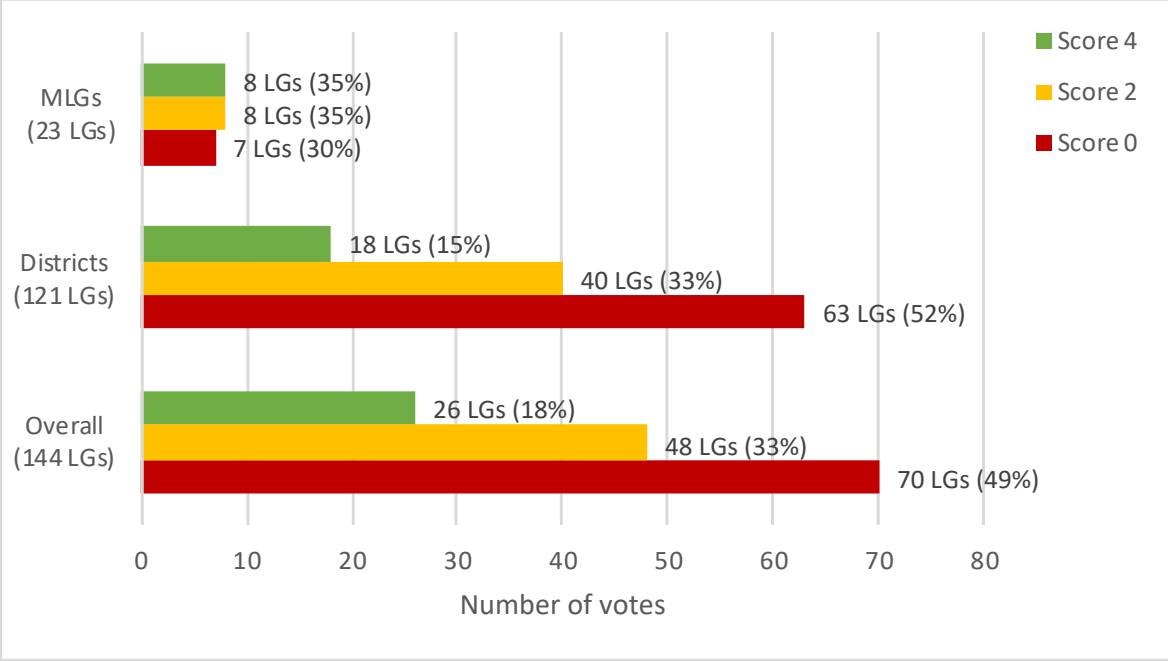


Figure 43 Follow-up on Internal Audit Recommendations for the Previous FY



4 = no audit querry; 2 = all audit querries have been addressed; 0 = some audit not addressed

6.4.6 Social and Environmental Safeguards

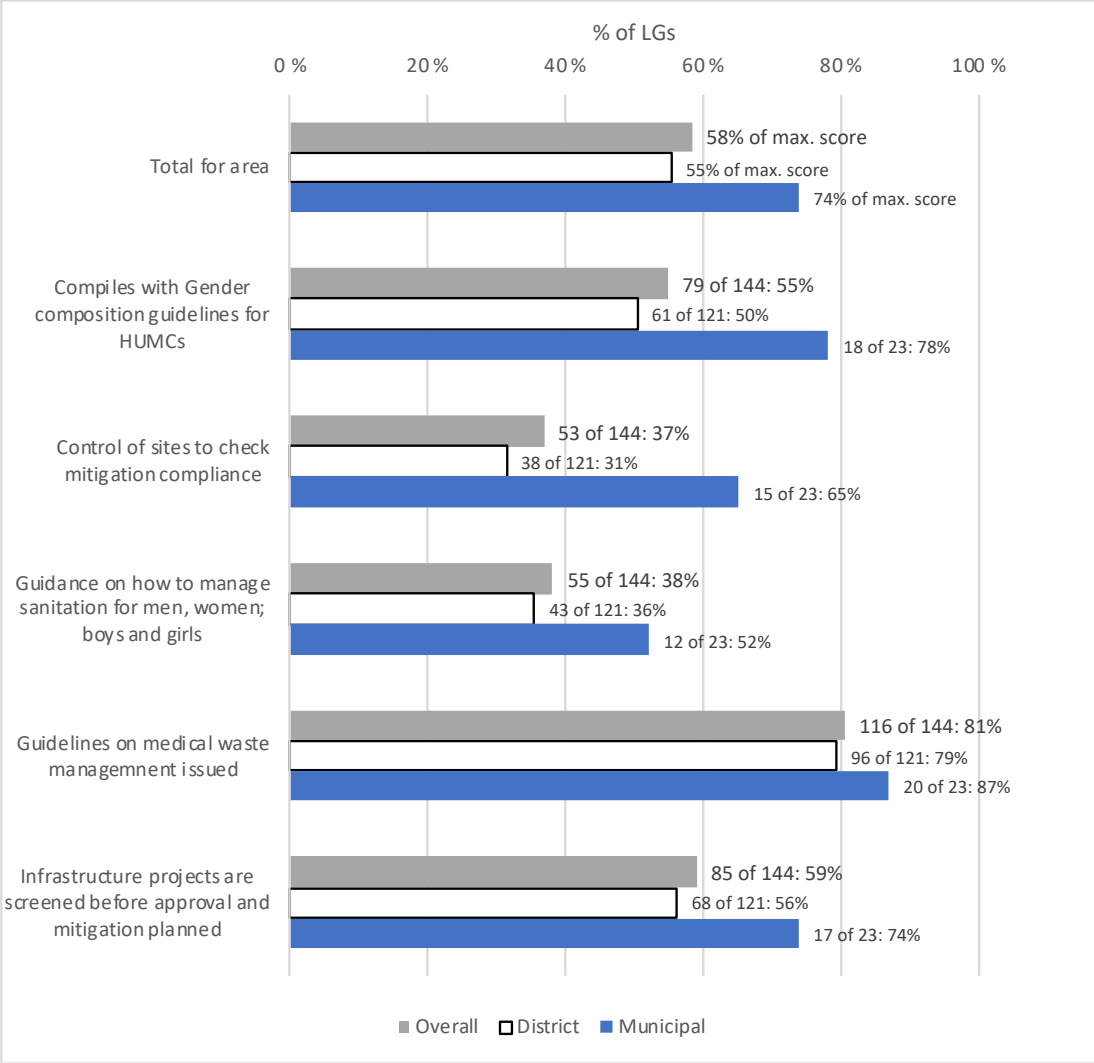
Local Governments scored an overall average of 58% in this performance area, with MLGs scoring 74% which was better than Districts at an average of 55% as shown in the figure below.

The best performed indicator was on issuing guidelines on medical waste management to health facilities. LGs scored an average of 81% with MLGs scoring 87% which was higher than the District average of 79%

There are two important indicators that were worst performed in this performance area. First, is the one on inspection of sites for LG infrastructtiure projects by the Environment and Community Development Officers to check whether environment and social mitigation plans were complied with. Here the overall LG average score was only 37% where districts scored 31% which was almost half of the MLG average of 65%.

The other poorly performed indicator was on guidance on how to manage sanitation in health facilities including separating facilities for men and women. In this indicator MLGs scored an average of 52% which was better than their MLG counterparts that scored an average of 36%.

Figure 44 Average scoring for health performance area social and environmental safeguards



6.4.7 Best and Worst Scoring Health Performance Indicators

The table below shows how the worst performing indicators in the 2017/18 LGPA have turned out in the 2018/19 results. Whereas 4 out of the 5 worst performed indicators during the FY 2017/18 assessment showed significant improvement, 3 of these indicators have still been scored below 50% in the 2018/19 LGPA. There is need to probe the possible underlying causes of consistent LG underperformance on these indicators.

Table 12 Overview of the top 5 and bottom 5 scoring performance indicators in health

Top 5		
1	94 %	Health sector committee presented issues to Council for approval
2	92 %	Timely certification and recommendation of suppliers for payment
3	91 %	Accurate/consistent data on list of health facilities submitted
4	87 %	Publicity of all Health facilities receiving non-wage recurrent grants
5	84 %	Council committee responsible for Health met and discussed service delivery and assessment issues

Bottom 5		
1	25 %	Timely submission of Annual and Quarterly Performance Reports
2	35 %	Follow up on internal audit recommendations for the previous FY
3	37 %	Control of sites to check mitigation compliance
4	38 %	Guidance on how to manage sanitation for men, women; boys and girls
5	41 %	DHO/ MHO has communicated all guidance by the national level in the previous FY to health facilities

Table 13 Overview of the development in the worst performing indicators from FY 2017/18 to FY 2018/19

Worst performing area in Last LG PA (2017/18)	Performance indicator	Performance in FY 2017/18	Performance in FY 2018/19
1	Evidence that the sector has provided information to the internal audit on the status of implementation of all audit findings for the previous FY	7%	35%
2	Evidence that the department submitted the annual performance report for the previous year (including all four quarterly reports) to the planner by Mid – July for consolidation	12%	25%
3	Evidence that the LG has issued guidelines how to manage sanitation in the health facilities including separating facilities for men and women	12%	41%
4	Evidence that health facilities have been supervised by HSD and reports produced	26%	60%
5	Evidence that the DHO has held meetings with the facilities in charge and among others explained the guidelines, policies, circulars issued by the national level	30%	51%

7 Water Performance Measures

7.1 Introduction to Water Performance Measures

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

Table 14 Overview of performance assessment system for Water Sector

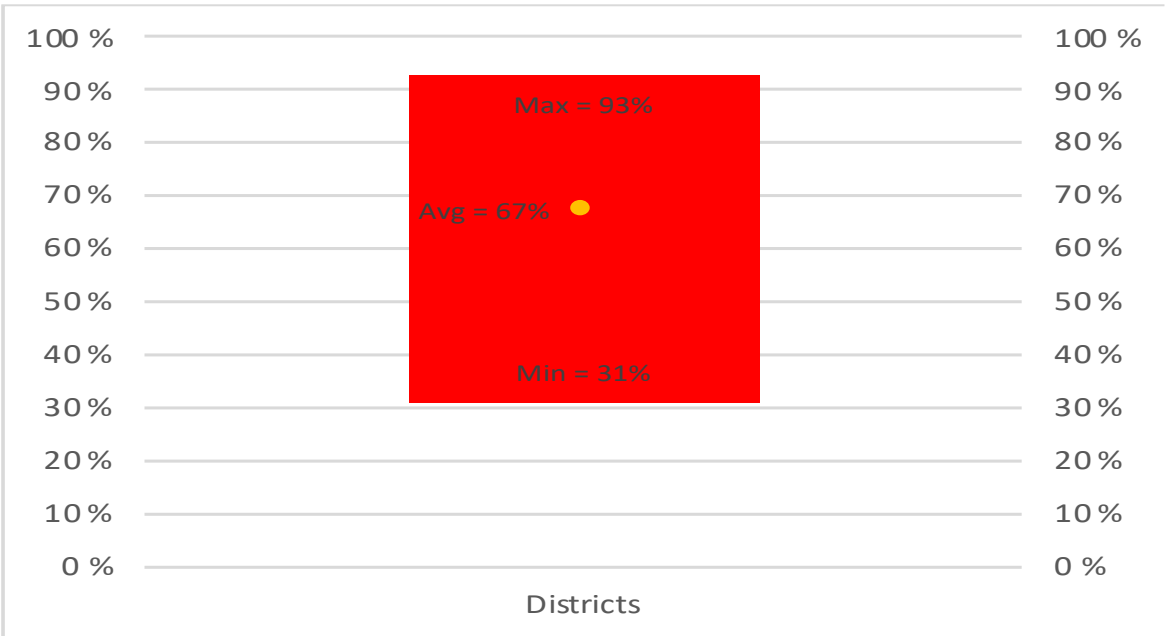
Number	Thematic area	Overall maximum score for this thematic area
A	Planning, budgeting and execution	25 points
B	Monitoring and supervision	25 points
C	Procurement and contract management	15 points
D	Financial management and reporting	10 points
E	Governance, oversight, transparency and accountability	15 points
F	Social and environmental safeguards	10 points
All		100 points

7.2 Overall Results for Water Performance Measures

7.2.1 Water Performance Measures

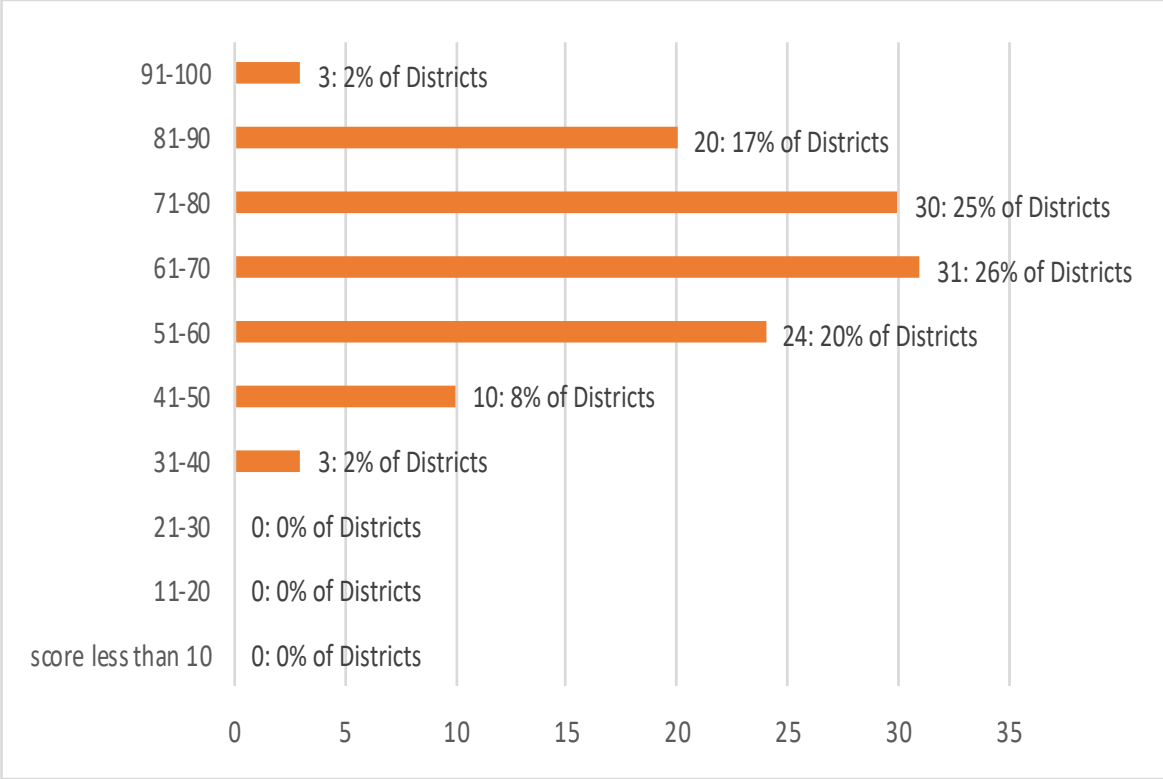
The district water offices scored an average of 67 points. The maximum score for the water performance measures was 93% and the minimum score was 31%. The figure presents the overall scores on the water performance measures.

Figure 45 Overall Score for Water Performance Measures



The figure below presents the water sector performance scores for all the 121 district water offices. Three districts (Namayingo, Kaliro and Kumi) scored between 91-100 points.Twenty-six percent of districts (32) scored between 61-70 points. Only thirteen districts scored below 50 points.

Figure 46 Water Performance Scores for Districts



N=121

7.2.2 Ranking of Districts' Performance in Water Performance Measures

The tables below present the best and worst performing district water offices respectively. Namayingo District Water Office achieved the highest average score at 93 points in the water performance measures. Abim District Water Office was the worst performing at an average score of 31 points. All the best performing districts, except Bugiri, which was already highly performing in FY 2017/18 improved performance since the last assessment.

Table 15 Ten (10) Highest Scoring Districts on Water Performance

Vote	Rank 18/19	Score 18/19	Rank 17/18	Score 17/18
Namayingo District	1	**93**	3	90
Kaliro District	2	**91**	9	83
Kumi District	2=	**91**	41	66

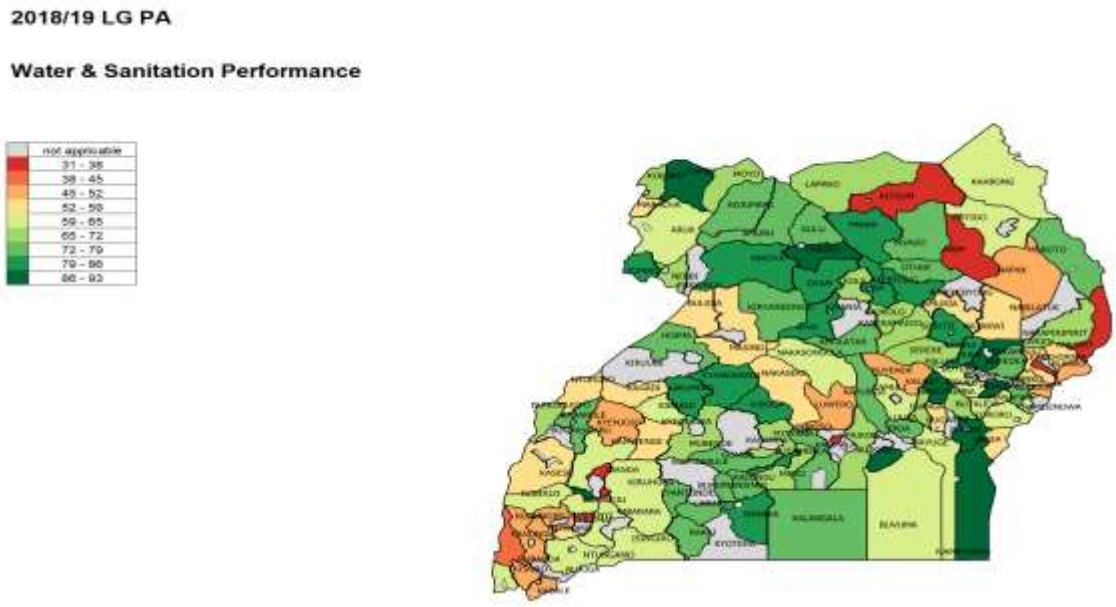
Vote	Rank 18/19	Score 18/19	Rank 17/18	Score 17/18
Buikwe District	4	**89**	49	63
Bugiri District	5	**88**	3	90
Omoro District	5=	**88**	85	47
Budaka District ✓	5= ✓	**88** ✓	111 ✓	30 ✓
Ibanda District	8	**87**	29	73
Yumbe District	8=	**87**	104	36
Alebtong District	10	**86**	58	60

Table 16 Ten (10) Lowest Scoring Districts on Water Performance

Vote	Rank 18/19	Score 18/19	Rank 17/18	Score 17/18
Abim District	121	**31**	89	43
Amudat District	120	**34**	54	61
Kitgum District	119	**37**	102	37
Kanungu District	118	**42**	16	79
Bukwo District	116	**45**	108	32
Napak District	116	**45**	69	55
Namisindwa District	114	**47**	121	NA
Rubanda District	114	**47**	69	55
Rukiga District	112	**48**	120	7
Luwero District	112	**48**	74	54

6.2.3 Analysis of Water Performance Scores Across the Country

Figure 47 Water Performance Scores accross Disricts

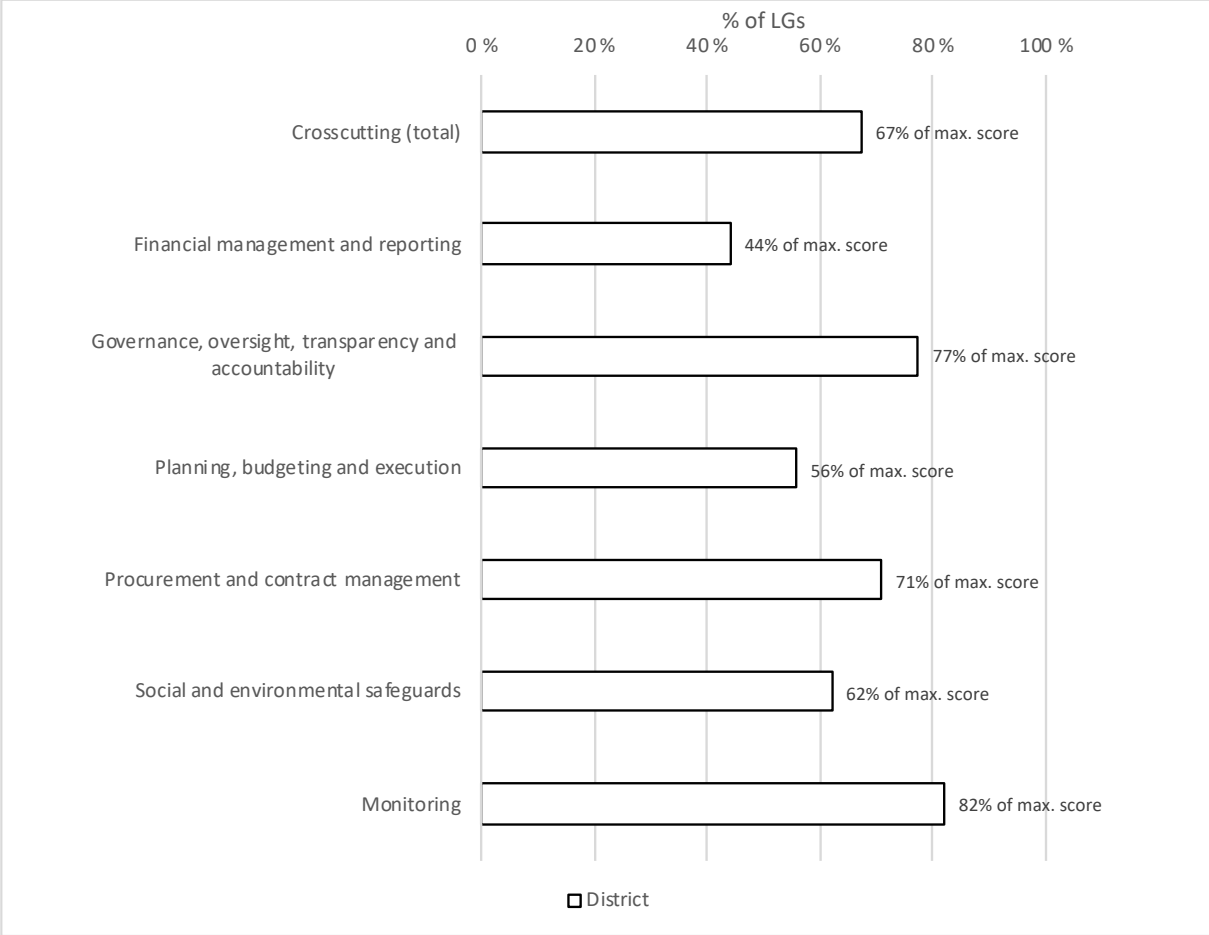


6.3 Performance Trends in Water Performance Measures

6.3.1 Overall performance in water performance area 2018/19

The figure below presents the performance accross the six thematic areas for the water performance measures. Monitoring and supervision was the best performed thematic area at an average score of 82%. Financial management and reporting was the worst performed thematic area at an average score of only 44%.

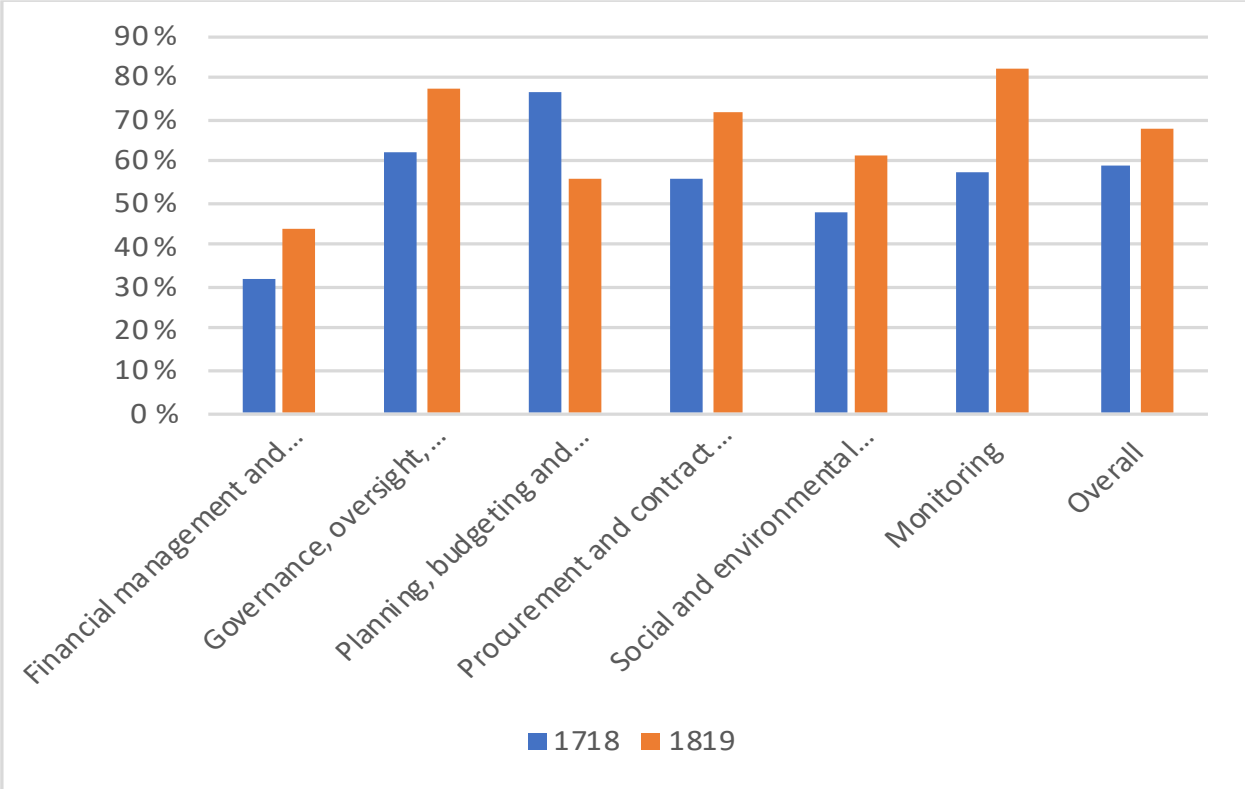
Figure 48 - Overall water Performance per thematic area



6.3.2 Comparing performance between 2017/18 and 2018/19

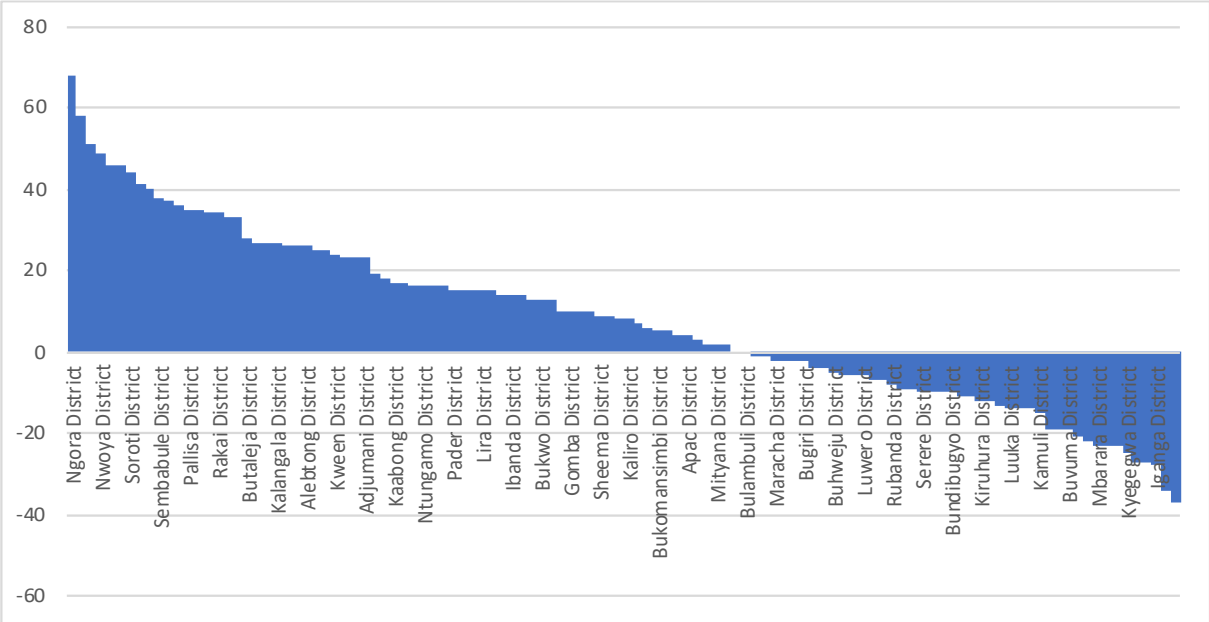
The figure below shows the performance of the district water offices in 2017/18 and 2018/19 assessments per thematic area Overall, the district water offices performed significantly better in the 2018/19 assessment than in 2017/18 except for the planning, budgeting and execution thematic area. However, it should be noted that the performance indicator on targeting of sub-counties which had coverage below the district average was strengthened, and that this indicator had significant impact (weighted with 10 points) on the scores in this thematic area.

Figure 49 Comparing the Water performance scores between 2017/18 and 2018/19 per thematic area



The figures below presents district water offices that improved and those that declined in performance. Ngora District had the highest improvement. The figure also shows that more districts have improved as the left side of the graph is larger than the right side of the figure, and that the improvements are more significant than the declines.

Figure 50 LG that had improvements and those that declined



The table below shows the performace of the 2017/18 top 10 district water offices in the 2018/19 assessment. Two district water offices (Bugiri and Namayingo) remained in the top ten best performing LGs in both the 2017/18 and 2018/19 assessments. Eight district water offices did not retain the top ten position in the 2018/19 assessment.

Table 17 Overview of the performance of 2017/18 top 10 LGs in the LG PA 2018/19

Vote	Rank 17/18	Score 17/18	Rank 18/19	Score 18/19
Hoima District	1	97	27	78
Kibaale District	2	94	81	60
Bugiri District	3	90	5	88
Namayingo District	4	90	1	93
Kakumiro District	5	89	23	80
Mbarara District	6	86	67	63
Luuka District	7	86	47	72
Butambala District	8	84	15	83
Iganga District	9	83	89	55
Kibuku District	10	83	72	62

The table below presents the performance of the 2017/18 bottom district water offices in the 2018/19 assessment. Budaka district water office improved the most (from 110 postion to the 5th position), followed by Gulu district water office (from 106 to 25th position). In terms of scores, Ngora district water office performance improved the most, from 14 points in 2017/18 to 82 points in 2018/19 assessments, followed by Budaka district water office with an improvement from 30 to 88 points in 2017/18 and 2018/19 assessments respectively.

Table 18 Overview of the performance of 2017/18 bottom 10 LGs in the LG PA 2018/19

Vote	Rank 17/18	Score 17/18	Rank 18/19	Score 18/19
Katakwi District	115	12	84	58
Mbale District	114	13	40	73
Ngora District	113	14	19	82
Pallisa District	112	24	82	59
Sironko District	111	27	97	53
Budaka District ✓	110 ✓	30 ✓	5 ✓	88 ✓
Kween District	109	30	92	54
Moyo District	108	32	57	69
Bukwo District	107	32	110	45
Gulu District	106	33	25	79

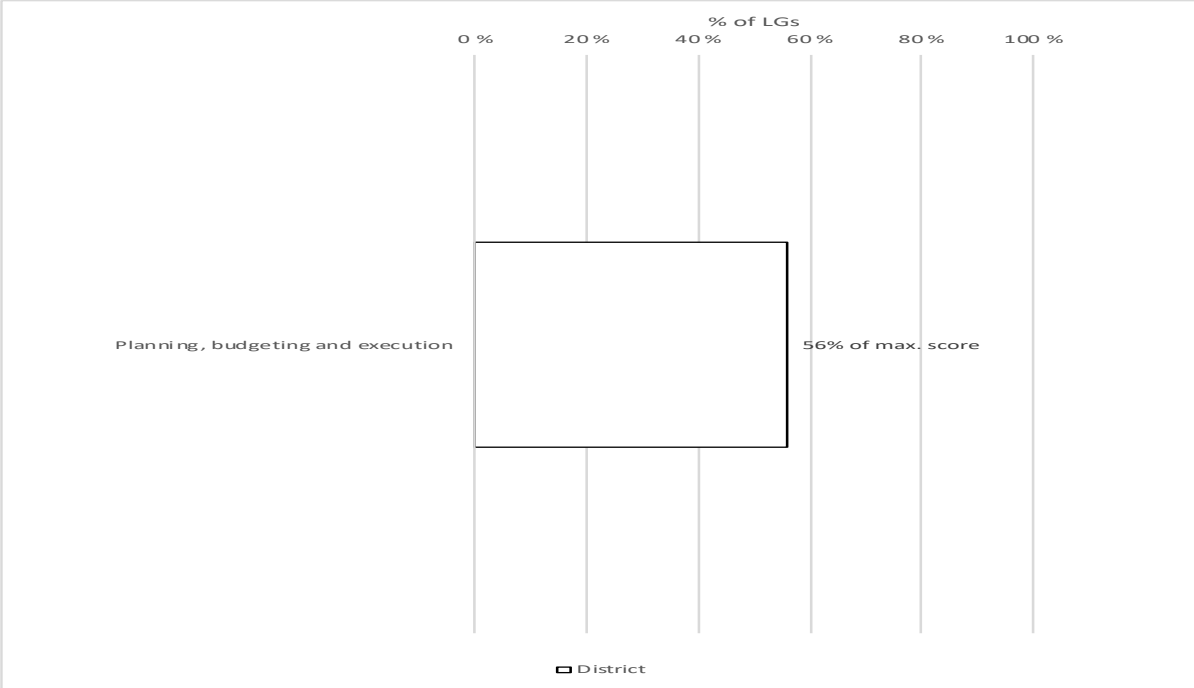
N = 115 as some was new and not assessed in FY 2017/18

7.4 Results per Water Performance Measures

7.4.1 Planning, Budgeting and Execution

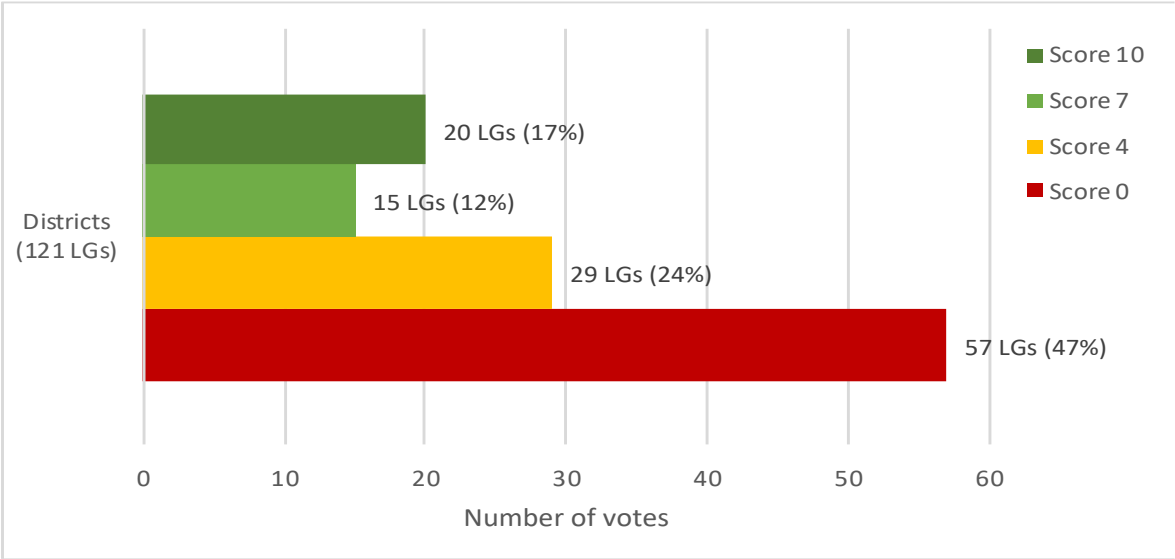
The figure below presents the average score attained by the district water offices in the planning, budgeting and execution thematic area. The overall average score for the district water offices assessed was 56%.

Figure 51 Average score per indicator for planning, budgeting and execution



The figure below presents the performance of the district water offices in targeting sub-counties that are under-served. Seventeen percent of the district water offices allocated 100% of the FY 2018/19 budget to S/Cs below the districts' average coverage. 12% of the district water offices allocated between 80-99%, 24% of the DWOs allocated between 60-79% and 47% of the district water offices allocated less than 60% of the FY 2018/19 budget to under-served sub-counties and thereby received zero points on this performance indicator.

Figure 78 Evidence that Districts have targeted sub-counties with safe water coverage below the district average in the budget for the current FY

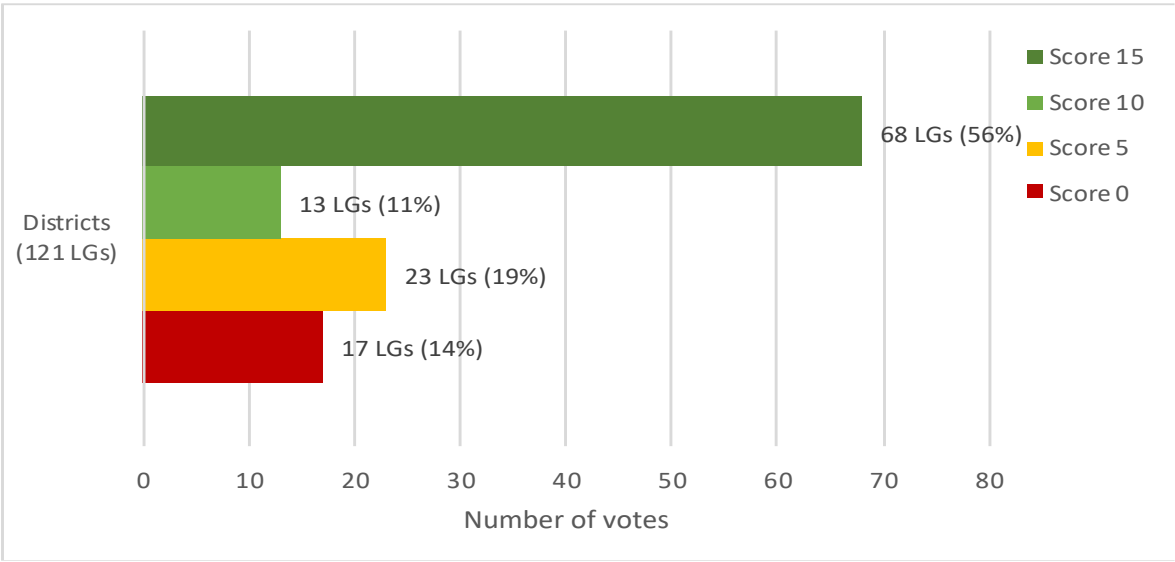


N= 121.

The figure below presents the performance of the district water offices in the implementation of budgeted WSS projects in the targeted underserved sub-counties.

Sixty eight district water offices (56%) implemented 100% of the budgeted water projects in the targeted underserved sub-counties. 11% implemented between 80-99%, 19% had implemted between 60-79% and 14% implemented less than 60% of the budgeted WSS projects in the targeted sub-counties in FY 2017/18.

Figure 52 Evidence that Districts has implemented budgeted water projects in targeted sub-counties below district average



N= 121.

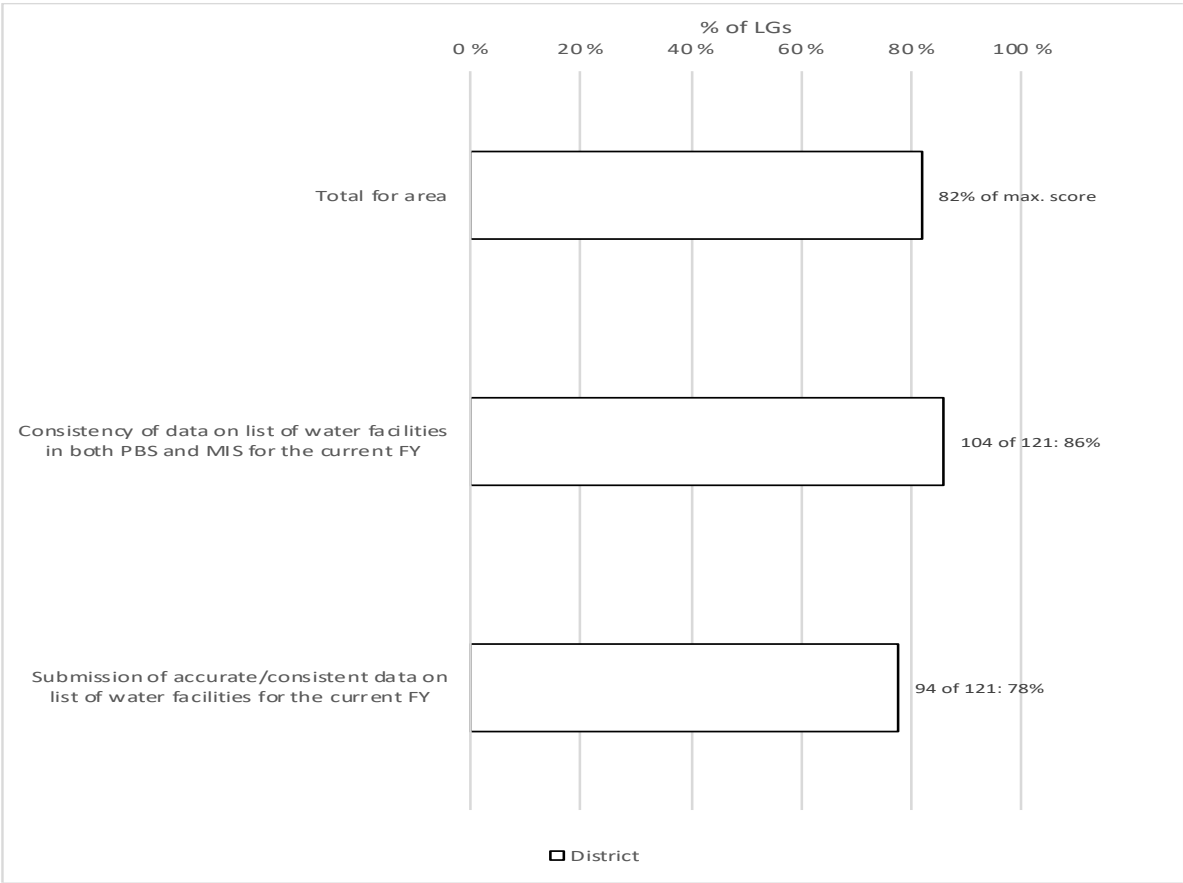
7.4.2 Monitoring and inspection

The figure below presents the average district water offices' scores in the monitoring and inspection thematic area. The District water offices attained an average score of 82% in monitoring and supervising of WSS projects.

86% of the DWOs submitted to MOWE lists of water facilities which were accurate and consistent in both PBS and MIS as per formats provided by MoWE.

78% of the DWOs submitted data on water facilities to be constructed in FY 2018/19 which was consistent/similar to the data in the MOWE MIS.

Figure 53 Average scores per indicator for monitoring and supervision in the water sector

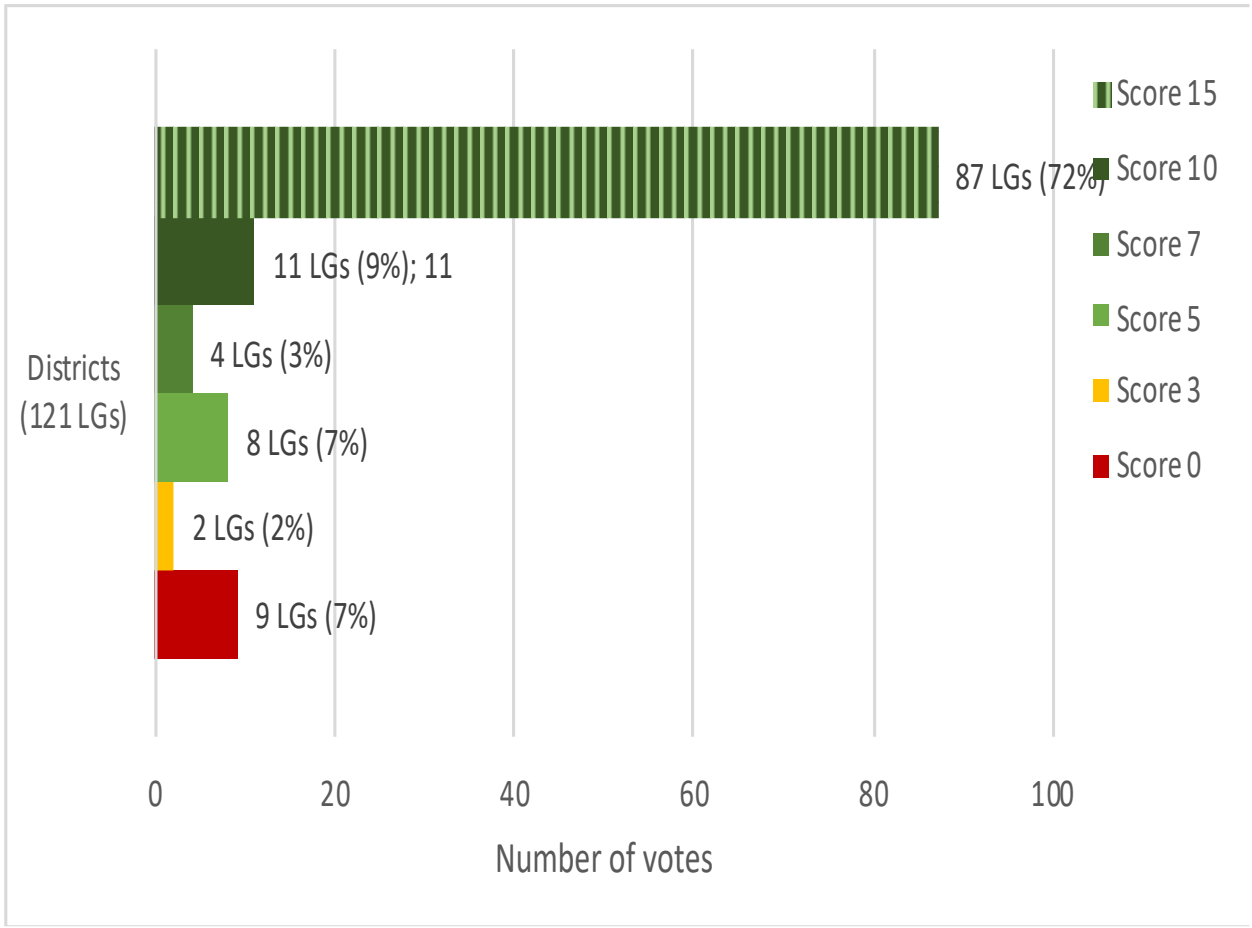


N= 121.

The figure below shows that 72% of the district water offices had monitored more than 95% of WSS facilities implemented in 2017/18; 8% had monitored between 80–95% of water and sanitation facilities; 3% had monitored between 70 – 79% of water and sanitation facilities; 7% had monitored between 60–69% of water and sanitation facilities; 2% had monitored

between 50 – 59% of water and sanitation facilities and 7% had monitored less than 50% of the WSS projects .

Figure 54 Annual Monitoring of WSS projects



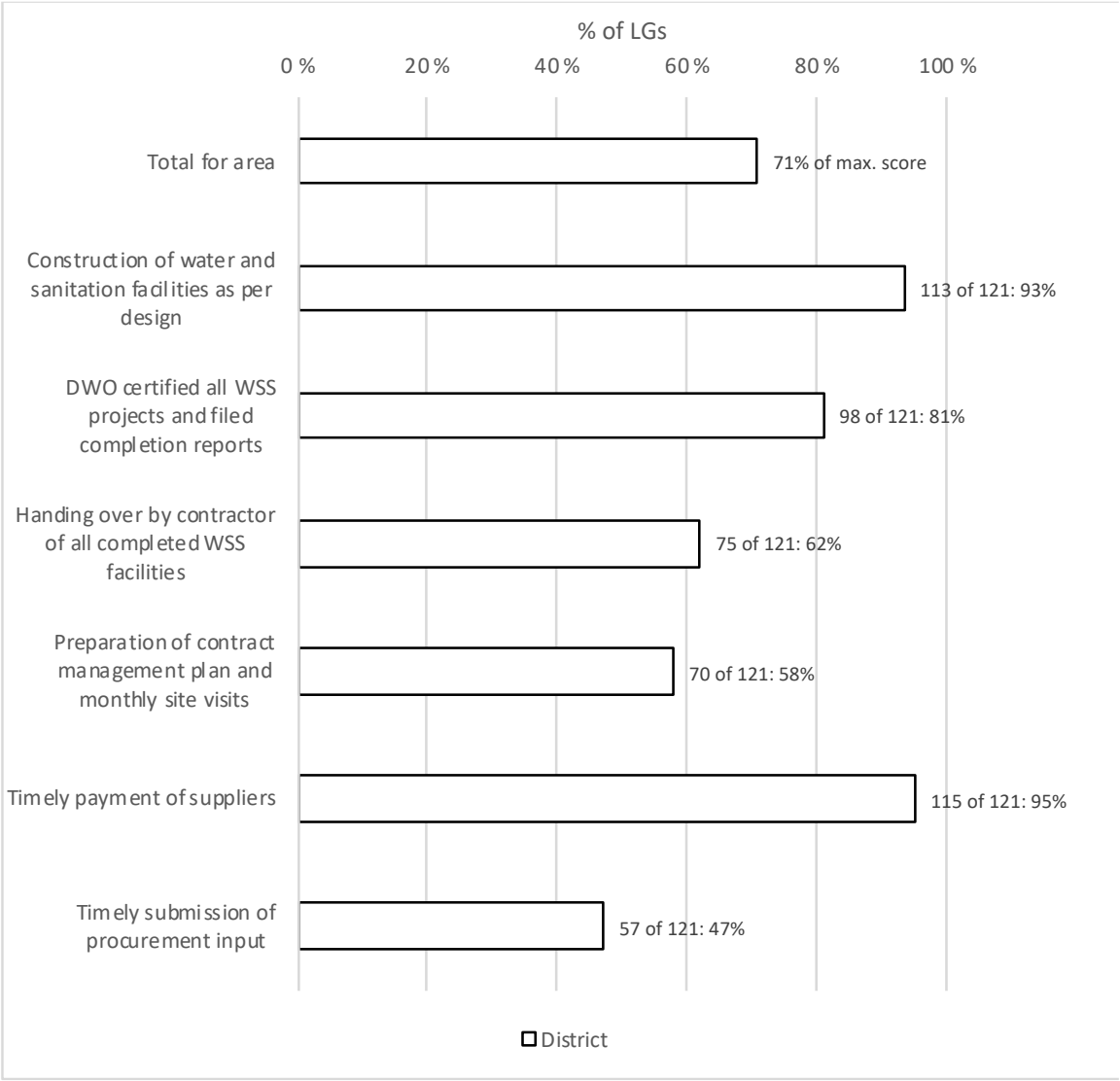
N= 121.

7.4.3 Procurement and Contract Management

The figure below presents the average district water offices scores for the six indicators related to procurement and contract management with an overall average score of 71%.

The district water offices timely initiated suppliers' payments for works and supplies (95%) and ensured that contractors had adhered to the design specifications for WSS facilities, at an average score of (93%). 81% of district water offices certified all WSS projects, prepared and filed completion reports. Conversely, DWOs delayed to submit water related procurement requests to the PDU by the statutory deadline of April 30 (only 47% complied). Many DWOs did not prepare contract management plans and did not visit WSS project sites (58% complied), yet this is fundamental in enabling the client (LG) to monitor and supervise the contractor's performance. 62% of district water offices ensured that contractors handed over completed water and sanitation facilities

Figure 55 Average scores per indicator for procurement and contract management in the water sector

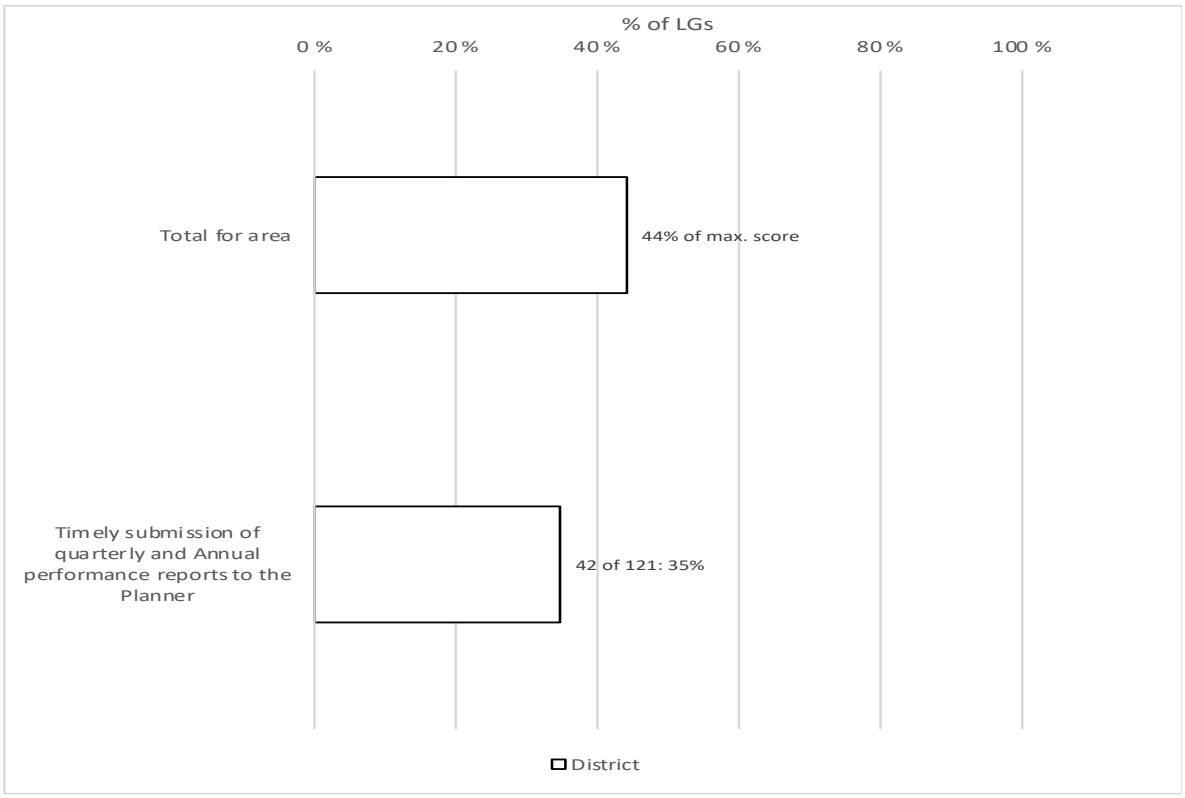


N= 121.

7.4.4 Financial Management and Reporting

The figure below shows the performance of the DWOs in the financial management and reporting thematic area, which was the weakest performance area at an average score of 44%. The majority of the District Water Officers (65%) did not submit in time (by mid-July) the FY 2017/18 annual performance reports (including all quarterly reports) to the planner for consolidation.

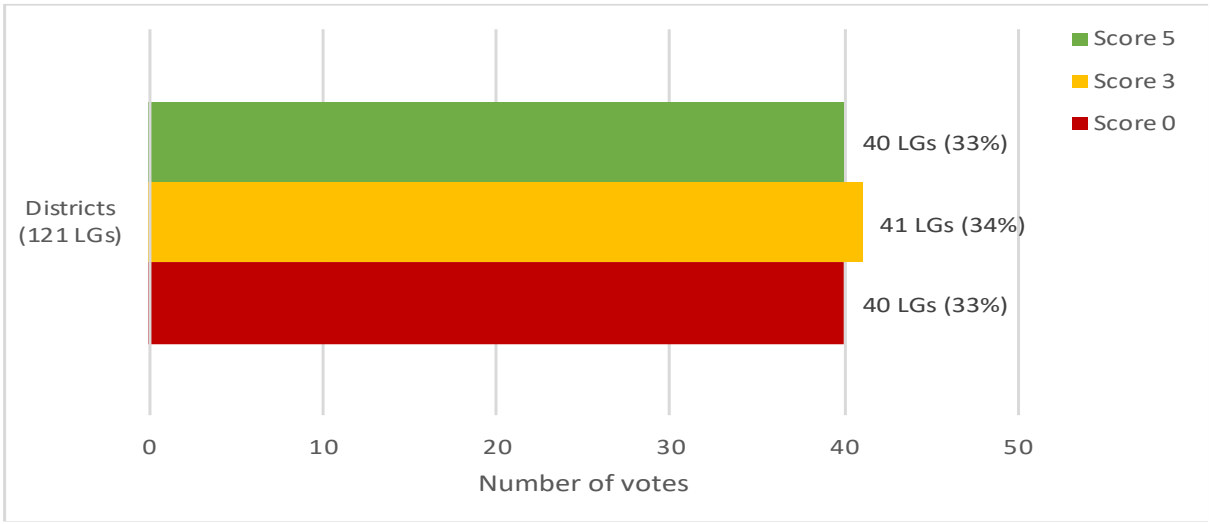
Figure 56 Average scores per indicator for Financial Management and Reporting in the water sector



N= 121.

The figure below presents the performance of the DWOs in responding to the internal audit findings. Most of the District Water Officers did not provide information to the internal audit on the status of implementation of all audit findings for FY 2017/18 as required. Only 41 out of 121 (34%) DWOs had acted on Internal Audit recommendation while 33% had not acted on the audit querries as required.

Figure 57 Follow up on Internal Audit Recommendations for the Previous FY



N= 121.

7.4.5 Governance, Oversight, Transparency and Accountability

The figure below presents the average overall district water offices' scores for the seven indicators related to Governance, Oversight, Transparency and Accountability. DWOs achieved an average score of 77%.

The best performing area was districts presented issues that required approval to Council, which obtained 93 %, followed by Water and Sanitation Committees that were functional in 84% of districts as evidenced by collection of O&M funds, carrying out preventive maintenance and minor repairs in FY 2017/18.

82% Districts displayed information on tenders and contract awards indicating contractor name /contract and contract sum on the District notice boards.

Communities in 81% of districts expressed demand by applying for water and sanitation facilities and paying community contributions for the FY 2018/19 as per the sector critical requirements.

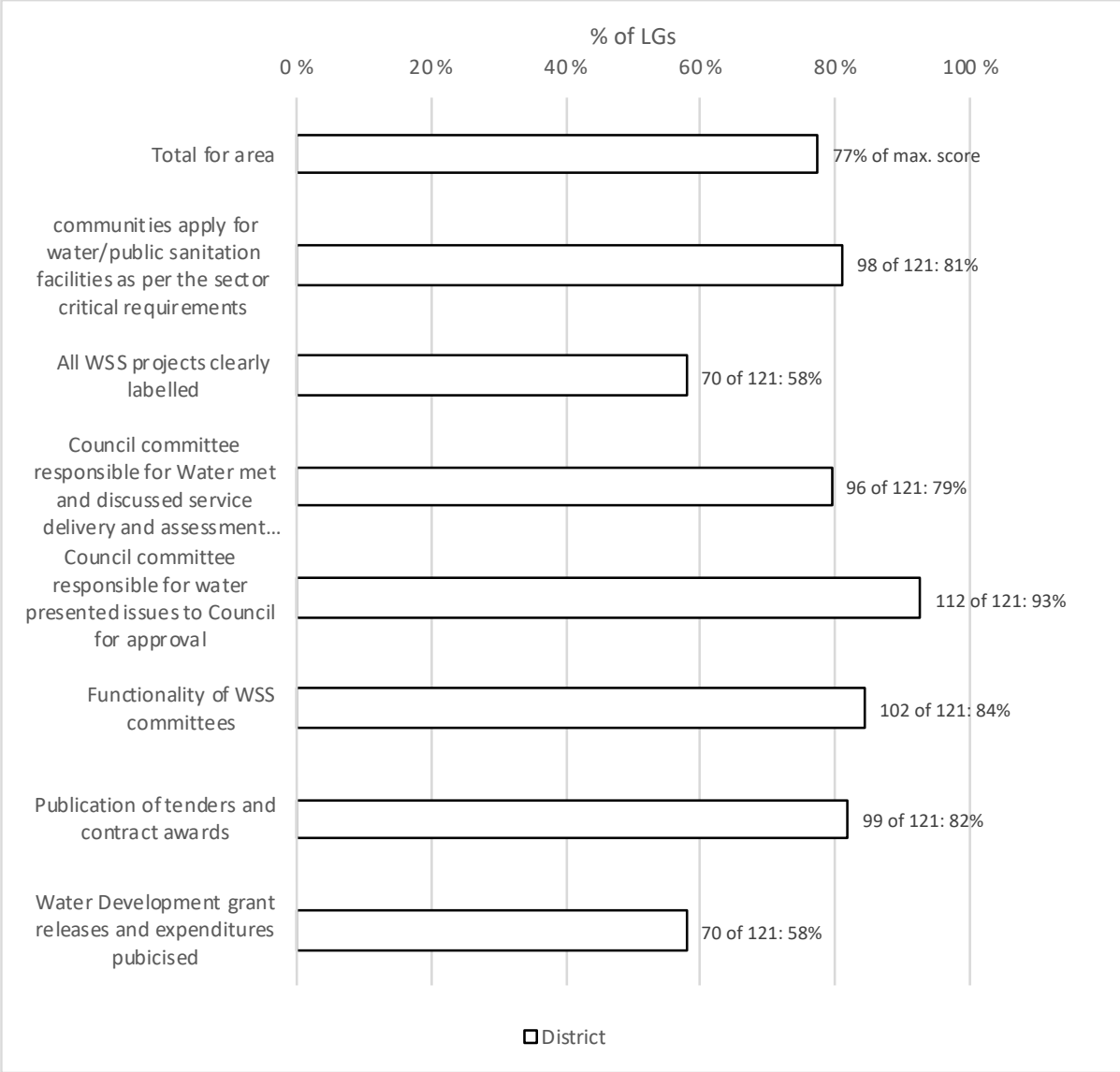
The majority of districts (79%) had their Council committees responsible for water meet and discuss service delivery issues including supervision reports, LG PAC reports and submissions from the District Water and Sanitation Coordination Committees (DWSCC) among other aspects during FY 2016/17.

Majority of the Water & Sanitation Committees (59%) collected Operation and Maintenance (O&M) funds and; carried out preventive maintenance and minor repairs of water facilities.

58% districts properly labelled water and sanitation projects indicating the name of the project, date of construction, the contractor and source of funding.

58% of District Water Offices displayed their annual work plans, budgets and grant releases and expenditures on district noticeboards as per the PPDA Act and discussed them at the district advocacy meetings.

Figure 58 Average scores per indicator for Governance, Oversight, Transparency and Accountability in the water sector



7.4.6 Social and Environmental Safeguards

The figure below presents the average overall district water offices' scores for the five indicators related to Social and environmental safeguards with an average score of 62%, which was the lowest score in Water.

Only 53% of district water offices provided follow up support towards mitigation of unacceptable environmental concerns in FY 2016/17.

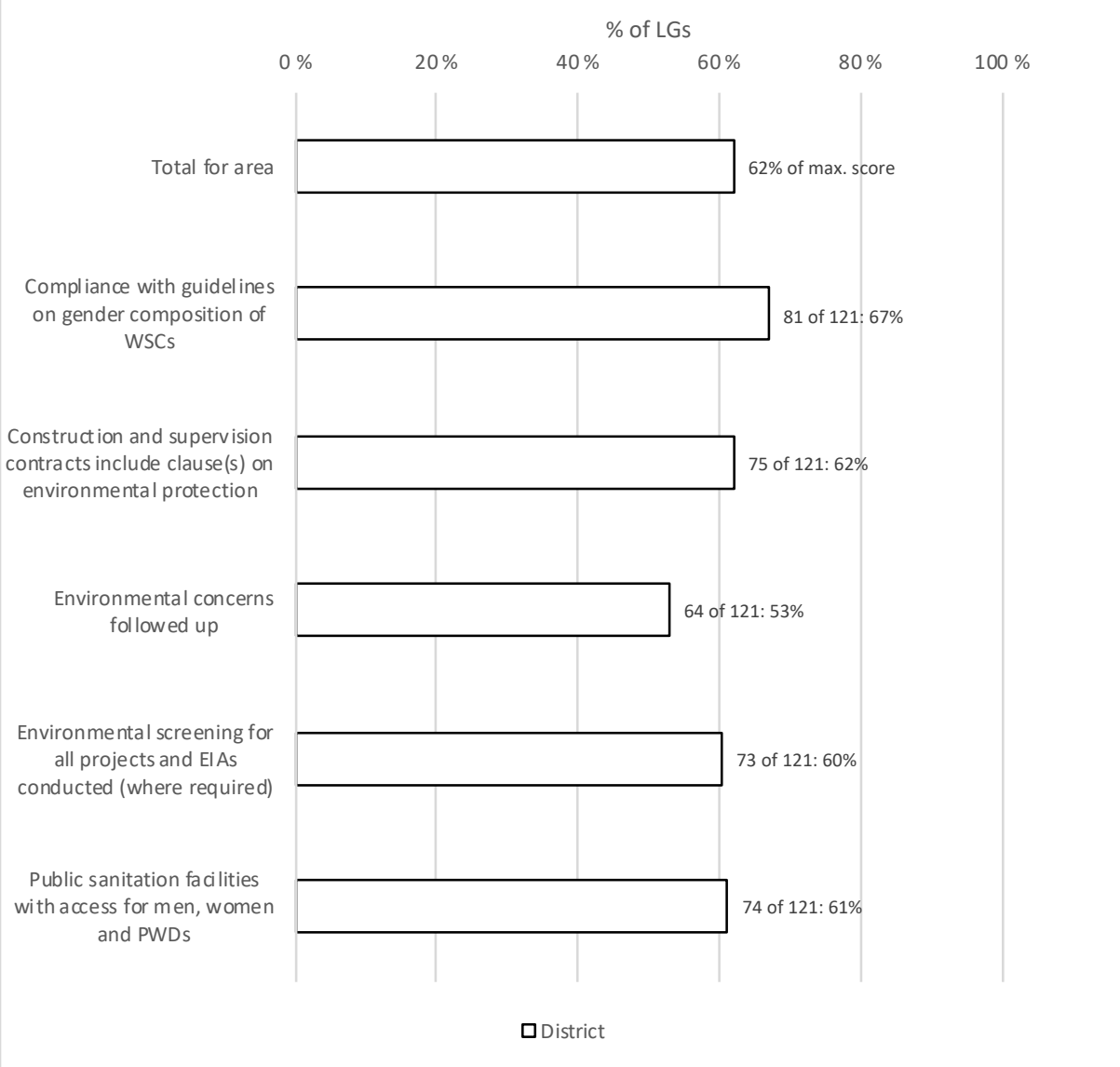
60% of district water offices conducted environmental screening (as per templates) for all projects and EIAs (where required) for all WSS projects and reports were in place.

62% of district water offices included clauses on environmental protection in construction and supervision contracts that the assessors sampled.

Water and sanitation committees in 67% of the districts had at least 50% women representation as per the sector critical requirements.

61% of district water offices had provided sanitation facilities with adequate access and separate stances for men, women and Persons with Disabilities.

Figure 59 Average scores per indicator for Social and Environmental Safe Guards in the water sector



N= 121.

7.4.7 Best and Worst Scoring Performance indicators in Water

The table below presents the top 5 and bottom five scoring performance indicators.

Table 19 - Overview of top 5 and bottom 5 scoring performance indicators in water

Top 5 Performance Indicators		
1	95 %	Timely payment of suppliers
2	93 %	Construction of water and sanitation facilities as per design
3	93 %	Council committee responsible for water presented issues to Council for approval
4	86 %	Consistency of data on list of water facilities in both PBS and MIS for the current FY
5	84 %	Functionality of WSS committees
Bottom 5 Performance Indicators		
1	35 %	Timely submission of quarterly and Annual performance reports to the Planner
2	35 %	Targeting of sub- counties with safe water coverage below the district average in the budget for the current FY
3	47 %	Timely submission of procurement input
4	53 %	Environmental concerns followed up
5	53 %	Follow up on internal audit recommendations for the previous FY

The table below shows the trends in the worst performing indicators from the assessment conducted in FY 2017/18 to the one conducted in FY 2018/19. The table shows a significant improvement in all the 5 performance indicators, several indicators with more than 100 % improvement.

Table 20 Overview of the development in the worst performing indicators from FY 2017/18 to FY 2018/19

Ranking: Worst performing performance indicators	Performance indicator	Performance in FY 2017/18	Performance in FY 2018/19	% improve-ment from FY 17/18 to 18/19
1	Evidence that the sector has provided information to the internal audit on the status of the implementation of all audit findings for the previous FY	11 %	33%	200 %
2	The department submitted annual performance reports for the previous FY (including all four quarterly reports) to the planning by mid July for consolidation	19%	35 %	84%
3	There has been follow-up supported provided in case of an unacceptable environmental concern in the previous FY	27 %	53 %	96%

Ranking: Worst performing performance indicators	Performance indicator	Performance in FY 2017/18	Performance in FY 2018/19	% improve-ment from FY 17/18 to 18/19
4	The sector has submitted procurement requests to the PDU that cover all investment items in the approved sector annual work-plan and budget on time (by April 30)	36 %	47 %	31%
5	Environmental screening as per template for all projects (where EIA's was required) were conducted for all WSS projects and reports are in place	37%	60 %	62%

PART C: CONCLUSIONS AND RECOMMENDATIONS

8 Overall Conclusions

8.1 Introduction

This year the LG PA for 144 LGs (121 district and 23 MLGs) was completed as planned in January 2019, with field visits to LGs from September-November 2018. It was based on a slightly revised Manual, based on the experiences from the FY 2017/18 assessment.

The LG PA covered assessment of compliance with the accountability requirements and the 4 assessments- Cross-Cutting, Education, Health and Water sectors. For the 18 USMID LGs, the assessment of the education and health performance was conducted and completed in January 2019 and is included in the synthesis report by KPMG[13], January 2019 for USMID MLGs.

The accountability requirements will inform the appointment of the accounting officers for FY 2019/20, and the results of the four performance assessments will impact on the sector development grants for FY 2019/20.

In this Chapter, the main conclusions derived from the assessments will be presented starting with the overall performance picture, and then gradually zooming in on the thematic level and indicator levels, as well as the comparison with the level of performance in FY 2017/18.

8.2 Compliance with Accountability Requirements

Compliance with all the accountability requirement was a major challenge (like in the previous LGPA), especially when it comes to timely budget execution (performance) reporting. Only 3 out of the 144 LGs (Mityana District, Ngora District and Nansana MLG) complied with all six accountability requirements. 13 LGs (11 districts and 2 MLGs) only managed to comply with 1 out of the 6 requirements.

Further analysis shows that the timeliness is a major issue, and that the vast majority were able to submit the accountability documents, if the deadline was extended by one month. Only 2 LGs were more than 2 weeks delayed with submission of performance contracts, 3 was more than 1 month behind with the submission of the budget with procurement plan, and 21 were behind with submission of the annual performance contracts and 30 were more than 1 month Behind with submission of the 4 quarterly performance contracts.

[13] KPMG was contracted do the assessment of USMID MLGs

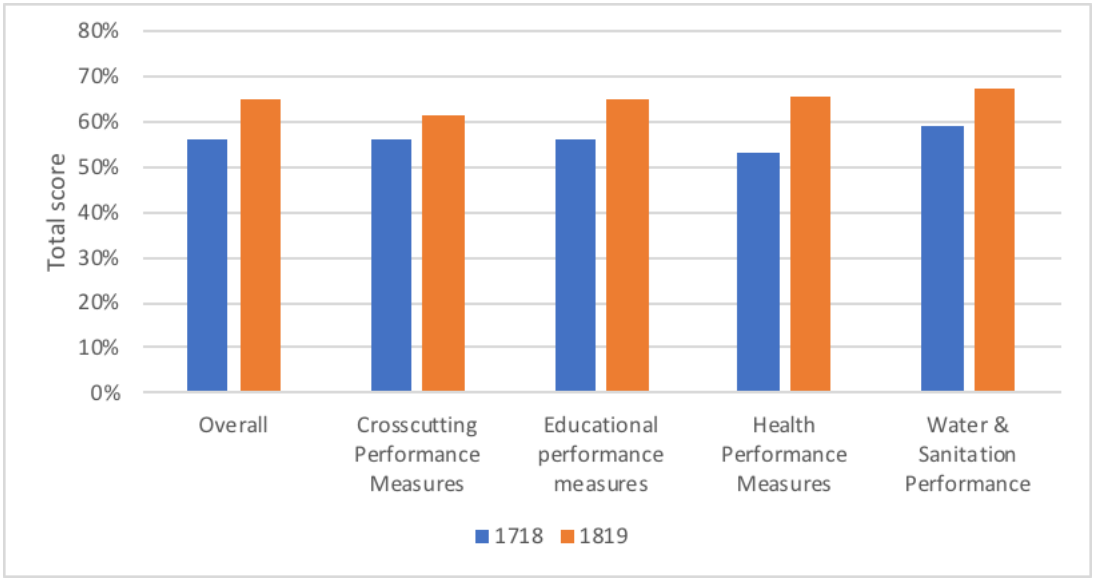
The second LG PA showed a need on one hand to review reasons for delays and possible timing of the requirements, and on the other hand to strengthen the follow-up and sanctioning for poorly performing accountability indicators.

8.3 Overall Average Assessment Scores and Trends

The overall scores of the 4 assessments combined showed that the overall average performance of all LGs was 65 points out of 100 maximum points (average across the sectors) or 65%, with a variation from minimum average of 27 points (27%) to maximum average score of 85 points (85%).

The average performance for the 121 districts was 61 % as well, whereas for the 23 MLGs, the performance was a bit higher: 64 % in average, but as there were fewer MLGs, it did not impact on the overall average scores. The average performance across the 4 assessments – cross-cutting, education, health and water was rather similar from 61 in cross-cutting to average 67% for Water. The variation in performance across districts was on the overall combined performance higher from 27-85 % than for MLGs, which only ranged from 38-78%.

Figure 85 Trends in Performance Scores Acrosss the Assessments from FY 2017/18 to FY 2018/19



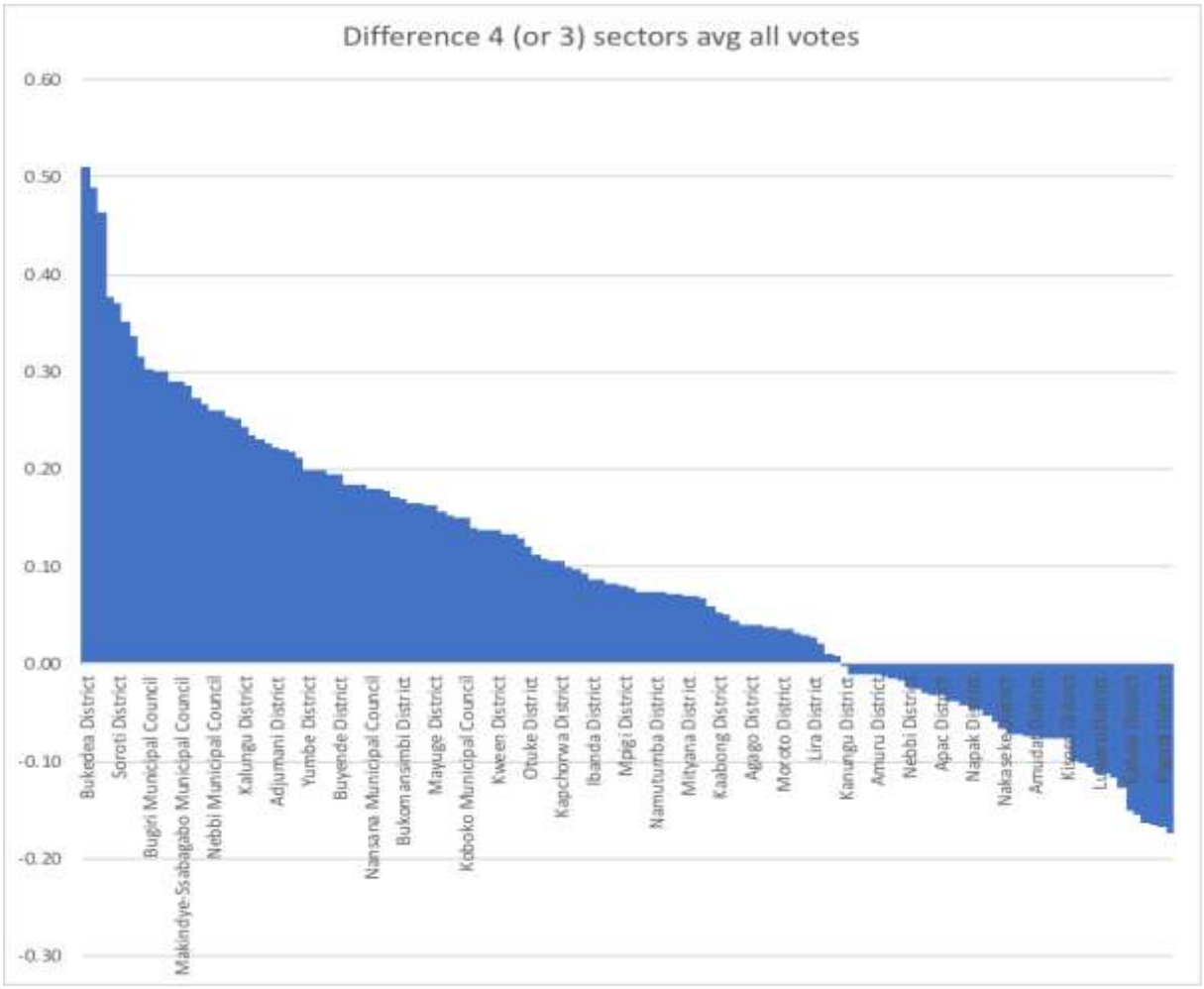
Furthermore it is important to note that performance in the 4 areas as well as overall combined performance in average figures for the 144 LGs **improved,** with 16 % overall improvements from FY 2017/18 to FY 2018/19.

LGs have generally changed their scores significantly from one assessment to another see below, most significantly to the better, see below.

Larger improvements were noted for the weaker LGs, especially the ones below 50 points, which have reduced in number from 38 LGs in LGPA conducted in FY 2017/18 to 6 LGs in the LGPA FY 2018/19.

The five LGs which received consolided support (Ngora, Bukedea, Soroti, Kumi and Katakwi) under the GoU' new performance improvement plan framework improved significantly and 4 out of 5 were in the top 10 LG improvers and one was number 20 improver (Katakwi).

Figure 86 Overall Average combined trends in Performance Scores from FY 2017/18 to FY 2018/19



8.4 Overview of the best and worst performed indicators per thematic area

Except for two performance indicators under cross-cutting HR management: 1) LG has filled all Heads of Department positions substantively and 2) 100% of the staff that retired during the previous FY have accessed the pension payroll not later than two months after retirement, which has been rather stagnant or reduced in performance, all the other bottom-five indicators in the 4 assessments (18 performance indicators) improved significantly from FY 2017/18 to FY 2018/19.

However, despite the improvements there are still performance indicators with relatively poor performance results. The table below provides an overview of the best and worst performing performance indicators across the four assessments, whereas the tables in each performance

assessment in Chapter 3, show the 5 stronger and weaker performance indicators in each assessment. The annexes have more details on the specific indicators.

Overview of Best and Worst Performed Thematic areas and Indicators

The table below provides an overview of the best and worst performed indicators across the four assessments cross cutting. education, health and water performance measures) whereas the tables in each performance assessment – Chapter 3 - show the 5 best and worst performed indicators for each assessment with indicators, which scores above 95 %, above 70 %, and below 50 % respectively.

Table 21 Overview of the best and worst performing performance indicators in the LG PA FY 2018/19

No.	Performance Thematic Area	Better Performed Indicators where LGs scored an average of more than 95%	Better Performed Indicators where LGs scored an average of more than 70%	Poor Performed Indicators where LGs scored an average of less than 50%
1.	**Planning, Budgeting and Execution**	• Capital investments in the approved annual work plan derived from the approved five-year development plan (96 %) • Infrastructure projects implemented in the previous FY where derived from the annual workplan and budget (cross-cutting) (97 %)	• Deriving capital investments from the AWP that are consistent with 5 year Development Plan • Including priorities in the AWP based on outcomes of the budget conferences. • Implementing infrastructure projects derived from AWPs and budgets approved by the Councils • Targeting and implementing water projects in sub-counties that had safe water coverage below the district average • Completing all projects within approved budget	• Availability of Action area plan for the previous FY • Consistency of infrastructure investments with the approved physical plan • Budgeting and spending on O&M for infrastructure investments
2.	**Human Resource Management and Planning**	• Budgeting appropriately for head teachers and a minimum of 7 teachers per school (or a minimum of a teacher per class) Education (95 %)	• District Service Commission considering staff submitted for recruitment, confirmation and disciplinary actions • Staff recruited accessing the salary payroll not later than 2 months after appointment • Submitting recruitment plans to HRM to fill positions of: (i) School Inspectors and teachers; and (ii) Health Workers • Budgeting appropriately for head teachers and a minimum of 7 teachers per school (or a minimum of a teacher per class • Health facility in-charges are appraised (health)	• Filling all HoD positions substantively (cross-cutting) • Appraising: (i) HoDs; (ii) Primary School Head Teachers; (iii) Facility in-charges as per guidelines issued by MoPS. • Staff retiring accessing the pension payroll not later than two months after retirement (cross-cutting)

No.	Performance Thematic Area	Better Performed Indicators where LGs scored an average of more than 95%	Better Performed Indicators where LGs scored an average of more than 70%	Poor Performed Indicators where LGs scored an average of less than 50%
			• LG deploying headteachers at a minimum of 7 teachers per school • Deployment of health workers in compliance with budget (health)	
3.	**Revenue Mobilization**	• NA	• Not using more than 20% of own source revenues on council emoluments • Revenue collection ratio within planned target • LG has remitted the mandatory share of local revenue to LLGs	• Increasing OSR collection by more than 10% from previous FY but one to the previous FY
4.	**Procurement and Contract Management**	• TECs submitting reports to the Contracts Committees which considers their recommendations – (cross-cutting) (97%) • Contracts committee considered recommendations from the TEC and providing justifications for any deviations (cross-cutting) (97 %) • Adhering to procurement thresholds (cross-cutting) (97 %) • Timely payment of suppliers – (water) (95%)	• TECs submitting reports to the Contracts Committees which considers their recommendations • Procurement plans covering infrastructure projects in the AWP and budgets • Adhering to procurement thresholds • Water and sanitation facilities constructed as per design specifications • Timely certification and initiation of payment for works and supplies (water, health) • LG procurement and disposal plan covers all infrastructure investments • Having updated contract registers and complete activity files for all procurements • Contracts committee considered recommendations from the TEC and providing justifications for any deviations	• Timely submission of inputs into the procurement plans to the PDU for consolidation (by April 30th) (health and water) • Preparing 80% of the bid documents for investments by August 30th. • Clearly labelling works projects during construction to enhance transparency • Preparation of contract management plans and holding monthly site visits for infrastructure projects • Contractors handing over completed projects.

No.	Performance Thematic Area	Better Performed Indicators where LGs scored an average of more than 95%	Better Performed Indicators where LGs scored an average of more than 70%	Poor Performed Indicators where LGs scored an average of less than 50%
5.	**Financial Management and reporting**	• NA	• No LG received an adverse audit opinion (90% received non-qualified and 10% qualified) • LGs producing all quarterly internal audit reports for FY 2017/18 • Timely payment of suppliers	• All sectors (water, health, education) responding to the internal audit findings in the previous FY • LG PAC reviewing internal audit reports for FY 2017/18 • LGs submitting annual performance contract on time • Sectors submitting the annual performance reports for the FY 2017/18 (including all the quarterly reports) to the Planner by mid-July for consolidation leading to failure by LGs to submit on time (water, education, health) • Maintaining updated assets registers • Making monthly bank reconciliations
6.	**Governance, Oversight, Transparency, Participation and Accountability**	• NA	• Assigning a person to coordinate response to feedback from the public • LG Councils meeting and discussing service delivery issues (Education, Health) • LG Council committees responsible for education, health and water met and discussed service delivery issues and presented issues that require approval to council. • Publicity of all schools receiving non-wage recurrent grants • Publicity of health facilities receiving non-wage recurrent grants • Evidence that primary schools having functional SMCs • Communicating and explaining guidelines, circulars and policies issued by the national level • LGs displaying pay roll pensioner schedules • LGs published procurement plan and awarded contracts	• Displaying of key information on district notice boards including annual work plans, budgets , grant release and expenditures, tenders and contract awards (cross-cutting)

No.	Performance Thematic Area	Better Performed Indicators where LGs scored an average of more than 95%	Better Performed Indicators where LGs scored an average of more than 70%	Poor Performed Indicators where LGs scored an average of less than 50%
			• Having functional Water and Sanitation Committees • Communities expressing demand for water facilities for FY 2018/19	
7.	Social and Environmental Safeguards	• NA	• Gender Focal Point persons providing guidance and support to sector departments to mainstream gender into their activities • Committees in water and education met gender composition as per guidelines • SMC made guidelines on gender composition. • Issuance of guidelines on medical waste management, including guidelines for construction of facilities for medical waste disposal	• Carrying out environmental screening of all projects and EIAs (where required) (cross-cutting, education) • Completing Environmental and Social Mitigation Certification Form for all completed projects (cross-cutting) • Providing follow up support towards mitigation of unacceptable environmental concerns (cross-cutting) • Control of sites to check mitigation compliance (education, health) • Implementing projects on land where the LGs has proof of ownership • Guidance on how to manage sanitation men, women, boys and girls and PWDs in and health facilities
8.	Monitoring and Inspection	• NA	• District Water Officers monitoring and supervising WSS projects monitoring and supervising of WSS projects • Submission of lists of water facilities which is accurate and consistent in both PBS and MIS • Education Department holding meetings with primary school head teachers to explain and sensitize them on guidelines	• Submission of data which is consistent with sector MIS and OBT: enrolment data for all schools; water facilities • Holding meetings with health facility in-charges to explain the guidelines, policies, circulars issued by the national level.

No.	Performance Thematic Area	Better Performed Indicators where LGs scored an average of more than 95%	Better Performed Indicators where LGs scored an average of more than 70%	Poor Performed Indicators where LGs scored an average of less than 50%
			• Following up on school inspection reports during previous FY. • Ensuring the head teachers are appraised during past FY • Submission of school inspection reports to DES and MOES • Submission of consistent data /lists of health facilities	• HSD has supervised lower health facilities within the previous FY

9 Overall Recommendations

No.	Recommendations made in the LG PA conducted in 2017/18	Current status - Progress Made and/or Outstanding Challenges	Recommended Follow-up Actions Arising out of the 2018/19 LG PA Exercise	Responsible
	Recommendation related to **Planning, budgeting and execution**			
1.	Issue and orient LGs on sector grants, budgeting and implementation guidelines on time.	MoFPED organised regional workshops in July 2018 where education and health sector grant, budgeting and implementation guidelines were disseminated to all LGs.	The MDAs should: (i) refine the respective guidelines; (ii) print and disseminate to LGs on time; and (iii) check LGs budgets to ascertain whether the LGs have complied with the budget requirements before the LG Performance Contracts are approved.	MoFPED in liaison with MDAs making transfers to LGs.
2.	Provide ample support to LGs to use the PBS and minimize changes to the budgeting and reporting systems:	PBS was introduced to LGs for the first time. The migration from OBT to PBS was not seamless leading to delays in submission of performance contracts and reports.	As planned: (i) link submission of the draft BFP to Q1 reports; (ii) link submission of Q2 reports to draft performance contracts etc.. Continued hands-on support of LG HoDs and other staff in the use of PBS.	MoFPED
3.	Provide guidance and support LGs to execute the physical planning function	Despite more than 60% of LGs having formed their Physical Planning Committees, physical planning remains a major challenge for LGs. Only 6% of the LGs had infrastructure investments that were consistent with the approved Physical Development Plan. Similarly many LGs did not have Action area plans for the previous FY.	Like was done under LGMSDP, look for resources to contract teams to develop/update Physical Plans in selected LGs.	MoLHUD
4.	Budgeting and spending on O&M for infrastructure investments	Only 63 LGs out of 144 budgetted and spent on O&M for infrastructure investments.	Emphasize making the existing functional before constructing new ones. For new seed secondary schools and HC IIs being upgraded to HC IIIs budget	MoFPED, MoES, MoH, MoLG

No.	Recommendations made in the LG PA conducted in 2017/18	Current status - Progress Made and/or Outstanding Challenges	Recommended Follow-up Actions Arising out of the 2018/19 LG PA Exercise	Responsible
			for recruitment of staff to operate them.	
	Recommendation related to - **Human Resource Planning and Management**:			
5.	**Staff recruitment and retention:** Support LGs to submit recruitment plans to fill all HoD and other prioritized positions especially where there is a wage provision.	The LGs failing to fill all Heads of Department positions substantively remained the lowest performing indicator (3% of LGs).	Consider enmass clearance to LGs to fill vacant HoD positions. Support joint advertisement of vacant positions; Give guidance for accelerated promotions For District Engineers consider a requirement being registrable rather registered to attract staff.	MoPS in liaison with MoLG, MoWT and MoFPED
6.	**Staff retirement:** Ensure that staff that are retiring access the pension payroll on time.	100% of staff that retired during the previous FY accessing the pension payroll not later than two months after retirement is not only a poorly performed indicator with 5% of the LGs complying but is also an indicator where performance declined from last year where 7% of the LGs complied. MoFPED records show that a number of LGs return funds meant for payment of pensions to the Treasury unspent at the end of the FY.	(i) As planned by MoPS, Fully decentralize pension payroll management to LGs. (ii) LGs should assign a dedicated Officer to handle Pensions. The assigned Officer should be provided with training to perform the specific tasks under this function. (iii) Consider automatic switch-over from salary to pension payroll given details of employees are already available. (iv) Open and publicise the grievance window for redress of anomalies. Pensioners need to be given a hotline of where to complain in case of delayed	(i) MoPS (ii) LGs (iii) MoPS (iv) MoPS

No.	Recommendations made in the LG PA conducted in 2017/18	Current status - Progress Made and/or Outstanding Challenges	Recommended Follow-up Actions Arising out of the 2018/19 LG PA Exercise	Responsible
			access to the pension payroll.	
7.	*Appraising: (i) HoDs; (ii) Primary School Head Teachers; (iii) Facility in-charges as per guidelines issued by MoPS.*	Only 64% of LGs (92 of 144) had appraised HoDs; 67% of LGs (97 of 144) had appraised all Health Facility In-charges. 74% of LGs (107 of 144) had appraised head teachers	As planned MoPS conduct refresher courses on staff performance appraisal especially now that the appraisal system is being changed	MoPS
	Recommendations related to **Revenue Mobilisation**:			
8.	Supporting LGs to establish local revenue data bases, which provides accurate information of tax payers and amounts to be charged	Revenue mobilisation which was already poorly performing in the 2017/18 LGPA has worsened.	Implement the recommendation as made last year - supporting LGs to establish local revenue data bases, which provides accurate information of tax payers and amounts to be charged. The support should involve political leadership in revenue enhancement efforts. This may require mobilisation of resources to support implementation.	LGFC
	Recommendation regarding **to Procurement and contract management**			
9.	LGs should support the sector departments to appreciate and perform their roles related to procurement and contract management.	There still a number of indicators where LGs perform poorly regarding procurement and contract management. These are: (i) delayed submission of inputs into the procurement plans to the PDU for consolidation (by April 30th) (health and water); (ii) failure to prepare 80% of the bid documents for investments by August 30th; (iii) not labelling works projects during construction to enhance transparency; (iv) preparation of contract management plans and holding monthly site visits for infrastructure projects;		PPDA MoES MoH MoWT

No.	Recommendations made in the LG PA conducted in 2017/18	Current status - Progress Made and/or Outstanding Challenges	Recommended Follow-up Actions Arising out of the 2018/19 LG PA Exercise	Responsible
		and (v) contractors handing over completed projects.		
	Recommendations regarding **Financial management and reporting**			
10.	LGs should improve linkages between the sector departments and the planning/PFM functions	The outstanding issues are: (i) sectors (water, health, education) not responding to the internal audit findings in the previous FY; (ii) LG PAC not reviewing internal audit reports for FY 2017/18; (iii) LGs submitting annual performance contract on time; (iv) delay by sectors to submit the annual performance reports for the FY 2017/18 (including all the quarterly reports) to the Planner by mid-July for consolidation leading to failure by LGs to submit on time (water, education, health); (v) not maintaining updated assets registers; (vi) failure to make monthly bank reconciliations.	Conduct orientation of LG PAC on their roles in line with the PFM Act	MoLG
	Recommendations Regarding Monitoring, inspection and supervision			
11.	LGs should strengthen inspection of service delivery units both schools and health facilities	Only 36 of the 144 LGs (25%) were inspecting schools atleast once per term and with reports produced. 22 LGs had none of the schools inspected once a term with inspectors reports.	Re-issue guidelines for school inspection; request detailed accountability of how the increased funding for inspection has been used. Also focus on improving the quality of inspection.	MoES
12.	LGs should strengthen efforts to disseminate the guidelines to Head teachers, health facilities in-charge and staff of lower LGs.	Most of the LGs are not holding meetings with health facility in-charges to explain the guidelines, policies, circulars issued by the national level.	LGs should prioritise this issue.	LGs MoH
	Recommendations Regarding Governance, oversight, transparency, participation and accountability			

No.	Recommendations made in the LG PA conducted in 2017/18	Current status - Progress Made and/or Outstanding Challenges	Recommended Follow-up Actions Arising out of the 2018/19 LG PA Exercise	Responsible
13.	Ensuring functionality of community oversight and accountability structures – harmonization of guidelines, ensuring proper constitution and induction/training.		Community oversight and accountability structures need to be enhanced through the Baraza Programme.	OPM
14.	MoLG should urgently consider more intensive induction (or even specialized) training of LG councillors regarding their roles and responsibilities, which should be tailor made to their needs as being member of specific committees			
15.		Many LGs are not displaying of key information on district notice boards including annual work plans, budgets , grant release and expenditures, tenders and contract awards (cross-cutting)		
	Recommendations Regarding Environmental and social safeguards			
16.	It is important to enable Environmental Officers to do their work at all stages of project preparation and implementation.	Environment Officers and CDOs do not currently carry out their tasks adequately related to planning and mitigation of environment and social safeguards including: (i) carrying out environmental screening of all projects and EIAs; (ii) providing follow up support towards mitigation of unacceptable environmental concerns; (iii) control of sites to check mitigation compliance; (iv) guidance on how to manage sanitation men, women, boys and girls	Make it a requirement for social and environment safeguards to be included in the bid documents to ensure compliance with contractors As part of investment service costs, Environment Officers and CDOs should be facilitated to ensure compliance Certificaton by Environment Officers and CDOs should be mandatory prior to payment of contractors.	

No.	Recommendations made in the LG PA conducted in 2017/18	Current status - Progress Made and/or Outstanding Challenges	Recommended Follow-up Actions Arising out of the 2018/19 LG PA Exercise	Responsible
		and PWDs in and health facilities. Implementing projects on land where the LGs has proof of ownership		
	Use of the Results of the LG PA			
17.	Communicating and following up issues that require immediate administrative actions and/or policy guidance.	The PS/ST issued a circular to all LG Accounting Officers "Addressing Gaps Identified During the Local Government Performance Assessment conducted by the Office of the Prime Minister" dated 4th May 2018. The circular: (i) requested Accounting Officers to implement administrative actions to address the identified gaps; and (ii) reiterated that the results of the LG PA that will be conducted by OPM before end of 2018 will impact on appointment of Accounting Officers for FY 2019/20 as well as the allocation of development grants for FY 2019/20.	(i) PS/ST should issue a circular to LG Accounting Officers outlining the weaknesses that require immediate administrative actions – similar to the one issued last year. OPM should prepare (ii) A circular to the respective MDAs indicating the specific actions each of the MDAs is required to take. (iii) Convene a meeting of MDA Accounting Officers to discuss salient issues concerning MDAs in as far as LG PA is concerned. (iv) A policy brief to Cabinet indicative of the issues that require policy guidance. To ensure that recommendations are implemented: (v) Task each agency to provide an update on the implementation of the recommendations	(i) MoFPED (ii) OPM (iii) OPM (iv) OPM (v) OPM

No.	Recommendations made in the LG PA conducted in 2017/18	Current status - Progress Made and/or Outstanding Challenges	Recommended Follow-up Actions Arising out of the 2018/19 LG PA Exercise	Responsible
18.	*Use of the LG PA Results to Inform the Appointment of Accounting Officers*	Only 3 LGs met all the six Accountability Requirements. The major area of weakness was late submission of performance contracts and budget performance reports.	(i) Each LG Accounting Officer should write an explanation of: the administrative actions taken to address the gaps raised in circular from PS/ST to all LG Accounting Officers (above); causes of continued underperformance; and outline strategies of addressing these issues (ii) MoLG discusses with each of the LG Accounting Officer and includes the respective action plans on the submission recommending them for appointment to PS/ST.	(I) LG Accounting Officers (II) MoLG
19.	*Use of the Results in the Allocation of Development Grants*	The results of the LG PA exercise conducted in 2017/18 were not used in the allocation of grants in 2018/19. The LGs may lack incentives for addressing their performance gaps if the LG PA results are not used in the allocation of grants to LGs.	It is important to use the LG PA results in the allocation of the following development grants as anticipated: (i) Discretionary Development Equalisation Grant; (ii) Education Development Grant; (iii) Health Development Grant (iv) Water Development Grant	MoFPED in liaison with: (i) OPM (ii) MoES (iii) MoH (iv) MoWE
20.	Performance Improvement of LGs: MDAs under the auspices of the LG Performance Improvement Task Force should use the	MoLG constituted the LG PA Task Force composed of representatives from all the concerned MDAs.	(i) Conduct routine inspection, targeted supervisory support to either specific cadres or LGs.	MoLG

No.	Recommendations made in the LG PA conducted in 2017/18	Current status - Progress Made and/or Outstanding Challenges	Recommended Follow-up Actions Arising out of the 2018/19 LG PA Exercise	Responsible
	LG PA results to discern areas of weakness and offer support to LGs	The LG PA Task Force formulated and tested an approach for developing and implementing Performance Improvement Plans in five (5) LGs that had performed poorly in the LG PA conducted in 2017/18. All the five LGs that were supported significantly improved their performance with 4 out the five being part of the 10 LGs with the highest improved average score[14]. MoLG with support from Development Partners programmes is rolling out the approach to other LGs.	(ii) Support the LGs that performed poorly in the LG PA conducted in 2018/19 to develop and implement Performance Improvement Plans: 14 LGs that received less than 50% of the combined score; and those that performed poorly in each of the sectors[15]. (iii) Special focus should be given to the six LGs that scored below 50% of the combined score in both 2017/18 and 2018/19[16]. (iv) Encourage Development Partners programmes to support LGs develop and implement performance improvement plans as per the agreed framework	
21.	Use of the LG PA results to inform the Government Annual Performance Report (GAPR)	The FY 2017/18 LG PA summary results were incorporated in the GAPR FY 2017/18 and discussed during the Government Retreat of September, 2018 where the GAPR was discussed and reccomendations made.	i. Follow up the implementation of the reccomendations. ii. Incorporate the LG PA 2018 results in the GAPR for FY 2018/19 for further discussion.	OPM

[14] Bukedea, Ngora and Soroti districts and Kumi MLG.
[15] The LGs that perform well should also be targeted: (i) for support to sustain good performance; and (ii) to share success lessons across LGs.
[16] Bulambuli, Rubanda, Bukwo, Isingiro districts as well as Kotido and Kapchorwa Municipal Councils.

No.	Recommendations made in the LG PA conducted in 2017/18	Current status - Progress Made and/or Outstanding Challenges	Recommended Follow-up Actions Arising out of the 2018/19 LG PA Exercise	Responsible
	Recommendations on the LG PA Process and Manual			
22.	The *timing o*f the LG PA should be strengthened as originally planned to ensure that results fit within the LG budget and planning process, and the announcement of grant figures in the second budget call circular.	The field work for LG PA was conducted from September – November 2018, results compiled and finalised in January 2019 on time as per design.	It is important to use the LG PA results: (i) to inform the appointment of LG Accounting Officers; and (ii) in the allocation of development grants as anticipated	MoFPED in liaison with: MoLG; OPM; MoES; MoH; MoWE
23.	The duration of the LG assessments by the assessment teams should be increased from 2 to 3 days (including traveling and reporting).	The firms that were contracted to conduct the LG PA exercise were allocated 2 to 3 days per LG including traveling and reporting and this is sufficient	Maintain the duration of the LG assessment at 2 to 3 days per LG including traveling and reporting	OPM
24.	LGs should be *better prepared* for the LG PA - the self-assessment (mock) should be encouraged twice a year prior to the actual APA	The LGs were informed that the LG PA will be conducted from September – November 2018 on a number of occasions. However, apart from the LGs that received performance improvement support, no specific preparations were made.	Inform and guide the LGs to prepare for the LG PA exercise as part of the routine monitoring, backstopping and inspection functions.	MoLG
25.	During the *debriefing or exit meeting,* the assessment team should present a list of documents/information that were not available during the assessment.	A template/format was developed and used by the LG PA teams to indicate the information that was seen and that was missing. The template/form was signed off by the CAO/TC or their representatives after the debriefing meeting. This ensured that no additional information was presented to the QA team or can be used as an argument to contest the assessment results later on.	The format and use of the format/template should be continued and formally included in the LG PA Manual (when revised in the future)	OPM
26.	OPAMs, will be strengthened so that *multiple rounds of QA* should be allowed before	OPAMS was strengthened to allow (i) data entry by the LG PA teams; (ii) internal quality assurance by the LG PA firm; (iii) validation of the results	OPAMS should be enhanced to allow both the LGs and the public access the LG PA results - allow interface with the budget website and	OPM in liaison with MoFPED (BTI)

No.	Recommendations made in the LG PA conducted in 2017/18	Current status - Progress Made and/or Outstanding Challenges	Recommended Follow-up Actions Arising out of the 2018/19 LG PA Exercise	Responsible
	OPAMS closes the LG LGPA report.	by OPM; (iv) exportation of data to excel to allow easy analysis and (v) multiple but quality assured rounds of data entry.	popularize to enhance transparency.	
27.	*Disseminate* the LG PA results to LGs including the implications for future FYs.	A National Dissemination Event was organised on June 27, 2018 chaired by the 1st Deputy Prime Minister and attended by all District Chairpersons, Mayors, CAOs, TCs, representatives of MDAs and the media. Score cards were given to all LGs and awards given to the best performing LGs. A summary of the results was also published in the media. Each of the LG was given 20 copies of the National Synthesis Report The LG specific assessment results were posted on line http://budget.go.ug/budget/LGPAs The foregoing notwithstanding, some LGs claimed that they did not know their results.	**Disseminate the results using the previous strategies**: (i) National Dissemination Event; (ii) Publishing Results in the Media; (iii) printing and distribution of National Synthesis Report; (iv) posting all reports on the website: http://budget.go.ug/budget/LGPAs In addition, all LGs must be required to organise LG specific events to discuss LG specific result, implications and draft performance improvement plans that would enable them to address areas of weakness.	OPM MoLG
28.	The entire LG PAM will *be revised, up-dated* and improved based on the lessons learned from the first LG PA with the new system in place.	The LG PA Manual was updated and version dated June 2018 produced, printed and distributed to LGs. The major refinements focussed on clarification of indicators, improvement in source of information and calibration, improvement in scoring and changes in the relative weight for a few indicators.	The LG PA Manual used in 2018/19 should also be used for 2019/20. However, for 2019/20 an addendum making clarifications on a few issues could be prepared and shared with both the Performance Assessment teams and LGs. After the results of the 2019/20 assessment, an analysis will be made and a decision taken as to whether	OPM LG PA Task Force (OPM in liaison with MoFPED, MoLG, MoES,

No.	Recommendations made in the LG PA conducted in 2017/18	Current status - Progress Made and/or Outstanding Challenges	Recommended Follow-up Actions Arising out of the 2018/19 LG PA Exercise	Responsible
			the LG PA Manual should be revised	MoH, MoWE, LGFC, PPDA, MoPS etc..)

PART D: ANNEXES

Annex 1: Ranked and Compared Combined LG PA Results

District	Rank 18/19	Rank 17/18	Score 18/19	Score 17/18
Bukedea District	1	135	82	31
Adjumani District	1=	53=	82	60
Kumi District	3	77=	81	54
Butambala District	4	2	80	77
Buikwe District	5	66	80	57
Apac Municipal Council	6	5	80	76
Ngora District	7	136	79	30
Ibanda District	7=	10=	79	70
Njeru Municipal Council	9	127	79	41
Kira Municipal Council	9=	87	79	53
Lyantonde District	11	53=	78	60
Makindye-Ssabagabo Municipal Council	12	107	78	49
Yumbe District	13	65	78	58
Sheema Municipal Council	14	25	77	67
Mukono Municipal Council	14=	111	77	47
Sembabule District	16	117=	77	46
Kayunga District	17	82=	77	53
Ntungamo Municipal Council	18	39	76	62
Moyo District	19	68=	76	57
Bugiri District	20	94=	76	51
Namayingo District	21	114	76	47
Alebtong District	21=	60=	76	58
Soroti District	23	131	76	39
Omoro District	23=	32=	76	64
Nwoya District	25	74	75	55
Mukono District	25=	68=	75	57
Kiboga District	25=	18	75	68
Budaka District ✓	25= ✓	128=	✓ 75	40 ✓
Nebbi Municipal Council	29	101=	75	49
Mpigi District	30	24	75	67
Lwengo District	31	89	74	52
Koboko District	31=	41=	74	61
Kumi Municipal Council	33	138	74	28
Koboko Municipal Council	33=	57	74	59
Masaka District	35	62=	74	58
Kyankwanzi District	35=	52	74	60
Rukungiri Municipal Council	37	27=	73	65
Masindi Municipal Council	37=	1	73	85
Jinja District	39	82=	73	53
Kalungu District	40	108	73	48
Rakai District	41	94=	72	51

District	Rank 18/19	Rank 17/18	Score 18/19	Score 17/18
Mityana District	42	27=	72	65
Lira District	43	14	72	69
Kaliro District	43=	75	72	55
Nansana Municipal Council	45	82=	71	53
Kabarole District	45=	38	71	63
Agago District	45=	20=	71	67
Bugiri Municipal Council	48	128=	70	40
Pallisa District	49	123=	70	43
Dokolo District	49=	20=	70	67
Gulu District	51	80=	70	53
Bukomansimbi District	52	88	70	53
Ibanda Municipal Council	53	3	69	77
Kaberamaido District	54	91=	69	51
Gomba District	55	10=	69	70
Lugazi Municipal Council	56	130	69	39
Oyam District	57	96	69	50
Otuke District	57=	70	69	57
Kibuku District	57=	119	69	46
Kalangala District	60	43	68	61
Wakiso District	61	37	68	63
Maracha District	61=	13	68	69
Hoima District	63	6=	68	75
Zombo District	64	44=	67	61
Rubirizi District	64=	53=	67	60
Kamwenge District	64=	48=	67	60
Butebo District	64=	not assessed	67	not assessed
Nakapiripirit District	68	97	67	50
Amuru District	68=	17	67	68
Buyende District	70	112=	67	47
Mbarara District	71	8	66	72
Mityana Municipal Council	72	101=	65	49
Nebbi District	73	19	65	68
Mayuge District	73=	101=	65	49
Kyotera District	73=	not assessed	65	not assessed
Apac District	73=	15	65	69
Serere District	77	91=	65	51
Buvuma District	77=	71	65	56
Bunyangabu District	77=	not assessed	65	not assessed
Arua District	77=	32=	65	64
Kakumiro District	81	41=	65	61
Kiruhura District	82	16	65	68
Sheema District	83	93	64	51
Pader District	84	82=	64	53
Butaleja District	84=	125	64	43

District	Rank 18/19	Rank 17/18	Score 18/19	Score 17/18
Mubende District	86	9	64	71
Luuka District	87	109=	63	48
Iganga District	88	79	63	54
Pakwach District	89	not assessed	63	not assessed
Moroto District	89=	56	63	59
Iganga Municipal Council	91	137	62	29
Napak District	92	20=	62	67
Bundibugyo District	92=	34	62	64
Rukungiri District	94	48=	62	60
Kole District	95	60=	62	58
Bushenyi District	95=	62=	62	58
Amolatar District	97	77=	61	54
Amuria District	98	133	60	32
Kyegegwa District	99	4	60	76
Kanungu District	99=	48=	60	60
Nakasongola District	101	36	60	63
Buhweju District	101=	44=	60	61
Kapchorwa District	103	105=	59	49
Namutumba District	104	90	59	52
Mitooma District	105	47	59	60
Masindi District	105=	26	59	66
Kamuli District	105=	117=	59	46
Kisoro Municipal Council	108	101=	59	49
Busia Municipal Council	108=	76	59	55
Mbale District	110	123=	58	43
Kasese District	110=	40	58	61
Kween District	112	121	58	44
Kibaale District	113	6=	57	75
Kotido District	114	29=	57	65
Manafwa District	115	105=	56	49
Katakwi District	115=	134	56	31
Bududa District	117	67	56	57
Kyenjojo District	118	58=	56	59
Kaabong District	119	98=	55	50
Tororo District	120	58=	54	59
Kiryandongo District	120=	12	54	70
Busia District	122	109=	54	48
Bushenyi- Ishaka Municipal Council	123	35	54	64
Luwero District	124	29=	54	65
Sironko District	125	122	53	43
Kisoro District	126	48=	52	60
Kabale District	127	20=	52	67
Lamwo District	128	62=	52	58
Rukiga District	129	not assessed	50	not assessed

District	Rank 18/19	Rank 17/18	Score 18/19	Score 17/18
Nakaseke District	130	72	50	56
Ntoroko District	131	44=	49	61
Bulambuli District	132	126	48	41
Kagadi District	133	31	48	65
Isingiro District	134	115=	47	46
Ntungamo District	135	98=	45	50
Bukwo District	136	115=	44	46
Abim District	137	80=	43	53
Amudat District	138	98=	42	50
Namisindwa District	139	not assessed	42	not assessed
Kapchorwa Municipal Council	140	132	42	37
Kitgum District	141	82=	40	53
Buliisa District	142	73	39	56
Kotido Municipal Council	143	112=	36	47
Rubanda District	144	120	36	44

Annex 2: Compliance to Accountability Requirements

Vote Name	Follow-up on Audit Reports on time	Status of the Audit opinion (not diclaimer or adverse)	Submission of Annual Budget Performance Report on time	Submission of Annual Performance Contract on time	Submission of Procure-ment Plan on time	Submission of Quarterly Budget Performance report on time	Number of accountability requirements complied with
Abim District	0	1	0	0	0	0	**1**
Adjumani District	1	1	0	1	1	0	**4**
Agago District	0	1	0	0	0	0	**1**
Alebtong District	0	1	0	1	1	0	**3**
Amolatar District	0	1	0	0	0	0	**1**
Amudat District	0	1	0	0	0	0	**1**
Amuria District	1	1	0	1	1	0	**4**
Amuru District	1	1	0	1	1	0	**4**
Apac District	0	1	1	1	1	0	**4**
Apac Municipal Council	0	1	1	1	1	0	**4**
Arua District	1	1	0	0	0	0	**2**
Budaka District	1	1	0	1	1	0	**4**
Bududa District	1	1	0	1	1	0	**4**
Bugiri District	1	1	0	1	1	0	**4**
Bugiri Municipal Council	1	1	0	1	1	0	**4**
Buhweju District	0	1	0	1	0	0	**2**
Buikwe District	1	1	0	0	1	0	**3**
Bukedea District	1	1	0	1	1	0	**4**
Bukomansimbi District	0	1	1	1	1	0	**4**

Vote Name	Follow-up on Audit Reports on time	Status of the Audit opinion (not diclaimer or adverse)	Submission of Annual Budget Performance Report on time	Submission of Annual Performance Contract on time	Submission of Procure-ment Plan on time	Submission of Quarterly Budget Performance report on time	Number of accountability requirements complied with
Bukwo District	1	1	0	1	1	0	**4**
Bulambuli District	1	1	0	0	0	0	**2**
Buliisa District	1	1	0	1	1	0	**4**
Bundibugyo District	1	1	0	1	1	0	**4**
Bushenyi District	0	1	0	1	0	0	**2**
Bushenyi- Ishaka Municipal Council	0	1	0	0	0	0	**1**
Busia District	1	1	0	1	1	0	**4**
Busia Municipal Council	1	1	0	1	1	0	**4**
Butaleja District	1	1	0	1	1	0	**4**
Butambala District	1	1	0	0	0	0	**2**
Buvuma District	1	1	0	1	1	0	**4**
Buyende District	0	1	0	1	1	0	**3**
Dokolo District	0	1	0	0	0	0	**1**
Gomba District	1	1	0	1	1	0	**4**
Gulu District	0	1	1	1	1	0	**4**
Hoima District	1	1	0	1	1	0	**4**
Ibanda District	0	1	0	1	0	0	**2**
Ibanda Municipal Council	1	1	0	1	0	0	**3**
Iganga District	1	1	0	0	1	0	**3**
Iganga Municipal Council	1	1	0	0	1	0	**3**
Isingiro District	1	1	0	0	1	0	**3**
Jinja District	0	1	1	1	1	1	**5**

Vote Name	Follow-up on Audit Reports on time	Status of the Audit opinion (not diclaimer or adverse)	Submission of Annual Budget Performance Report on time	Submission of Annual Performance Contract on time	Submission of Procure-ment Plan on time	Submission of Quarterly Budget Performance report on time	Number of accountability requirements complied with
Kaabong District	0	1	0	0	0	0	**1**
Kabale District	1	1	0	0	1	0	**3**
Kabarole District	1	1	0	1	1	0	**4**
Kaberamaido District	1	1	0	1	0	0	**3**
Kagadi District	1	1	0	1	1	0	**4**
Kakumiro District	1	1	0	0	0	0	**2**
Kalangala District	0	1	0	0	1	0	**2**
Kaliro District	1	1	0	0	0	0	**2**
Kalungu District	1	1	1	1	1	0	**5**
Kamuli District	1	1	0	0	0	0	**2**
Kamwenge District	1	1	0	1	0	0	**3**
Kanungu District	1	1	0	0	0	0	**2**
Kapchorwa District	1	1	0	1	1	0	**4**
Kapchorwa Municipal Council	1	1	0	0	0	0	**2**
Kasese District	0	1	0	0	0	0	**1**
Katakwi District	1	1	0	1	1	0	**4**
Kayunga District	1	1	0	1	1	0	**4**
Kibaale District	1	1	0	1	1	0	**4**
Kiboga District	1	1	1	1	1	0	**5**
Kibuku District	1	1	0	1	1	0	**4**
Kira Municipal Council	1	1	0	1	1	0	**4**
Kiruhura District	0	1	1	1	0	1	**4**

Vote Name	Follow-up on Audit Reports on time	Status of the Audit opinion (not diclaimer or adverse)	Submission of Annual Budget Performance Report on time	Submission of Annual Performance Contract on time	Submission of Procure-ment Plan on time	Submission of Quarterly Budget Performance report on time	Number of accountability requirements complied with
Kiryandongo District	1	1	0	0	0	0	**2**
Kisoro District	1	1	0	1	1	0	**4**
Kisoro Municipal Council	1	1	0	0	0	0	**2**
Kitgum District	0	1	0	1	1	0	**3**
Koboko District	1	1	0	0	0	0	**2**
Koboko Municipal Council	1	1	0	0	0	0	**2**
Kole District	0	1	0	1	1	0	**3**
Kotido District	0	1	0	1	1	0	**3**
Kotido Municipal Council	0	1	0	1	1	0	**3**
Kumi District	1	1	0	1	1	0	**4**
Kumi Municipal Council	1	1	0	1	1	0	**4**
Kween District	1	1	0	1	1	0	**4**
Kyankwanzi District	1	1	1	1	1	0	**5**
Kyegegwa District	0	1	0	0	0	0	**1**
Kyenjojo District	1	1	0	1	1	0	**4**
Lamwo District	0	1	0	1	1	0	**3**
Lira District	1	1	1	1	1	0	**5**
Lugazi Municipal Council	0	1	1	1	1	1	**5**
Luuka District	1	1	0	0	1	0	**3**
Luwero District	1	1	1	1	1	0	**5**
Lwengo District	1	1	1	1	1	0	**5**
Lyantonde District	1	1	1	1	1	0	**5**

Vote Name	Follow-up on Audit Reports on time	Status of the Audit opinion (not diclaimer or adverse)	Submission of Annual Budget Performance Report on time	Submission of Annual Performance Contract on time	Submission of Procure-ment Plan on time	Submission of Quarterly Budget Performance report on time	Number of accountability requirements complied with
Makindye-Ssabagabo Municipal Council	1	1	0	1	1	0	**4**
Manafwa District	1	1	0	1	1	0	**4**
Maracha District	1	1	0	1	1	0	**4**
Masaka District	1	1	1	1	0	0	**4**
Masindi District	1	1	0	0	0	0	**2**
Masindi Municipal Council	1	1	0	1	1	0	**4**
Mayuge District	0	1	0	1	1	0	**3**
Mbale District	0	1	0	1	1	0	**3**
Mbarara District	1	1	0	1	1	0	**4**
Mitooma District	0	1	1	1	1	1	**5**
Mityana District	1	1	1	1	1	1	**6**
Mityana Municipal Council	1	1	0	0	0	0	**2**
Moroto District	0	1	0	0	0	0	**1**
Moyo District	1	1	0	1	1	0	**4**
Mpigi District	1	1	1	1	1	0	**5**
Mubende District	1	1	1	1	1	0	**5**
Mukono District	1	1	0	1	1	0	**4**
Mukono Municipal Council	1	1	0	1	1	0	**4**
Nakaseke District	1	1	0	0	0	0	**2**
Nakasongola District	1	1	0	0	0	0	**2**
Namayingo District	1	1	0	1	1	0	**4**
Namutumba District	0	1	0	1	1	0	**3**

Vote Name	Follow-up on Audit Reports on time	Status of the Audit opinion (not diclaimer or adverse)	Submission of Annual Budget Performance Report on time	Submission of Annual Performance Contract on time	Submission of Procure-ment Plan on time	Submission of Quarterly Budget Performance report on time	Number of accountability requirements complied with
Nansana Municipal Council	1	1	1	1	1	1	**6**
Napak District	0	1	1	1	1	1	**5**
Nebbi District	1	1	0	0	0	0	**2**
Nebbi Municipal Council	1	1	0	0	0	0	**2**
Ngora District	1	1	1	1	1	1	**6**
Njeru Municipal Council	0	1	0	1	1	0	**3**
Ntoroko District	1	1	0	1	1	0	**4**
Ntungamo District	1	1	0	0	1	0	**3**
Ntungamo Municipal Council	1	1	0	1	1	0	**4**
Nwoya District	0	1	0	1	1	0	**3**
Omoro District	0	1	0	0	0	0	**1**
Otuke District	0	1	0	0	0	0	**1**
Oyam District	0	1	0	1	1	0	**3**
Pader District	0	1	0	1	1	0	**3**
Pallisa District	1	1	0	1	1	0	**4**
Rakai District	1	1	1	1	1	0	**5**
Rubanda District	1	1	0	1	1	0	**4**
Rubirizi District	1	1	0	1	0	0	**3**
Rukungiri District	1	1	0	0	0	0	**2**
Rukungiri Municipal Council	1	1	0	1	1	0	**4**

Vote Name	Follow-up on Audit Reports on time	Status of the Audit opinion (not diclaimer or adverse)	Submission of Annual Budget Performance Report on time	Submission of Annual Performance Contract on time	Submission of Procure-ment Plan on time	Submission of Quarterly Budget Performance report on time	Number of accountability requirements complied with
Sembabule District	0	1	0	0	1	0	**2**
Serere District	1	1	0	1	1	0	**4**
Sheema District	1	1	0	1	0	0	**3**
Sheema Municipal Council	0	1	0	0	0	0	**1**
Sironko District	0	1	0	1	1	0	**3**
Soroti District	1	1	0	1	0	0	**3**
Tororo District	0	1	0	1	1	0	**3**
Wakiso District	1	1	1	1	1	0	**5**
Yumbe District	1	1	0	0	1	0	**3**
Zombo District	0	1	0	1	1	0	**3**
Rukiga District	1	1	0	1	1	0	**4**
Bunyangabu District	0	1	0	1	1	0	**3**
Namisindwa District	1	1	0	1	1	0	**4**
Kyotera District	0	1	1	1	1	1	**5**
Nakapiripirit District	0	1	0	1	1	0	**3**
Pakwach District	1	1	0	0	0	0	**2**
Butebo District	1	1	0	1	1	0	**4**

Annex 3: Ranked Crosscutting Performance Assessment Results

Rank 18/19	Score 18/19	Rank 17/18	Vote	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Planning, budgeting and execution	Procurement and contract management	Revenue Mobilization	Social and environmental safeguards
1	85	31	Mityana District	18	10	12	13	14	8	10
2	84	135	Bukedea District	17	10	9	15	14	10	9
3	82	23	Kiboga District	16	10	9	15	16	6	10
4	79	78	Hoima District	19	10	12	19	7	8	4
5	78	5	Wakiso District	15	8	9	16	16	6	8
5=	78	2	Sheema Municipal Council	19	7	9	14	12	10	7
7	76	23	Nansana Municipal Council	17	8	6	16	14	6	9
7=	76	56	Lwengo District	15	10	9	18	12	2	10
7=	76	15	Kumi District	19	8	8	15	14	2	10
7=	76	15	Koboko Municipal Council	15	10	9	15	12	8	7
7=	76	78	Kabarole District	16	10	9	18	12	6	5
12	75	20	Rukungiri Municipal Council	17	8	9	17	8	8	8
12=	75	113	Ngora District	17	10	9	13	14	2	10
12=	75	52	Buikwe District	15	10	9	18	14	2	7
12=	75	31	Budaka District	17	8	6	16	14	4	10
16	74	78	Serere District	16	9	9	15	12	4	9
16=	74	37	Sembabule District	15	10	9	14	14	2	10

Rank 18/19	Score 18/19	Rank 17/18	Vote	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Planning, budgeting and execution	Procurement and contract management	Revenue Mobilization	Social and environmental safeguards
16=	74	37	Kyankwanzi District	18	8	9	17	12	2	8
19	73	104	Nebbi Municipal Council	17	10	7	14	12	6	7
19=	73	41	Mukono Municipal Council	9	10	11	15	12	8	8
19=	73	93	Koboko District	12	10	9	16	14	6	6
19=	73	19	Apac Municipal Council	13	10	9	16	12	4	9
23	72	20	Mpigi District	16	9	9	13	14	4	7
23=	72	7	Mbarara District	16	6	12	17	10	6	5
23=	72	41	Masaka District	17	10	9	12	12	6	6
23=	72	127	Kakumiro District	17	7	9	18	8	8	5
23=	72	not assessed	Bunyangabu District	20	10	9	17	12	2	2
23=	72	61	Adjumani District	11	9	9	18	12	8	5
29	71	118	Yumbe District	12	9	11	11	12	8	8
29=	71	56	Rakai District	19	10	6	17	10	2	7
29=	71	13	Mubende District	16	9	6	14	14	2	10
29=	71	1	Masindi Municipal Council	15	10	9	20	8	2	7
29=	71	41	Dokolo District	17	7	9	12	12	6	8
29=	71	49	Bukomansimbi District	10	10	6	16	12	8	9
35	70	61	Napak District	15	9	9	14	12	4	7
35=	70	37	Mukono District	15	10	9	12	12	6	6

Rank 18/19	Score 18/19	Rank 17/18	Vote	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Planning, budgeting and execution	Procurement and contract management	Revenue Mobilization	Social and environmental safeguards
35=	70	87	Mityana Municipal Council	13	9	7	15	12	4	10
35=	70	52	Maracha District	16	10	9	14	12	4	5
35=	70	71	Lyantonde District	11	9	6	15	14	6	9
35=	70	93	Lugazi Municipal Council	14	10	7	13	12	8	6
35=	70	56	Kayunga District	14	10	4	14	14	6	8
35=	70	100	Kalungu District	19	8	6	13	12	4	8
35=	70	10	Gomba District	19	10	8	16	8	2	7
35=	70	113	Bundibugyo District	13	10	9	16	14	6	2
35=	70	20	Arua District	17	10	1	14	14	8	6
46	69	113	Soroti District	12	9	9	12	12	6	9
46=	69	10	Rukungiri District	16	9	7	15	10	6	6
46=	69	3	Omoro District	13	9	9	14	14	4	6
46=	69	118	Moyo District	16	8	9	16	10	8	2
46=	69	7	Ibanda Municipal Council	19	8	9	8	14	4	7
51	68	10	Ntungamo Municipal Council	19	8	9	13	8	6	5
51=	68	23	Nebbi District	16	8	7	12	12	8	5
51=	68	not assessed	Butebo District	16	8	9	11	10	6	8
54	67	27	Ibanda District	9	8	9	14	14	6	7

Rank 18/19	Score 18/19	Rank 17/18	Vote	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Planning, budgeting and execution	Procurement and contract management	Revenue Mobilization	Social and environmental safeguards
54=	67	5	Butambala District	19	8	9	12	12	2	5
56	66	27	Pallisa District	17	7	6	13	14	2	7
56=	66	93	Nwoya District	12	7	9	12	14	4	8
56=	66	66	Njeru Municipal Council	18	10	6	13	10	4	5
56=	66	122	Kagadi District	13	10	9	12	10	8	4
56=	66	52	Jinja District	9	10	9	18	10	4	6
56=	66	109	Bugiri District	9	10	9	18	10	4	6
62	65	15	Mitooma District	13	7	6	16	14	2	7
62=	65	4	Luwero District	13	4	7	15	14	4	8
62=	65	56	Kyegegwa District	14	5	9	12	14	6	5
62=	65	41	Kanungu District	16	9	12	17	4	4	3
62=	65	134	Kamwenge District	12	7	9	12	12	6	7
62=	65	93	Bugiri Municipal Council	12	10	6	17	10	6	4
62=	65	41	Alebtong District	13	8	7	17	12	6	2
69	64	93	Zombo District	18	5	5	14	12	8	2
69=	64	131	Kumi Municipal Council	11	9	6	13	14	2	9
69=	64	89	Kira Municipal Council	15	10	9	11	12	4	3
69=	64	41´	Kaberamaido District	16	6	6	12	12	6	6
69=	64	127	Amuria District	15	6	7	12	12	4	8

Rank 18/19	Score 18/19	Rank 17/18	Vote	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Planning, budgeting and execution	Procurement and contract management	Revenue Mobilization	Social and environmental safeguards
74	63	61	Nakapiripirit District	12	7	11	15	10	0	8
74=	63	27	Masindi District	15	8	9	17	8	2	4
74=	63	113	Makindye-Ssabagabo Municipal Council	15	8	7	13	8	10	2
74=	63	108	Kasese District	9	7	9	12	12	8	6
74=	63	100	Buyende District	13	10	8	17	12	0	3
74=	63	104	Buvuma District	11	8	7	15	12	4	6
80	62	71	Namutumba District	13	9	6	17	10	2	5
80=	62	31	Nakasongola District	9	9	4	13	14	8	5
80=	62	not assessed	Kyotera District	15	10	4	13	12	0	8
80=	62	131	Iganga District	9	10	8	18	10	2	5
84	61	9	Rubirizi District	15	6	9	14	10	2	5
84=	61	78	Kyenjojo District	9	8	9	9	14	8	4
84=	61	87	Kalangala District	11	9	6	13	12	2	8
87	60	49	Bushenyi District	14	7	6	11	14	4	4
88	59	71	Oyam District	6	6	7	15	16	4	5
88=	59	61	Otuke District	8	9	9	12	14	2	5
88=	59	52	Nakaseke District	12	4	7	16	12	2	6
88=	59	78	Bududa District	16	5	2	11	12	8	5
88=	59	31	Amuru District	14	7	3	13	12	8	2

Rank 18/19	Score 18/19	Rank 17/18	Vote	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Planning, budgeting and execution	Procurement and contract management	Revenue Mobilization	Social and environmental safeguards
93	58	109	Sheema District	8	4	9	14	12	4	7
93=	58	71	Moroto District	9	8	9	8	10	6	8
93=	58	13	Kiruhura District	11	7	9	11	12	4	4
93=	58	71	Gulu District	9	6	9	10	16	4	4
97	57	129	Iganga Municipal Council	6	10	9	13	14	0	5
97=	57	93	Butaleja District	8	6	8	11	14	2	8
99	56	78	Lira District	9	7	7	15	14	0	4
99=	56	113	Kween District	15	4	7	9	10	8	3
99=	56	78	Kaliro District	9	10	6	12	12	2	5
102	55	137	Kibuku District	10	10	2	16	10	2	5
102=	55	89	Kibaale District	9	7	8	14	10	4	3
102=	55	131	Kapchorwa District	12	5	7	14	12	2	3
102=	55	27	Agago District	15	6	4	12	10	0	8
106	54	129	Namayingo District	12	10	4	12	8	4	4
106=	54	93	Busia District	15	4	4	15	8	6	2
108	53	37	Bushenyi- Ishaka Municipal Council	12	8	9	9	8	4	3
108=	53	118	Bulambuli District	14	2	6	7	12	8	4
110	52	71	Mayuge District	9	10	3	10	12	4	4
110=	52	31	Kisoro Municipal Council	14	6	9	11	8	4	0
110=	52	49	Kisoro District	14	6	4	14	10	2	2
110=	52	138	Katakwi District	7	6	3	14	10	6	6

Rank 18/19	Score 18/19	Rank 17/18	Vote	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Planning, budgeting and execution	Procurement and contract management	Revenue Mobilization	Social and environmental safeguards
110=	52	126	Kaabong District	8	6	8	14	8	4	4
110=	52	66	Apac District	5	8	7	13	12	4	3
116	51	66	Ntoroko District	12	6	7	14	8	2	2
116=	51	56	Kotido District	7	9	11	9	8	4	3
116=	51	41	Kole District	6	2	6	15	12	6	4
119	50	15	Buhweju District	12	5	7	7	10	4	5
120	49	not assessed	Pakwach District	9	6	2	14	8	8	2
121	48	71	Luuka District	9	8	2	13	12	0	4
122	47	104	Mbale District	16	2	1	7	12	6	3
122=	47	41	Kitgum District	6	10	4	9	10	2	6
124	46	31	Pader District	7	8	7	9	8	2	5
124=	46	66	Lamwo District	12	3	9	7	12	0	3
124=	46	23	Kiryandongo District	9	2	7	11	10	4	3
127	45	61	Manafwa District	12	4	4	9	10	2	4
128	44	89	Tororo District	15	3	2	7	10	4	3
128=	44	78	Ntungamo District	15	5	4	10	8	2	0
128=	44	125	Kamuli District	9	4	2	11	12	4	2
128=	44	78	Kabale District	13	6	4	11	6	2	2
132	43	104	Sironko District	12	1	8	9	10	0	3
132=	43	not assessed	Namisindwa District	10	3	4	12	6	6	2

Rank 18/19	Score 18/19	Rank 17/18	Vote	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Planning, budgeting and execution	Procurement and contract management	Revenue Mobilization	Social and environmental safeguards
132=	43	124	Isingiro District	13	3	7	10	8	0	2
132=	43	109	Amudat District	7	3	7	10	10	2	4
136	42	not assessed	Rukiga District	16	4	4	12	6	0	0
137	41	122	Kapchorwa Municipal Council	11	3	6	7	10	0	4
138	40	136	Busia Municipal Council	10	3	4	8	12	0	3
139	39	118	Bukwo District	11	2	4	7	12	0	3
140	38	100	Rubanda District	11	6	4	11	0	4	2
140=	38	89	Kotido Municipal Council	8	6	9	5	4	2	4
142	31	66	Abim District	9	3	7	3	4	0	5
143	29	109	Amolatar District	4	5	4	9	3	2	2
144	27	100	Buliisa District	6	2	7	2	10	0	0

Annex 4: Ranked Education Performance Assessment Results

Rank 18/19	Vote	Score 1819	Rank 1718	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Procurement and contract management	Social and environment-tal safeguards	Monitoring
1	Moyo District	94	9=	7	12	24	4	6	41
2	Pallisa District	92	116=	7	12	24	4	8	37
3	Butebo District	90	not assessed	7	8	24	4	8	39
4	Ntungamo Municipal Council	89	72=	7	12	24	4	8	34
4=	Kumi District	89	124=	9	12	18	4	8	38
6	Kumi Municipal Council	87	124=	5	12	21	0	8	41
6=	Adjumani District	87	76=	11	12	20	0	8	36
8	Bukedea District	86	137	7	12	24	4	8	31
9	Makindye-Ssabagabo Municipal Council	85	82	9	12	21	4	6	33
9=	Amuru District	85	1	3	10	20	4	7	41
11	Soroti District	84	127=	5	12	21	0	8	38
11=	Butaleja District	84	122	3	12	24	0	6	39
13	Butambala District	83	6=	9	12	24	4	6	28

Rank 18/19	Vote	Score 1819	Rank 1718	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Procurement and contract management	Social and environment-tal safeguards	Monitoring
13=	Buikwe District	83	83=	7	12	18	4	7	35
15	Yumbe District	82	6=	7	12	18	4	7	34
15=	Njeru Municipal Council	82	132	7	12	24	4	7	28
15=	Kibaale District	82	27	3	10	24	4	7	34
15=	Kalungu District	82	59=	9	12	21	0	6	34
19	Lyantonde District	80	76=	5	12	21	0	6	36
19=	Kira Municipal Council	80	94=	5	12	24	0	6	33
19=	Kanungu District	80	108	3	12	20	4	5	36
19=	Ibanda District	80	31=	7	10	21	4	8	30
19=	Apac Municipal Council	80	13=	3	9	21	4	6	37
24	Serere District	79	133=	3	12	24	0	4	36
24=	Mpigi District	79	83=	5	12	15	4	4	39
24=	Lwengo District	79	89	5	12	21	0	7	34
24=	Lira District	79	20=	5	10	22	4	1	37
24=	Koboko District	79	24=	3	12	18	4	7	35
24=	Hoima District	79	31=	9	12	24	4	7	23
24=	Gulu District	79	66=	7	12	24	0	6	30
31	Rubirizi District	78	6=	7	10	21	4	8	28
31=	Budaka District	78	130=	5	12	21	0	8	32

Rank 18/19	Vote	Score 1819	Rank 1718	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Procurement and contract management	Social and environment-tal safeguards	Monitoring
33	Sheema Municipal Council	77	41=	7	10	21	4	8	27
33=	Rukungiri Municipal Council	77	50=	6	12	24	4	1	30
33=	Otuke District	77	81	3	12	24	0	1	37
33=	Nwoya District	77	38=	7	12	24	4	8	22
33=	Maracha District	77	4	5	8	20	0	7	37
33=	Kayunga District	77	127=	5	12	17	4	5	34
33=	Kaberamaido District	77	124=	3	12	15	4	6	37
40	Sembabule District	76	113=	9	12	21	0	4	30
40=	Agago District	76	16=	7	7	14	4	8	36
42	Pakwach District	75	not assessed	5	12	14	4	8	32
42=	Koboko Municipal Council	75	22=	9	12	7	4	6	37
42=	Kabarole District	75	53=	9	10	19	4	6	27
45	Ngora District	74	138	7	12	11	4	8	32

Rank 18/19	Vote	Score 1819	Rank 1718	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Procurement and contract management	Social and environment-tal safeguards	Monitoring
45=	Mukono Municipal Council	74	113=	9	12	17	4	4	28
45=	Mukono District	74	113=	9	12	11	4	7	31
45=	Masindi Municipal Council	74	2=	9	10	24	4	8	19
45=	Kakumiro District	74	91=	5	12	10	4	7	36
50	Amuria District	73	136	5	12	18	4	4	30
50=	Alebtong District	73	24=	7	12	24	4	2	24
52	Sheema District	72	31=	7	10	21	0	8	26
52=	Namayingo District	72	116=	3	12	17	0	4	36
52=	Masindi District	72	13=	5	10	21	4	6	26
52=	Kisoro Municipal Council	72	109=	6	12	24	4	6	20
56	Mayuge District	71	111=	3	7	19	4	2	36
56=	Buvuma District	71	91=	9	12	18	0	7	25
56=	Bunyangabu District	71	not assessed	7	10	13	4	7	30

Rank 18/19	Vote	Score 1819	Rank 1718	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Procurement and contract management	Social and environment-tal safeguards	Monitoring
59	Rukungiri District	70	90	5	10	24	4	5	22
59=	Nebbi Municipal Council	70	12	5	7	18	0	8	32
59=	Lugazi Municipal Council	70	135	9	12	17	0	2	30
59=	Kiruhura District	70	22=	7	10	21	0	8	24
63	Masaka District	69	68=	7	12	15	4	3	28
63=	Kyegegwa District	69	20=	4	10	21	0	8	26
63=	Kiryandongo District	69	5	3	10	21	4	4	27
63=	Kalangala District	69	41=	5	12	11	4	7	30
67	Ibanda Municipal Council	68	16=	3	12	13	4	8	28
67=	Bundibugyo District	68	59=	5	10	21	4	6	22
69	Rakai District	67	99=	9	12	13	4	4	25
69=	Omoro District	67	48=	3	10	24	0	3	27
69=	Nansana Municipal Council	67	133=	7	7	24	4	3	22
72	Nebbi District	66	2=	5	12	12	0	8	29

Rank 18/19	Vote	Score 1819	Rank 1718	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Procurement and contract management	Social and environment-tal safeguards	Monitoring
72=	Kyenjojo District	66	68=	3	12	17	4	7	23
72=	Bugiri District	66	94=	3	7	14	0	6	36
75	Buhweju District	65	59=	4	10	21	0	8	22
76	Mityana District	64	56	5	12	10	0	7	30
76=	Mbarara District	64	31=	5	12	13	4	6	24
76=	Kole District	64	41=	3	8	16	0	1	36
76=	Bushenyi District	64	66=	0	10	21	0	7	26
76=	Bugiri Municipal Council	64	76=	3	12	17	0	2	30
81	Kapchorwa District	63	9=	5	8	21	0	2	27
81=	Jinja District	63	99=	7	7	21	0	2	26
81=	Dokolo District	63	50=	7	12	12	4	4	24
84	Mbale District	62	31=	5	10	15	4	2	26
84=	Kamwenge District	62	68=	5	10	21	0	5	21
84=	Amolatar District	62	57=	7	5	15	0	1	34
87	Kibuku District	61	102=	7	7	15	4	1	27
87=	Bukomansimbi District	61	130=	5	7	15	0	4	30
89	Oyam District	60	102=	3	12	19	4	1	21

Rank 18/19	Vote	Score 1819	Rank 1718	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Procurement and contract management	Social and environment-tal safeguards	Monitoring
89=	Kween District	60	59=	5	8	18	0	6	23
89=	Arua District	60	28=	7	10	10	0	6	27
92	Mubende District	59	28=	5	12	15	4	5	18
92=	Kaliro District	59	53=	3	7	21	4	2	22
92=	Busia Municipal Council	59	13=	5	10	21	4	2	17
95	Mitooma District	58	50=	3	12	15	4	4	20
95=	Buyende District	58	105=	7	7	24	4	0	16
97	Mityana Municipal Council	57	94=	3	12	15	0	2	25
97=	Luuka District	57	123	3	10	15	4	2	23
99	Sironko District	56	68=	5	10	11	0	6	24
99=	Napak District	56	9=	3	12	17	0	6	18
99=	Manafwa District	56	83=	5	8	16	4	3	20
99=	Lamwo District	56	59=	3	6	12	4	6	25
99=	Kyankwanzi District	56	16=	3	12	10	4	3	24
99=	Iganga Municipal Council	56	129	0	9	15	0	6	26
99=	Gomba District	56	31=	5	9	13	0	1	28

Rank 18/19	Vote	Score 1819	Rank 1718	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Procurement and contract management	Social and environment-tal safeguards	Monitoring
106	Ntoroko District	55	94=	3	8	17	4	5	18
107	Kyotera District	54	not assessed	9	7	15	0	3	20
107=	Kasese District	54	72=	3	10	21	0	7	13
107=	Kagadi District	54	57=	3	10	8	4	5	24
107=	Bushenyi-Ishaka Municipal Council	54	59=	3	12	15	0	6	18
107=	Buliisa District	54	94=	3	7	11	4	5	24
112	Nakasongola District	53	28=	3	7	21	4	3	15
112=	Nakapiripirit District	53	119	9	9	13	4	4	14
114	Kisoro District	52	88	7	10	13	4	5	13
114=	Kiboga District	52	72=	9	7	15	4	3	14
114=	Busia District	52	59=	7	8	15	0	2	20
117	Luwero District	51	76=	3	7	18	0	1	22
117=	Iganga District	51	105=	3	7	15	0	2	24
117=	Bududa District	51	41=	3	6	21	0	1	20
120	Wakiso District	50	53=	3	10	17	4	3	13
120=	Tororo District	50	24=	3	6	15	4	3	19
122	Zombo District	49	16=	7	9	8	4	2	19

Rank 18/19	Vote	Score 1819	Rank 1718	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Procurement and contract management	Social and environment-tal safeguards	Monitoring
122=	Rukiga District	49	not assessed	5	12	14	0	1	17
122=	Pader District	49	99=	3	7	17	4	3	15
122=	Kamuli District	49	91=	3	9	21	0	0	16
122=	Kabale District	49	41=	5	10	21	0	1	12
127	Moroto District	48	83=	0	9	24	4	3	8
128	Apac District	47	41=	4	10	14	0	3	16
129	Katakwi District	45	120=	3	12	4	0	0	26
130	Nakaseke District	43	48=	3	10	17	0	5	8
131	Kapchorwa Municipal Council	42	105=	3	2	15	0	0	22
132	Ntungamo District	41	109=	3	7	13	4	1	13
132=	Bukwo District	41	38=	5	5	15	0	1	15
134	Kaabong District	40	72=	3	9	16	4	1	7
134=	Isingiro District	40	76=	7	2	13	0	4	14
134=	Abim District	40	41=	3	3	11	0	6	17
137	Namisindwa District	39	not assessed	3	8	8	0	1	19
137=	Amudat District	39	102=	3	12	14	4	5	1

Rank 18/19	Vote	Score 1819	Rank 1718	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Procurement and contract management	Social and environment-tal safeguards	Monitoring
139	Namutumba District	36	120=	3	4	17	0	0	12
139=	Bulambuli District	36	111=	5	5	18	0	1	7
141	Kitgum District	35	31=	5	10	8	4	2	6
142	Rubanda District	32	118	3	7	10	4	3	5
143	Kotido District	28	38=	3	4	8	0	0	13
144	Kotido Municipal Council	17	83=	3	2	10	0	1	1

Annex 5: Ranked Health Performance Assessment Results

Rank 1819	Vote	Rank 1718	Score 1819	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Procurement and contract management	Social and environmental safeguards	Monitoring
1	Kibuku District	128	96	8	14	26	6	10	32
2	Buyende District	129=	94	4	14	26	6	12	32
3	Kira Municipal Council	54=	92	4	14	22	8	12	32
4	Jinja District	121=	90	4	12	22	8	12	32
4=	Adjumani District	25=	90	4	12	26	8	8	32
6	Njeru Municipal Council	96=	88	4	14	22	4	12	32
6=	Kotido District	25=	88	0	14	22	8	12	32
6=	Butambala District	22=	88	6	14	22	8	12	26
9	Lyantonde District	54=	86	2	14	26	8	10	26
9=	Apac Municipal Council	3	86	4	14	26	8	12	22
11	Mukono Municipal Council	101=	85	6	14	26	8	12	19
11=	Mukono District	40=	85	6	12	26	6	6	29
11=	Makindye-Ssabagabo Municipal Council	89=	85	6	14	18	6	12	29
11=	Kiboga District	4=	85	6	14	22	8	10	25
15	Ngora District	83=	84	4	14	22	8	12	24
15=	Namayingo District	132=	84	8	12	14	8	10	32
15=	Kayunga District	30=	84	8	14	26	8	12	16
15=	Iganga District	78=	84	0	14	26	6	6	32
15=	Bugiri District	135	84	0	14	18	8	12	32

Rank 1819	Vote	Rank 1718	Score 1819	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Procurement and contract management	Social and environmental safeguards	Monitoring
20	Nebbi Municipal Council	129=	82	4	14	22	6	10	26
20=	Nakapiripirit District	73=	82	2	10	22	6	10	32
20=	Bugiri Municipal Council	138	82	4	14	18	6	8	32
23	Ibanda District	17=	81	4	14	26	6	6	25
23=	Amolatar District	96=	81	8	14	26	6	2	25
25	Kamuli District	136	80	0	14	16	6	12	32
25=	Kaliro District	132=	80	4	14	18	6	6	32
25=	Agago District	52=	80	4	10	18	4	12	32
28	Sembabule District	109=	79	6	12	18	8	10	25
28=	Dokolo District	7	79	2	12	26	6	8	25
28=	Alebtong District	109=	79	4	12	22	8	4	29
31	Omoro District	34=	78	0	8	26	8	6	30
31=	Napak District	12	78	0	12	22	6	8	30
31=	Kyankwanzi District	81=	78	0	14	22	8	8	26
31=	Bukedea District	123	78	6	8	18	8	10	28
35	Sheema Municipal Council	68=	77	0	14	26	6	8	23
35=	Pader District	118	77	4	14	14	8	8	29
35=	Mpigi District	22=	77	2	14	22	6	8	25
35=	Kamwenge District	30=	77	4	14	26	4	8	21
35=	Busia Municipal Council	73=	77	2	12	26	8	10	19
35=	Apac District	25=	77	0	10	26	6	8	27

Rank 1819	Vote	Rank 1718	Score 1819	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Procurement and contract management	Social and environmental safeguards	Monitoring
41	Mayuge District	121=	76	0	14	14	4	12	32
41=	Luuka District	129=	76	0	12	18	4	10	32
43	Nwoya District	34=	75	0	12	26	8	8	21
43=	Masindi Municipal Council	2	75	6	14	22	4	4	25
43=	Gomba District	13	75	2	14	26	6	2	25
46	Rakai District	66	74	6	8	26	8	6	20
46=	Oyam District	89=	74	2	12	26	6	0	28
46=	Koboko District	14=	74	0	14	22	8	8	22
46=	Iganga Municipal Council	132=	74	4	12	22	0	10	26
50	Zombo District	40=	73	2	12	22	8	0	29
50=	Moyo District	22=	73	4	14	22	8	6	19
50=	Buikwe District	67	73	4	12	22	6	10	19
53	Ntungamo Municipal Council	54=	72	8	14	26	8	10	6
53=	Bushenyi District	83=	72	0	14	22	4	6	26
55	Wakiso District	17=	71	0	8	18	8	8	29
55=	Maracha District	9=	71	2	2	26	8	4	29
55=	Kumi Municipal Council	137	71	2	14	16	0	10	29
55=	Koboko Municipal Council	116=	71	2	14	22	8	6	19
55=	Ibanda Municipal Council	4=	71	0	14	26	4	4	23
60	Yumbe District	30=	70	2	14	22	8	8	16
60=	Nansana Municipal Council	21	70	0	14	18	8	4	26

Rank 1819	Vote	Rank 1718	Score 1819	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Procurement and contract management	Social and environmental safeguards	Monitoring
60=	Katakwi District	81=	70	0	14	14	8	8	26
60=	Abim District	83=	70	0	10	14	4	10	32
64	Mityana Municipal Council	83=	69	4	8	18	8	12	19
64=	Mityana District	40=	69	0	8	18	8	10	25
64=	Lira District	8	69	2	10	26	6	8	17
67	Sheema District	113=	68	0	10	22	6	8	22
67=	Rukungiri Municipal Council	48=	68	6	8	26	8	10	10
67=	Rubirizi District	119=	68	0	14	22	4	4	24
67=	Namutumba District	101=	68	0	8	18	4	6	32
67=	Moroto District	34=	68	0	10	26	2	12	18
67=	Kalangala District	14=	68	2	8	26	6	6	20
67=	Bukomansimbi District	77	68	2	8	26	8	10	14
74	Masaka District	52=	67	4	8	16	8	6	25
74=	Kumi District	73=	67	2	12	18	8	8	19
74=	Kiruhura District	62=	67	0	14	18	6	12	17
74=	Kapchorwa District	101=	67	2	6	26	6	8	19
78	Mbarara District	57=	66	2	14	26	8	6	10
78=	Lugazi Municipal Council	89=	66	6	12	18	6	12	12
80	Soroti District	109=	65	2	12	16	6	10	19
80=	Kaberamaido District	80	65	0	14	14	6	8	23
80=	Arua District	40=	65	0	10	18	6	6	25

Rank 1819	Vote	Rank 1718	Score 1819	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Procurement and contract management	Social and environmental safeguards	Monitoring
83	Pallisa District	93=	64	4	14	8	4	10	24
83=	Lwengo District	101=	64	2	8	22	8	6	18
83=	Kabale District	30=	64	4	8	26	8	8	10
83=	Kaabong District	68=	64	0	14	4	6	8	32
83=	Bududa District	78=	64	0	6	22	6	8	22
88	Manafwa District	83=	63	4	6	26	8	6	13
88=	Gulu District	47	63	0	8	26	4	8	17
88=	Buvuma District	89=	63	6	12	12	6	8	19
91	Kole District	50	62	0	10	26	4	6	16
91=	Kasese District	20	62	0	12	16	8	6	20
93	Sironko District	113=	61	2	6	14	6	6	27
93=	Rukiga District	not assessed	61	2	8	20	8	10	13
93=	Nebbi District	25=	61	2	8	14	8	0	29
93=	Mitooma District	62=	61	0	10	16	6	6	23
93=	Kalungu District	101=	61	8	10	14	8	6	15
98	Tororo District	98=	60	2	4	8	6	8	32
98=	Rukungiri District	51	60	2	8	26	8	6	10
98=	Pakwach District	not assessed	60	0	8	18	6	2	26
98=	Otuke District	73=	60	0	8	22	6	8	16
98=	Kyotera District	not assessed	60	6	12	14	8	6	14
98=	Kween District	113=	60	2	2	26	6	10	14

Rank 1819	Vote	Rank 1718	Score 1819	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Procurement and contract management	Social and environmental safeguards	Monitoring
98=	Budaka District	101=	60	4	4	14	4	6	28
105	Nakasongola District	57=	59	0	8	22	6	2	21
106	Buhweju District	98=	58	0	14	26	4	4	10
107	Kabarole District	11	55	6	8	22	2	4	13
107=	Busia District	109=	55	4	2	12	6	6	25
109	Mubende District	40=	54	4	8	14	8	2	18
109=	Kotido Municipal Council	116=	54	4	6	18	4	6	16
109=	Bushenyi- Ishaka Municipal Council	34=	54	0	4	16	4	8	22
112	Kisoro Municipal Council	100	52	4	8	20	2	8	10
112=	Kanungu District	61	52	2	8	18	8	6	10
112=	Butaleja District	68=	52	0	6	10	6	4	26
112=	Amudat District	93=	52	0	6	10	6	8	22
116	Bulambuli District	124=	51	2	2	16	4	8	19
116=	Amuru District	40=	51	4	4	20	8	2	13
118	Mbale District	101=	50	0	10	14	6	6	14
118=	Luwero District	17=	50	0	12	14	6	2	16
118=	Bukwo District	108	50	2	2	18	6	6	16
121	Kyegegwa District	1	48	0	8	26	0	4	10
121=	Bunyangabu District	not assessed	48	6	8	18	4	2	10
121=	Amuria District	124=	48	2	10	4	4	6	22
124	Masindi District	57=	46	0	14	16	6	0	10

Rank 1819	Vote	Rank 1718	Score 1819	Financial management and reporting	Governance, oversight, transparency and accountability	Human Resource Management	Procurement and contract management	Social and environmental safeguards	Monitoring
124=	Kisoro District	83=	46	0	8	18	2	8	10
126	Kyenjojo District	62=	44	0	14	16	4	0	10
126=	Isingiro District	124=	44	0	2	22	8	2	10
128	Butebo District	not assessed	43	4	4	16	4	6	9
129	Kitgum District	93=	42	4	12	0	6	4	16
129=	Kapchorwa Municipal Council	127	42	4	2	12	4	4	16
129=	Bundibugyo District	25=	42	2	8	18	4	0	10
132	Serere District	68=	41	0	6	4	8	6	17
133	Nakaseke District	57=	40	4	10	8	4	2	12
134	Namisindwa District	not assessed	38	0	2	14	8	4	10
135	Ntoroko District	40=	35	0	6	12	2	4	11
136	Lamwo District	68=	34	4	4	8	4	8	6
136=	Hoima District	9=	34	6	10	12	0	6	0
138	Kakumiro District	39	33	0	8	14	4	4	3
139	Ntungamo District	62=	32	0	4	12	6	10	0
139=	Kibaale District	4=	32	0	6	16	0	0	10
141	Kiryandongo District	48=	29	2	8	12	4	0	3
142	Rubanda District	119=	28	0	8	12	2	6	0
143	Buliisa District	34=	22	0	2	4	4	2	10
144	Kagadi District	14=	16	0	8	4	4	0	0

Annex 6: Ranked Water Performance Assessment Results

Rank 18/19	Vote	Score 18/19	Rank 17/18	Financial management and reporting	Governance, oversight, transparency and accountability	Planning, budgeting and execution	Procurement and contract management	Social and environmental safeguards	Monitoring
1	Namayingo District	93	3=	10	15	25	13	5	25
2	Kumi District	91	41=	8	15	19	15	9	25
2=	Kaliro District	91	9=	5	15	22	15	9	25
4	Buikwe District	89	49=	10	9	25	13	7	25
5	Omoro District	88	85	0	13	25	15	10	25
5=	Bugiri District	88	3=	10	15	19	9	10	25
5=	Budaka District	88	109=	8	11	22	15	7	25
8	Yumbe District	87	103	8	10	22	15	7	25
8=	Ibanda District	87	29=	10	15	12	15	10	25
10	Masaka District	86	80=	10	13	19	13	6	25
10=	Kyankwanzi District	86	76=	10	15	19	15	7	20
10=	Alebtong District	86	58=	5	10	25	15	6	25
13	Kyotera District	85	not assessed	8	15	19	9	9	25
13=	Apac District	85	15	10	7	25	15	3	25
15	Soroti District	84	97=	3	15	22	9	10	25
16	Zombo District	83	82=	5	15	19	15	4	25
16=	Pader District	83	34=	5	11	20	15	7	25
16=	Nwoya District	83	104=	0	9	25	15	9	25

Rank 18/19	Vote	Score 18/19	Rank 17/18	Financial management and reporting	Governance, oversight, transparency and accountability	Planning, budgeting and execution	Procurement and contract management	Social and environmental safeguards	Monitoring
16=	Butambala District	83	8	8	10	25	11	9	20
20	Ngora District	82	113	5	15	19	13	10	20
20=	Lira District	82	39=	3	10	25	13	6	25
20=	Kiboga District	82	41=	8	13	15	15	6	25
23	Oyam District	81	74=	5	12	25	9	5	25
24	Sembabule District	80	92=	8	12	19	9	7	25
24=	Kakumiro District	80	5	3	13	14	15	10	25
26	Gulu District	79	106	5	13	25	11	0	25
26=	Bukedea District	79	99	10	11	19	13	6	20
28	Otuke District	78	52=	0	11	25	11	6	25
28=	Lwengo District	78	58=	3	15	15	13	7	25
28=	Kabarole District	78	69=	8	13	14	11	7	25
28=	Hoima District	78	1	8	15	5	15	10	25
28=	Bukomansimbi District	78	29=	5	15	15	9	9	25
28=	Adjumani District	78	69=	3	14	15	15	6	25
34	Rakai District	77	89=	8	10	19	9	6	25
34=	Moroto District	77	54=	5	15	15	10	7	25
34=	Kalungu District	77	94=	10	13	15	7	7	25
37	Lyantonde District	76	34=	3	10	19	15	4	25
38	Kayunga District	75	65=	3	12	25	9	6	20

Rank 18/19	Vote	Score 18/19	Rank 17/18	Financial management and reporting	Governance, oversight, transparency and accountability	Planning, budgeting and execution	Procurement and contract management	Social and environmental safeguards	Monitoring
38=	Kalangala District	75	84	5	11	19	9	6	25
38=	Gomba District	75	44=	3	11	25	7	9	20
41	Wakiso District	73	97=	5	15	22	11	10	10
41=	Mbale District	73	114	3	8	22	11	9	20
41=	Kiryandongo District	73	33	5	12	7	15	9	25
41=	Jinja District	73	25=	5	11	10	13	9	25
41=	Amuru District	73	65=	5	15	10	11	7	25
41=	Amolatar District	73	49=	3	14	15	7	9	25
41=	Agago District	73	34=	5	11	10	15	7	25
48	Mukono District	72	62	8	12	14	9	9	20
48=	Luuka District	72	6=	8	13	15	7	9	20
50	Mpigi District	71	20=	3	13	15	11	4	25
50=	Lamwo District	71	54=	0	5	20	11	10	25
50=	Koboko District	71	86=	3	15	15	11	2	25
50=	Kaberamaido District	71	44=	0	9	22	11	9	20
54	Namutumba District	70	20=	10	11	15	7	2	25
54=	Nakapiripirit District	70	65=	3	7	19	9	7	25
54=	Mubende District	70	16=	3	15	10	11	6	25
54=	Mityana District	70	34=	8	13	12	13	4	20

Rank 18/19	Vote	Score 18/19	Rank 17/18	Financial management and reporting	Governance, oversight, transparency and accountability	Planning, budgeting and execution	Procurement and contract management	Social and environmental safeguards	Monitoring
58	Moyo District	69	107=	5	13	15	15	6	15
58=	Kole District	69	92=	0	13	25	7	9	15
58=	Bunyangabu District	69	not assessed	8	13	5	11	7	25
58=	Bundibugyo District	69	16=	8	13	5	11	7	25
62	Dokolo District	68	54=	5	15	25	7	6	10
62=	Butebo District	68	not assessed	5	6	15	7	10	25
64	Pakwach District	67	not assessed	3	12	15	7	5	25
65	Serere District	66	24	0	11	19	7	9	20
65=	Nebbi District	66	80=	5	12	15	11	3	20
67	Kamwenge District	65	25=	5	15	0	10	10	25
67=	Buhweju District	65	32	5	15	5	11	4	25
67=	Arua District	65	69=	5	11	15	11	3	20
70	Nakasongola District	64	52=	5	8	5	11	10	25
71	Tororo District	63	39=	3	5	19	11	10	15
71=	Mbarara District	63	6=	8	13	5	15	7	15
71=	Kiruhura District	63	25=	0	11	7	13	7	25
71=	Kaabong District	63	86=	5	4	15	11	3	25

Rank 18/19	Vote	Score 18/19	Rank 17/18	Financial management and reporting	Governance, oversight, transparency and accountability	Planning, budgeting and execution	Procurement and contract management	Social and environmental safeguards	Monitoring
71=	Buvuma District	63	12=	8	12	0	9	9	25
76	Rubirizi District	62	76=	5	13	0	13	6	25
76=	Ntungamo District	62	86=	5	13	9	15	0	20
76=	Mayuge District	62	34=	0	9	15	11	2	25
76=	Kibuku District	62	9=	5	13	5	9	5	25
76=	Kamuli District	62	20=	0	10	15	9	3	25
76=	Isingiro District	62	58=	10	12	9	15	3	13
76=	Butaleja District	62	104=	5	12	19	7	9	10
83	Manafwa District	61	100	10	8	22	11	5	5
83=	Kotido District	61	49=	5	13	5	9	4	25
85	Kibaale District	60	2	3	11	0	11	10	25
86	Pallisa District	59	112	5	11	15	9	9	10
86=	Kisoro District	59	12=	5	8	15	12	4	15
88	Sheema District	58	82=	5	8	4	11	5	25
88=	Katakwi District	58	115	0	15	5	9	4	25
90	Kyegegwa District	57	12=	0	13	4	8	7	25
91	Nakaseke District	56	94=	5	9	10	11	4	17
91=	Amuria District	56	89=	3	12	25	9	7	0
93	Kagadi District	55	20=	0	10	9	11	10	15
93=	Iganga District	55	9=	5	15	5	9	1	20
93=	Busia District	55	94=	5	10	22	7	6	5

Rank 18/19	Vote	Score 18/19	Rank 17/18	Financial management and reporting	Governance, oversight, transparency and accountability	Planning, budgeting and execution	Procurement and contract management	Social and environmental safeguards	Monitoring
96	Ntoroko District	54	29=	5	8	0	9	7	25
96=	Masindi District	54	44=	0	11	5	13	10	15
96=	Maracha District	54	65=	5	15	15	9	0	10
96=	Kween District	54	109=	0	10	15	11	3	15
96=	Buliisa District	54	63	3	11	9	9	7	15
101	Sironko District	53	111	3	8	14	9	9	10
101=	Kasese District	53	41=	0	8	17	2	1	25
101=	Bulambuli District	53	76=	3	12	19	7	5	7
104	Kapchorwa District	52	101=	0	10	15	7	3	17
105	Mitooma District	51	79	0	10	5	7	4	25
105=	Kyenjojo District	51	44=	0	11	12	9	4	15
105=	Kabale District	51	19	5	13	0	15	3	15
105=	Buyende District	51	28	5	13	15	2	6	10
109	Bushenyi District	50	48	0	13	0	7	5	25
109=	Bududa District	50	64	0	10	15	7	8	10
111	Rukungiri District	49	58=	3	15	0	13	3	15
112	Rukiga District	48	not assessed	5	10	9	11	3	10
112=	Luwero District	48	74=	0	11	10	9	1	17
114	Rubanda District	47	69=	5	13	0	13	3	13

Rank 18/19	Vote	Score 18/19	Rank 17/18	Financial management and reporting	Governance, oversight, transparency and accountability	Planning, budgeting and execution	Procurement and contract management	Social and environmental safeguards	Monitoring
114=	Namisindwa District	47	not assessed	0	9	19	3	6	10
116	Napak District	45	69=	0	11	0	5	4	25
116=	Bukwo District	45	107=	3	8	0	9	5	20
118	Kanungu District	42	16=	0	13	0	11	3	15
119	Kitgum District	37	101=	3	8	15	3	8	0
120	Amudat District	34	54=	0	8	0	7	4	15
121	Abim District	31	89=	0	7	5	9	0	10