LOCAL GOVERNMENT MANAGEMENT OF SERVICE DELIVERY (LGMSD)

2024 RESULTS

OFFICE OF THE PRIME MINISTER

Entebbe Municipal

26th 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

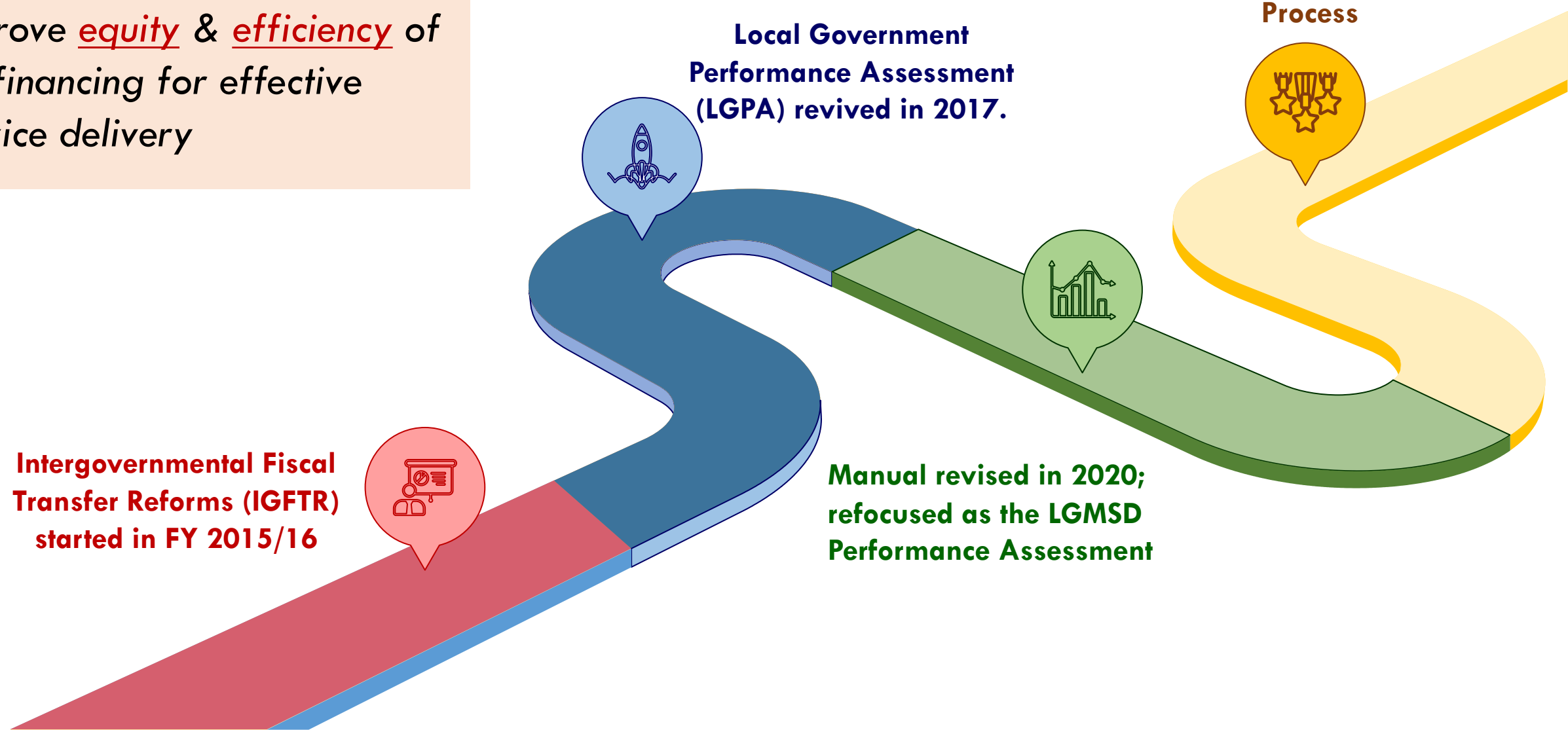
04 Impact of the assessment results & Next steps

05 Detailed Review of the Entebbe MLG LGMSD 2024 report

Background

Aim of IGFT Reforms:

- *To increase adequacy, and improve equity & efficiency of LG financing for effective service delivery*



LGMSD PA Goal & Objectives

GOAL:

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

OBJECTIVE 01:

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

OBJECTIVE 02:

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

OBJECTIVE 03:

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

LGMSD PA Scope and Methodology

Level	Scope	No. Assessed	Assessed Areas	Assessment Methodology
HLG (Level 2)	District Local Gov't's	135	Infrastructure assets, Education, Health, Water & Sanitation, Micro-Scale Irrigation and Production	Independent Assessment & IVA firms
	Cities	10		
	Municipal Councils	31		
LLGs (Level 3)	All Sub-Counties, Town Councils & Municipal & City Divisions (except KCCA)	2,125	PDM Structures, Planning & Budgeting, OSR, HRM, PHC services, Primary Education, Production, etc	LG Staff & Assessment firms
Facilities (Level 3)	All Local Governments	176	Primary Schools and Health Facilities (HC IIIs and IVs)	LG Staff & Assessment firms
CG (Level 1)	Line MDAs (OPM, MoFPED, MoLG, MoES, MoH, MoWE, MAAIF, MoWT, OAG, PPDA & NEMA)	11	Disbursement Linked Indicators by the World Bank	IVA firm

Highlights of changes in the manual

Guiding principle:

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

Focus of amendments:

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

Changes in Assessment structure

2020 Assessment Manual

- **Minimum Conditions:**
  - Seen as core performance indicators
  - Focused on key bottlenecks for service delivery and safeguards management.
  - *Max Score: 100*
- **Performance Measures:**
  - Departmental assessments
  - Used to evaluate service delivery
  - Max Score. 100

New Assessment Manual 2024

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

LGMSD Level 2 Assessment Framework

Objective:

Incentivise LGs to deliver quality/usable infrastructure & services

Assessor:

Contracted Assessment & IVA Firms

Data collection method:

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

Quality Assurance:

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

Impact of results on HLG Development Grants

Infrastructure

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

Education

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

Health

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

Water & San

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

MSI

Size of MSI Grant

Production

Later, size of Production/Extension Grant

Score distribution across Assessment Areas

Service Outcome Area	Visible Outputs/ Infrastructure Projects (Score: 100)	Education (Score: 100)	Health (Score: 100)	Water (Score: 100)	MSI (Score: 100)	Production (Score: 100)
Quality	30	8	12	10	10	20
Usability	10					
Access		20	22	20	20	20
Efficiency		12	6	10	10	
Human Resource	8	20	20	10	10	20
Planning & budgeting	6					
Procurement	6					
Contract management	18					
Management & functionality of amenities		10	14	10		10
Mobilization & Management of financial resources	8	8	10	10	20	10
Environmental and Social Safeguards	8	8	6	10	10	6
Transparency, oversight and support	6	14	10	20	20	14

Key Activities

1 Raising awareness (July – Sept 2024)

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

2 Data collection (Sept – Dec 2024)

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

3 Reports from Firms (Oct – Dec 2024)

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

4 Grievance Redress (Oct 2024 – Jan 2025)

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

5 Quality assurance (Oct – Dec 2024)

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

6 Final Approval (Feb 2025)

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

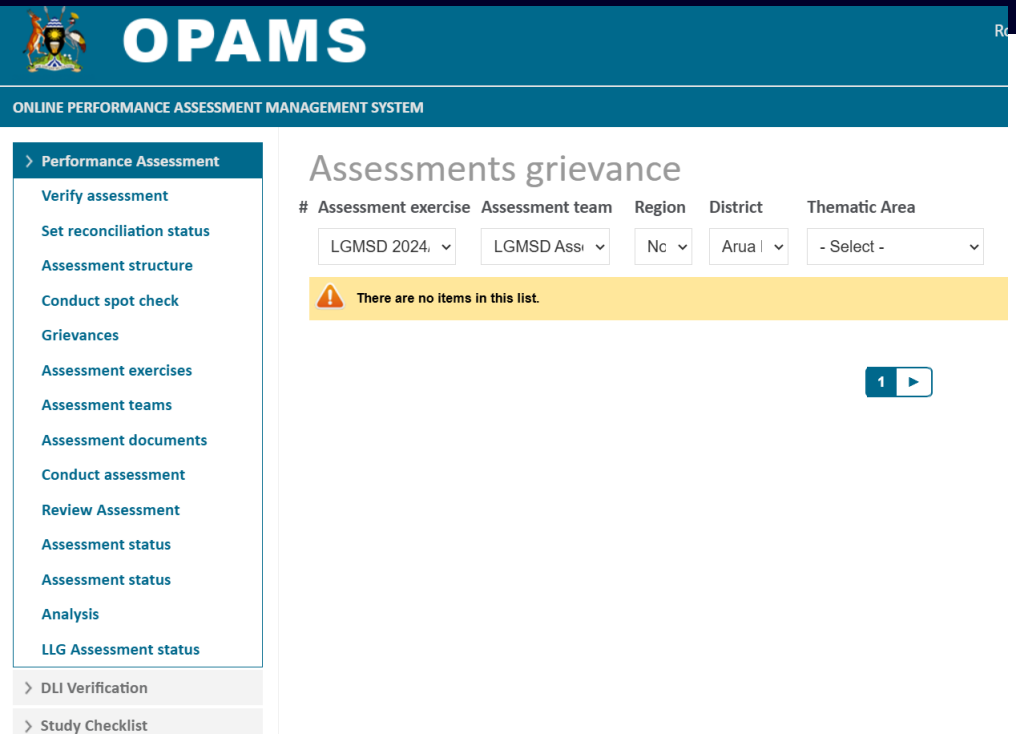
7 Use of Results (Feb – May 2025)

- Results inform allocation of Dev't Grants before issuance of BCC2 (in February)
- Developing PIPs

8 Dissemination (June - July 2025)

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

Grievance Redress



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

LGs that raised grievances:

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

Grievances raised & Action taken:

#	Issue	IVA recommendation	OPM recommendation	Action taken
1.				
2.				
3.				
4.				

Computation of Composite Scores– LGMSD 2024

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

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

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

(B) For Water & Sanitation:

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

(C) For Overall LG Score:

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

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

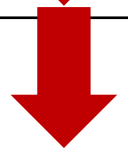
Grant allocation based on results – LGMSD 2024

Grant	Basic Formula (%)	Visible Outputs/ Infrastructure Projects (%)	Education (%)	Health (%)	Water (%)	MSI (%)	Production (%)
District DDEG - LG Grant	50%	50%					
Municipal DDEG (Non-USMID)	50%	50%					
Educ Dev't (Formerly SFG)		50%	50%				
Health Dev't Grant		50%		50%			
Rural Water & Sanitation Sub-grant	50%	20%			30%		
MSI Grant	25%	75%					

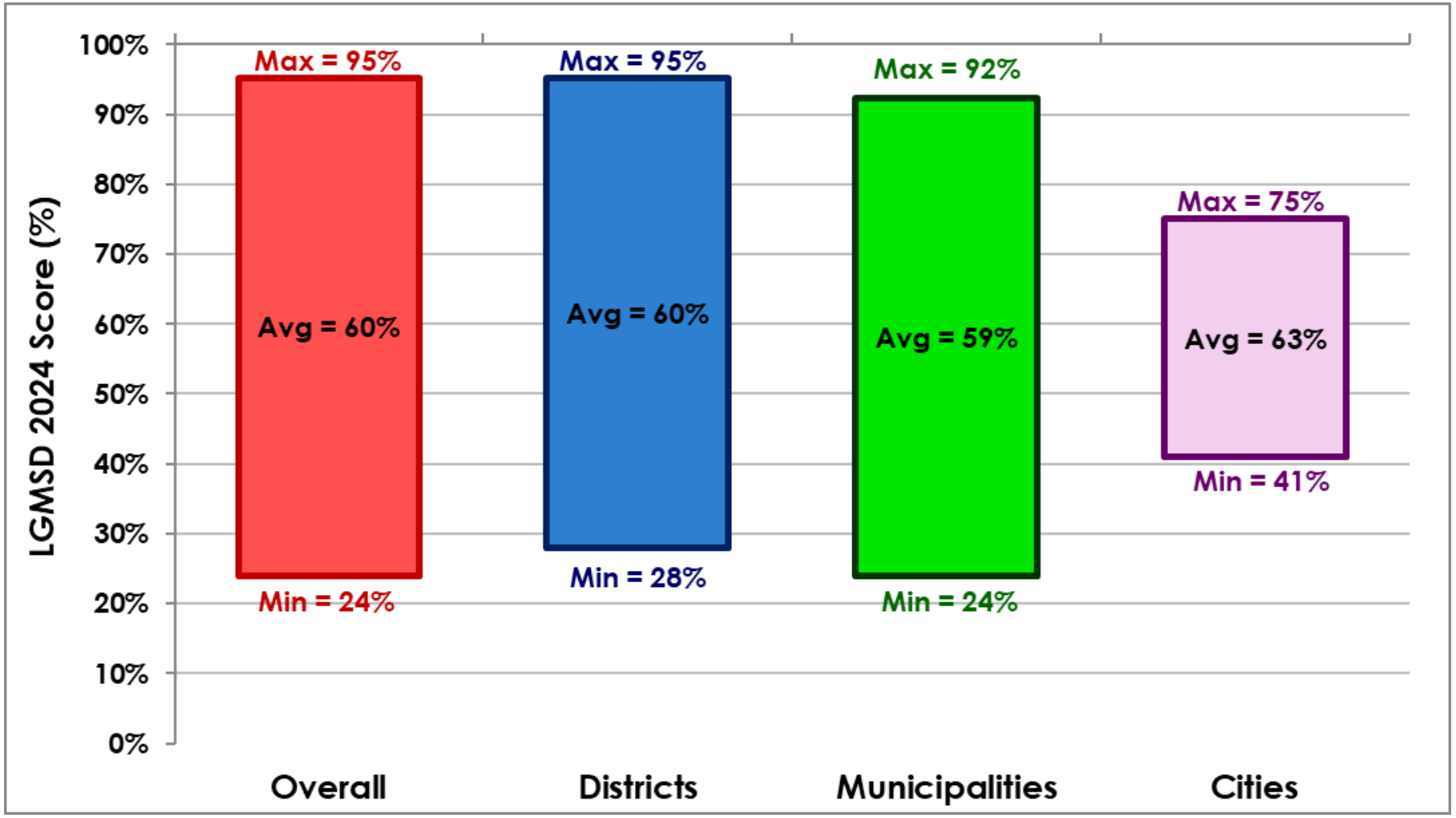
Note: Amendment to allocation criteria

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

Trends in performance (last 2 Yrs) – Entebbe MLG

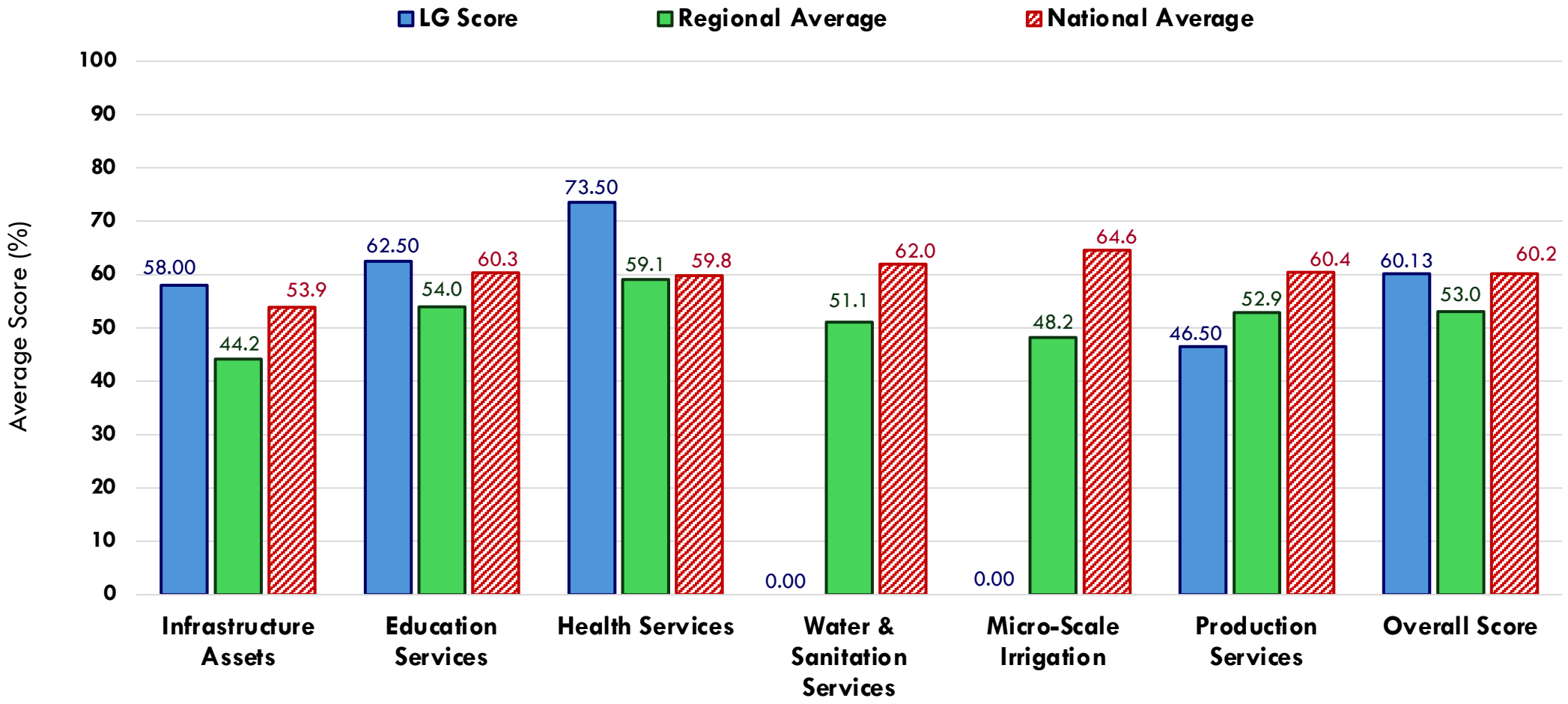
	LGMSD Score		LGMSD Rank		
Area of Assessment	**2023**	**2024**	**2023**	**2024**	**Trend based on Ranking**
Overall Score & Ranking	**76%**	60.13 %	**23**	**91**	
Visible Outputs/Infrastructure (LG 2023 ranking based on "Crosscutting"	60%	58.00%	43	79	
Education Service Outcome	86%	62.50%	20	82	
Health Service Outcome	83%	73.50 %	16	39	
Water Service Outcome	N/A	N/A	N/A	N/A	N/A
Micro-Scale Irrigation	N/A	N/A	N/A	N/A	N/A
Production Service Outcome	N/A	46.50%	N/A	151	N/A

Polarity of scores across all LGs



- Notably wide variance in scores between best and worst Municipalities
- Entebbe Municipal's score of 60.13% was equal to the MLGs' average, and far below the top score of 92%

Entebbe MLG 2024 performance by Assessment area



- Entebbe DLG's score of 60.13% was higher than the regional (53.0%) and equal to the national average (60.2)
- Health had the highest score at 73.5% far above the regional and national averages.
- Production scored lowest with 46.5%, below the regional average (52.9%)

LGMSDA impact on Grant allocations (2025/26)

	EDUCATION		HEALTH		WATER & SAN		DDEG		MSI
District	Without incentive	With Incentive	Without Incentive	With Incentive	Without Incentive	With Incentive	Without incentive	With Incentive	BCC2 Allocation
Jinja city	310,348,922	320,030,115	231,249,177	264,666,592	0	0	454,933,966	470,746,102	-
Entebbe Municipal Council	138,440,118	140,478,426	259,853,752	316,800,728	0	0	170,510,469	170,554,212	-
Kira Municipal Council	379,823,561	455,797,320	556,738,645	692,599,974	0	0	691,419,679	834,722,800	-
Lugazi Municipal Council	185,892,877	161,838,496	327,458,723	342,189,715	0	0	206,764,257	169,366,635	-
Makindye-Ssabagabo Municipal Council	389,048,321	399,582,488	546,289,555	570,864,828	0	0	734,048,295	689,917,862	-
Mukono Municipal Council	288,763,170	259,720,917	433,464,394	406,229,742	0	0	467,321,826	386,827,644	-
Nansana Municipal Council	578,046,576	536,571,656	558,100,922	661,894,270	0	0	1,110,691,575	1,091,816,831	-
Njeru Municipal Council	291,889,980	249,311,900	271,302,538	193,504,982	0	0	401,510,960	308,110,876	-
Buikwe District	242,491,782	218,103,257	150,798,892	117,561,698	192,926,093	158,600,110	273,160,359	201,241,224	184,819,797
Buvuma District	447,868,939	375,161,245	153,438,569	97,986,244	285,341,416	191,361,879	207,974,593	137,464,120	125,883,218
Jinja District	379,544,784	352,312,395	247,439,833	244,206,050	346,156,677	249,263,973	326,919,289	305,850,930	269,380,976
Kayunga District	619,055,574	592,482,227	357,505,316	373,587,978	512,241,447	463,845,359	642,756,926	583,076,373	369,316,915
Mukono District	886,719,498	739,116,845	366,676,295	276,734,988	559,775,600	465,268,657	614,432,592	470,114,880	479,502,693

Impact on DDEG Grant - FY 2025/26

Vote	Formula Based Allocation	Performance Based Allocation	Difference in Allocation	% Gain/Loss
Jinja city	454,933,966	470,746,102	15,812,136	3%
Entebbe Municipal Council	170,510,469	170,554,212	43,743	0%
Kira Municipal Council	691,419,679	834,722,800	143,303,121	21%
Lugazi Municipal Council	206,764,257	169,366,635	-37,397,622	-18%
Makindye-Ssabagabo Municipal Council	734,048,295	689,917,862	-44,130,433	-6%
Mukono Municipal Council	467,321,826	386,827,644	-80,494,182	-17%
Nansana Municipal Council	1,110,691,575	1,091,816,831	-18,874,744	-2%
Njeru Municipal Council	401,510,960	308,110,876	-93,400,084	-23%
Buikwe District	273,160,359	201,241,224	-71,919,135	-26%
Buvuma District	207,974,593	137,464,120	-70,510,474	-34%
Jinja District	326,919,289	305,850,930	-21,068,359	-6%
Kayunga District	642,756,926	583,076,373	-59,680,554	-9%
Mukono District	614,432,592	470,114,880	-144,317,713	-23%

Impact on Educ Dev't Grant (formerly SFG) FY 2025/26

Vote	Formula Based Allocation	Performance Based Allocation	Difference in Allocation	% Gain/Loss
Jinja city	310,348,922	320,030,115	9,681,193	3%
Entebbe Municipal Council	138,440,118	140,478,426	2,038,309	1%
Kira Municipal Council	379,823,561	455,797,320	75,973,759	20%
Lugazi Municipal Council	185,892,877	161,838,496	-24,054,381	-13%
Makindye-Ssabagabo Municipal Council	389,048,321	399,582,488	10,534,167	3%
Mukono Municipal Council	288,763,170	259,720,917	-29,042,253	-10%
Nansana Municipal Council	578,046,576	536,571,656	-41,474,920	-7%
Njeru Municipal Council	291,889,980	249,311,900	-42,578,080	-15%
Buikwe District	242,491,782	218,103,257	-24,388,525	-10%
Buvuma District	447,868,939	375,161,245	-72,707,694	-16%
Jinja District	379,544,784	352,312,395	-27,232,389	-7%
Kayunga District	619,055,574	592,482,227	-26,573,347	-4%
Mukono District	886,719,498	739,116,845	-147,602,653	-17%

Impact - Health Dev't Grant (Formula & Performance) - FY 2025/26

Vote	Formula Based Allocation	Performance Based Allocation	Difference in Allocation	% Gain/Loss
Jinja city	231,249,177	264,666,592	33,417,416	14%
Entebbe Municipal Council	259,853,752	316,800,728	56,946,976	22%
Kira Municipal Council	556,738,645	692,599,974	135,861,329	24%
Lugazi Municipal Council	327,458,723	342,189,715	14,730,993	4%
Makindye-Ssabagabo Municipal Council	546,289,555	570,864,828	24,575,273	4%
Mukono Municipal Council	433,464,394	406,229,742	-27,234,652	-6%
Nansana Municipal Council	558,100,922	661,894,270	103,793,348	19%
Njeru Municipal Council	271,302,538	193,504,982	-77,797,556	-29%
Buikwe District	150,798,892	117,561,698	-33,237,195	-22%
Buvuma District	153,438,569	97,986,244	-55,452,326	-36%
Jinja District	247,439,833	244,206,050	-3,233,783	-1%
Kayunga District	357,505,316	373,587,978	16,082,663	4%
Mukono District	366,676,295	276,734,988	-89,941,307	-25%

Impact on Water Grant (Rural Water & Sanitation) FY2025/26

Vote	Formula Based Allocation	Performance Based Allocation	Difference in Allocation	% Gain/Loss
Jinja city	0	0	0	0%
Entebbe Municipal Council	0	0	0	0%
Kira Municipal Council	0	0	0	0%
Lugazi Municipal Council	0	0	0	0%
Makindye-Ssabagabo Municipal Council	0	0	0	0%
Mukono Municipal Council	0	0	0	0%
Nansana Municipal Council	0	0	0	0%
Njeru Municipal Council	0	0	0	0%
Buikwe District	192,926,093	158,600,110	-34,325,983	-18%
Buvuma District	285,341,416	191,361,879	-93,979,538	-33%
Jinja District	346,156,677	249,263,973	-96,892,704	-28%
Kayunga District	512,241,447	463,845,359	-48,396,089	-9%
Mukono District	559,775,609	465,368,657	-94,406,952	-17%

Impact on Micro-Scale Irrigation Grant for FY2025/26

Vote	Formula Based Allocation
Jinja city	-
Entebbe Municipal Council	-
Kira Municipal Council	-
Lugazi Municipal Council	-
Makindye-Ssabagabo Municipal Council	-
Mukono Municipal Council	-
Nansana Municipal Council	-
Njeru Municipal Council	-
Buikwe District	184,819,797
Buvuma District	125,883,218
Jinja District	269,380,976
Kayunga District	369,316,915
Mukono District	479,502,693

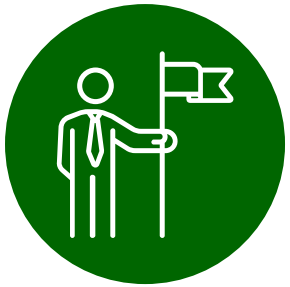
Impact on Total Grant (DDEG, Educ, Health, Water & MSI) - FY2025/26

Vote	Formula Based Allocation	Performance Based Allocation	Difference in Allocation	% Gain/Loss
Jinja city	996,532,065	1,055,442,809	58,910,744	6%
Entebbe Municipal Council	568,804,339	627,833,366	59,029,027	10%
Kira Municipal Council	1,627,981,885	1,983,120,094	355,138,209	22%
Lugazi Municipal Council	720,115,857	673,394,846	-46,721,011	-6%
Makindye-Ssabagabo Municipal Council	1,669,386,170	1,660,365,177	-9,020,993	-1%
Mukono Municipal Council	1,189,549,391	1,052,778,303	-136,771,088	-11%
Nansana Municipal Council	2,246,839,073	2,290,282,758	43,443,684	2%
Njeru Municipal Council	964,703,478	750,927,759	-213,775,719	-22%
Buikwe District	1,044,196,923	880,326,086	-163,870,837	-16%
Buvuma District	1,220,506,736	927,856,705	-292,650,031	-24%
Jinja District	1,569,441,560	1,421,014,324	-148,427,236	-9%
Kayunga District	2,500,876,178	2,382,308,851	-118,567,327	-5%
Mukono District	2,907,106,688	2,430,838,063	-476,268,625	-16%

Next steps

Hold Joint Political-Technical meeting to review (in detail) the Entebbe MLG 2024 report

Review of LLG Assessment Manual



HLGs develop & implement PIPs for LLGs & Facilities

Start preparations for 2025 LLG assessment

Line MDAs develop and implement specific PIPs

Web access to LGMSD 2024 reports

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

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

Login details:

Username: Lgmsdguest@opams.opm.go.ug
Password: OPMGuest@2024

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

Thank You!