

# LOCAL GOVERNMENT MANAGEMENT OF SERVICE DELIVERY (LGMSD)



OFFICE OF THE PRIME MINISTER

## 2024 RESULTS



**RWAMPARA DISTRICT  
LOCAL  
GOVERNMENT**

**21<sup>st</sup> August, 2025**



## Presentation Outline

01

**Overview of the LGMSD 2024  
Performance Assessment Process**

02

**Changes in the Assessment Manual**

03

**Highlights of results from the LGMSD  
2024 HLG Assessment**

04

**Impact of the assessment results & Next  
steps**

05

**Detailed Review of the Individual  
LGMSD 2024 report**



# ckground

## of IGFT Reforms:

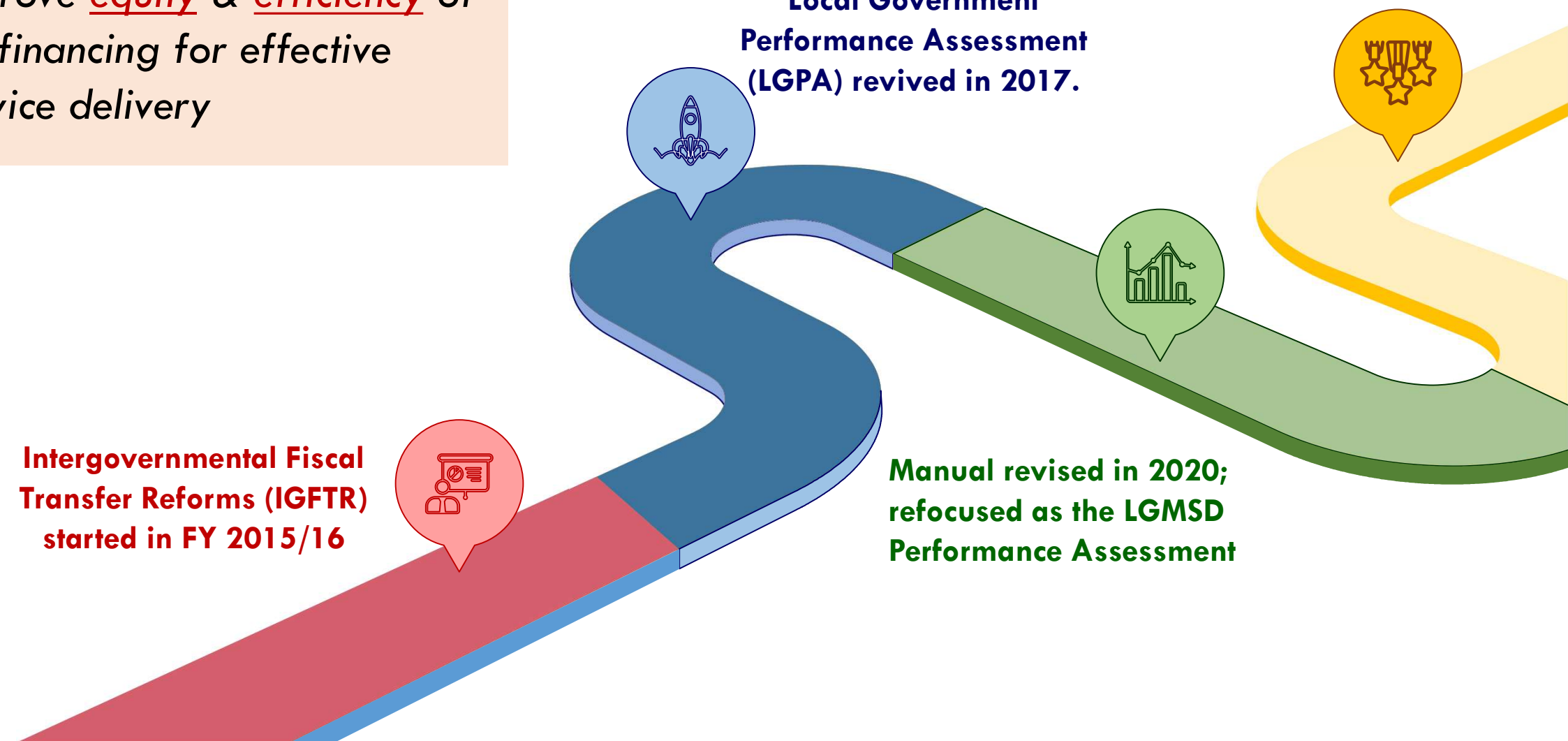
increase adequacy, and  
improve equity & efficiency of  
financing for effective  
service delivery

Manual revised in 2024; t  
focus on Outcome/Result a  
Investment Management  
Process

Local Government  
Performance Assessment  
(LGPA) revived in 2017.

Manual revised in 2020;  
refocused as the LGMSD  
Performance Assessment

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



# MSD PA Goal & Objectives

**Goal:**  
Promote effective behavior, systems and procedures in order to improve Local Government Administration and Service Delivery.



## OBJECTIVE 01:

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



## OBJECTIVE 02:

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



## OBJECTIVE 03:

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

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

# Highlights of changes in the Manual



## Guiding principle:

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

## Focus of amendments:

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

# anges in Assessment structure

## 20 Assessment Manual

### Minimum Conditions:

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

### Performance Measures:

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

## New Assessment Manual 2024

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

# MSD Level 2 Assessment Framework



## Objective:

ativise LGs to deliver  
quality/usable  
structure & services



## Assessor:

Contracted  
Assessment & IVA  
Firms



## Data collection method:

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



## Quality Assurance:

Task Force Spot-check  
on LGs with Grievance  
and/or outlier scores

## Impact of results on HLG Development Grants



### **Infrastructure**

of all Devt  
ts (DDEG,  
, Health,  
& MSI)



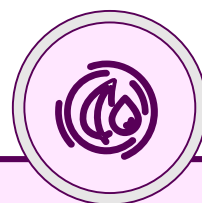
### **Education**

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



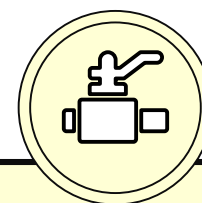
### **Health**

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



### **Water & San**

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



### **MSI**

Size of MSI  
Grant



### **Production**

Later, size of  
Production  
Extension Grant



Score distribution across Assessment Areas						
Outcome Area	Visible Outputs/ Infrastructure Projects (Score: 100)	Education (Score: 100)	Health (Score: 100)	Water (Score: 100)	MSI (Score: 100)	Production (Score: 100)
	30	8	12	10	10	20
Policy	10					
		20	22	20	20	20
Policy		12	6	10	10	10
Resource	8	20	20	10	10	20
Planning & budgeting	6					
Management	6					
Asset management	18					
Asset management & functionality initiatives		10	14	10		10
Asset Management Social resources	8	8	10	10	20	10
Environmental and Social Standards	8	8	6	10	10	6
Transparency, oversight and accountability	6	14	10	20	20	10

# y Activities



## Raising awareness (July – Sept 2025)

- Distribute Manuals
- OPM circular/letter
- Orientation: MDAs, LGs
- Training of Assessors
- Publication of schedule



## Data collection (Sept – Dec 2025)

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



## Reports from Firms (Oct – Dec 2025)

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



## Grievance Redress (Oct 2025 – Jan 2026)

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



## Quality assurance (Oct – Dec 2025)

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



## Final Approval (Jan 2026)

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



## Use of Results (Feb – May 2026)

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



## Dissemination (June – July 2026)

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

# Grievance Redress

## OPAMS

ASSESSMENT MANAGEMENT SYSTEM

Assessment

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status

### Assessments grievance

#

Assessment exercise

Assessment team

Region

District

Thematic Area

LGMSD 2024.

LGMSD Assi

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- Select -

There are no items in this list.

1 ▶

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

### LGs that raised grievances:

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

### Grievances raised & Action taken:

Issue	IVA recommendation	OPM recommendation	Action taken

# Computation of Composite Scores– LGMSD 2024

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

For Education, Health, Water & Sanitation, MSI and Production:

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

For Water & Sanitation:

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

For Overall LG Score:

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

COMPUTATION OF FINAL LOCAL GOVERNMENT SCORES												
OPAMS SCORES						FINAL SCORES IN REPORT						
Infrastructure Assets	Education Services	Health Services	Water & Sanitation Services	MSI Services	Production Services	Infrastructure Assets	Education Services Average (Y1,X1)	Health Services Average (Y1,X2)	Water & Sanitation Services Sum (0.4*Y1,0.6*X3)	MSI Services Average (Y1,X4)	Production Services Average (Y1,X5)	Overall LG Score
Y1	X1	X2	X3	X4	X5	Y1						
68	52	57	93	67	72	68	60	62.5	83	67.5	72	68
62	76	63	N/A	N/A	84	62	69	62.5	N/A	N/A	84	62



# Grant allocation based on results – LGMSD 2024





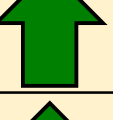
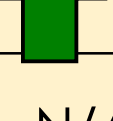
Grant	Basic Formula (%)	Visible Outputs/ Infrastructure Projects (%)	Education (%)	Health (%)	Water (%)	MSI (%)	Prod (%)
DDEG - LG Grant	50%	50%					
al DDEG (Non-	50%	50%					
evt (Formerly SFG)		50%	50%				
Dev Grant		50%		50%			
Water & Sanitation Grant	50%	20%			30%		
ant	25%	75%					

## Amendment to allocation criteria

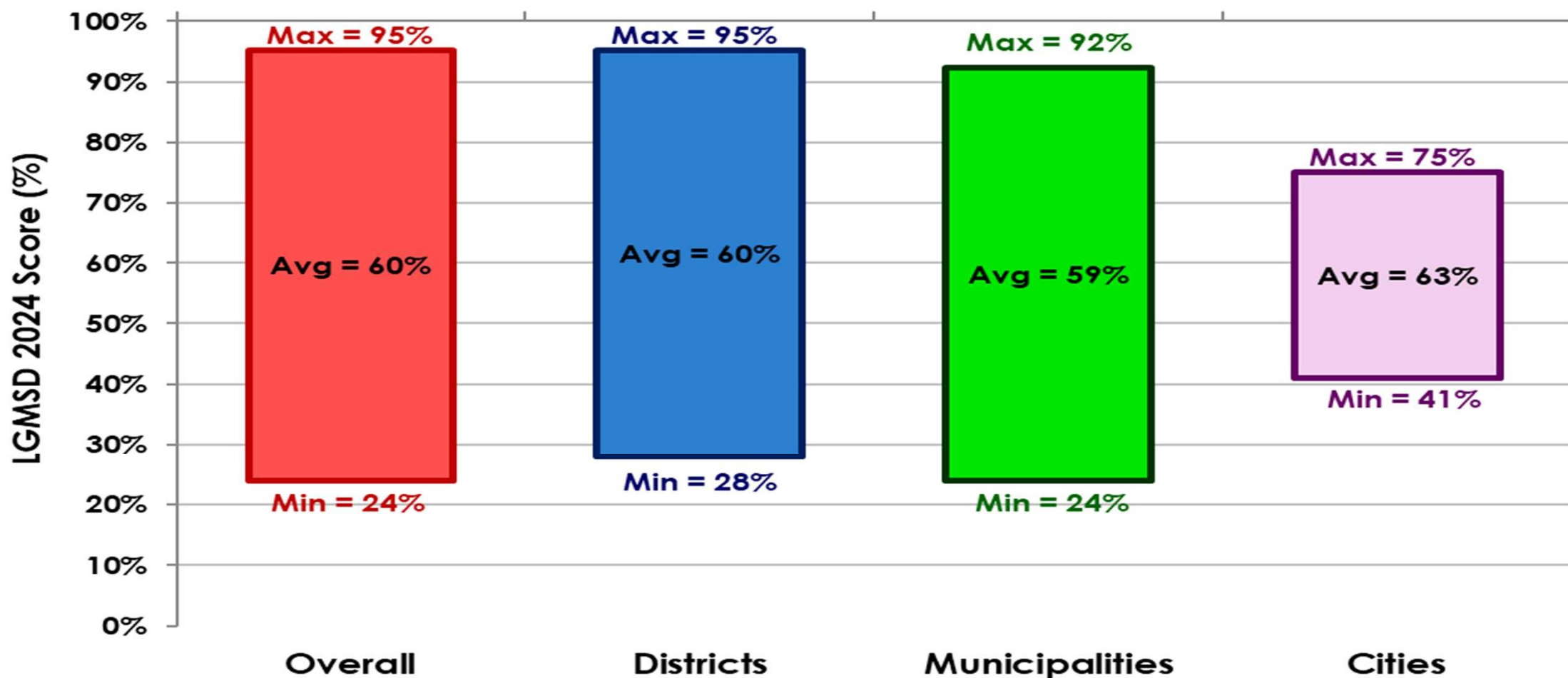
Under Education, 100% of the grant was allocated using the LGMSD results; rather than the 50% Basic Formula, 50% Performance results (as per the manual)

Under MSI, 25% of the Grant was based on Basic formula, and 75% based on primarily on the number of installations within each district (2025/26) focuses on the sustainability of the investments established under UgIFT-I)

# Ends in performance (last 2 Yrs) – Rwampara DLG

	LGMSD Score		LGMSD Rank		Trend
of Assessment	2023	2024	2023	2024	Based Ranki
all Score & Ranking	50%	65.5%	112	67	
e Outputs/Infrastructure 2023 ranking based on scutting”	47%	62.0%	109	60	
ation Service Outcome	71%	62.5%	74	81	
h Service Outcome	60%	72.5%	72	42	
r Service Outcome	51%	62.0%	83	78	
-Scale Irrigation	23%	67.0%	96	48	
uction Service Outcome	N/A	67.0%	N/A	63	N/A

# Parity of scores across all LGs



Notably wide variance in scores between best and worst DLGs across the country. Rwampara DLG's score of **65.50%** was slightly **above the national average**, thus need for more efforts.



THE REPUBLIC OF UGANDA

OFFICE OF THE PRIME MINISTER

**LOWER LOCAL  
GOVERNMENT  
PERFORMANCE  
ASSESSMENT MANUAL**

**MAY, 2022**

# **LOWER LOCAL GOVERNMENT PERFORMANCE ASSESSMENT 2024 RESULTS**



# Schedule of LLG 2025 activities

[illegible]

## Planning/Scheduling of LLG 2025 Activities...Cont'd

[illegible]

# Scores for LLGs under Rwampara DLG – LGMSD 2024

Rank	LLG	Score 2023	Score 2024	Rank	LLG	Score 2023	Score 2024
1	Kinoni Town Council	100%	100%	3	Ndejja Subcounty	91%	97%
2	Rugando Subcounty	100%	98%	6	Buteraniro-Nyeihanga Town Council	94%	95%
3	Bugamba Subcounty	97%	97%	6	Mwizi Subcounty	90%	95%
3	Rweibogo - Kibingo Town Council	97%	97%	8	Kabura Town Council	83%	93%

# IVA-Credibility assessment for Rwampara DLG 20

	Sampled LLG	LG Score	IVA Score	Variance	Rating
	Mwizi Subcounty	95%	97%	-2	Credible
	Kinoni Town Council	100%	100%	0	Credible
	Ndeiija Subcounty	97%	97%	0	Credible
	Rugando Subcounty	98%	98%	0	Credible

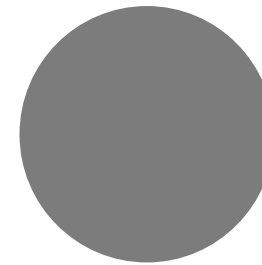
LLG results were rated credible if the deviation/variance for all the sampled LLGs fell within +/-10%



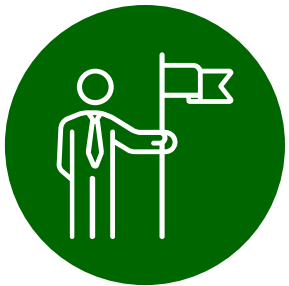
# Next steps



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



**Review of LLG Assessment Manual...this FY**



**MDAs develop & implement PIPs for Depts, LLGs & Facilities**



**Start the 2025 LLG assessment...using the old Manual**



**Line MDAs develop & implement specific/thematic PIPs**

# Web access to LGMSD 2024 reports

Detailed HLG reports can be accessed on the Online Performance Assessment Management System (OPAM)

Web address: <https://opams.opm.go.ug/login>

## Login details:

Username: [Lgmsdguest@opams.opm.go.ug](mailto:Lgmsdguest@opams.opm.go.ug)

Password: OPMGuest@2024

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



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**LOCAL GOVERNMENT**

**MANAGEMENT OF SERVICE  
DELIVERY PERFORMANCE  
ASSESSMENT MANUAL**

SEPTEMBER 2024

**Thank You!**