



THE REPUBLIC OF UGANDA
OFFICE OF THE PRIME MINISTER

LOCAL GOVERNMENT

**MANAGEMENT OF SERVICE
DELIVERY PERFORMANCE
ASSESSMENT MANUAL**

SEPTEMBER 19TH 2024



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Foreword

Government of Uganda has been implementing the Intergovernmental Fiscal Transfer Reforms (IGFTRs) since the FY 2015/16 with the intention of addressing the challenges in the financing of Local Government Service Delivery through improving adequacy and equity of Local Government grants, improving efficiency in the implementation of services at the Local Government level and supporting Central Government Ministries, Departments and Agencies to effectively perform the oversight function.

Accordingly, the Office of the Prime Minister (OPM) coordinates the third objective of the reforms i.e., improving the efficiency of Local Governments in the delivery of services by providing incentives for improved institutional and service delivery performance through a reward and sanction system. In this regard, OPM in conjunction with the line Ministries, Departments and Agencies and Local Governments and with support from Development Partners designed a comprehensive Local Government Performance Assessment (LGPA) framework which is operationalized through Assessment manuals that are used over a period of three financial years. The performance assessment exercises have contributed to improvement in LG compliance to policies, laws and guidelines.

The 2024 Local Government Service Delivery Assessment Manual is the 3rd edition with the thrust towards improvement in the quality and usability of infrastructure projects (asset results) as well as quality, access and efficiency of service delivery outcomes.

This Manual has been developed through a comprehensive process which involved conducting qualitative and quantitative studies, review of secondary data, consultations with respective MDAs and all LGs as well as field testing and refinement to inform identification of indicators that are likely to have the highest marginal effect on asset results and service delivery outcomes.

I call upon all stakeholders including; MDAs, LGs and non-state actors to embrace this Manual as a key tool for continuous improvement in the execution of their mandated roles and responsibilities towards improvement of LG performance and service delivery outcomes.

I take this opportunity to thank the LGPA Taskforce, MDAs and LGs that contributed to the revision of the Manual. These include; Ministry of Finance, Planning and Economic Development, Ministry of Local Government, Ministry of Education and Sports, Ministry of Health, Ministry of Agriculture, Animal Industry and Fisheries, Ministry of Water and Environment, Ministry of Gender, Labour and Social Development, Ministry of Works and Transport, Ministry of Lands, Housing and Urban Development, Ministry of Public Service, Local Government Finance Commission, National Environment Management Authority, Public Procurement and Disposal of Assets Authority and all Local Governments.

Finally, my office acknowledges the technical support from the World Bank and MES & Partners Limited towards the design and implementation of the Local Government Performance Assessment Framework and this Manual. I look forward to further collaboration with all stakeholders in improving service delivery in our country.

For God and My Country



Dunstan Balaba
PERMANENT SECRETARY

Abbreviations

AHPC	Allied Health Professional's Council
ADHO MCH	Assistant District Health Officer Maternal and Child Health
ANC	Antenatal Care
AWP	Annual Work plan
BEB	Best Evaluated Bidder
BoG	Board of Governors
BoQ	Bills of quantities
BPR	Budget Performance Report
CAO	Chief Administrative Officer
CDO	Community Development Officer
CFO	Chief Finance Officer
CG	Central Government
CME	Continuous Medical Education
C/P LCV	Chairperson Local Council 5
CPD	Continuous Professional Development
DCDO	District Community Development Officer
DCO	District Commercial Officer
DDEG	Discretionary Development Equalization Grant
DEC	District Executive Committee
DEO	District Education Officer
DES	Directorate of Education Standards
DHIS	District Health Information System
DHO	District Health Officer
DLI	Disbursement Linked Indicators
DNRO	District Natural Resources Officer
DPMO	
DPO	District Production Officer
DQA	Data Quality Assurance
DSC	District Service Commission
DWO	District Water Office
DWSCC	District Water and Sanitation Coordination Committee
EMIS	Education Management Information System
EPI	Expanded Programme on Immunization
ESHS	Environment, Social, Health and Safety

ESIA	Environment and Social Impact Assessment
ESMPs	Environment and Social Management Plans
FDTC	Fiscal Decentralization Technical Committee
FFS	Farmer Field Schools
FP	Family Planning
FY	Financial Year
GKMA	Greater Kampala Metropolitan Authority
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
HC	Health Center
HIV	Human Immunodeficiency Virus
HLG	Higher Local Government
HMIS	Health Management Information System
HoD	Heads of Department
HR	Human Resource
HRM	Human Resource Management
HUMC	Health Unit Management Committee
IGFTRs	Intergovernmental Fiscal Transfer Reforms
IPD	In-Patient Department
LG PAC	Local Government Public Accounts Committee
LG	Local Government
LGHT	Local Government Health Team
LGMSD	Local Government Management of Service Delivery
LGPA	Local Government Performance Assessment
LLG	Lower Local Government
LoCAL	Local Climate Adaptive Living Facility (LoCAL)
MAAIF	Ministry of Agriculture, Animal Industries and Fisheries
MC	Municipal Council
MDA	Ministries, Departments and Agencies
MEO	Municipality Education Officer
MIS	Management Information System
MoGLSD	Ministry of Gender Labour and Social Development
MMR	Maternal Mortality Rate
MoES	Ministry of Education and Sport
MoFPED	Ministry of Finance Planning and Economic Development
MoLG	Ministry of Local Government
MoPS	Ministry of Public Service
MoU	Memorandum of Understanding
MoWE	Ministry of Water and Environment
MPDSR	Maternal and Perinatal Death Surveillance and Response
MSI	Micro- Scale Irrigation
NAPR	National Annual Performance Report
NGOs	Non-Government Organisations
NITA U	National Information Technology Authority Uganda
NMC	National Medical Commission
NWR	Non-Wage Recurrent
OAG	Office of the Auditor General

O&M	Operation and Maintenance
OPAMS	Online Performance Assessment Monitoring System
OPD	Outpatient Department
OPM	Office of the Prime Minister
OSR	Own Source Revenue
PA	Performance Assessment
PAC	Public Accounts Committee
PDU	Procurement and Disposal Unit
PHC	Primary Health Care
PHRO	Principal Human Resources Officer
PIA	Principal Internal Auditor
PIP	Performance Improvement Plan
PLE	Primary Leaving Examination
PMs	Performance Measures
PPDA	Public Procurement and Disposal of Assets Authority
PTR	Pupil to Teacher Ratio
QR	Quick Response
RDC	Resident District Commissioner
SAE	Senior Agricultural Engineer
SAS	Senior Assistant Secretary
SEO	Senior Environment Officer
SEP	Stakeholder Engagement Plan
SIPs	School Improvement Plans
SLMO	Senior Land Management Officer
SMART	Simple, Measurable, Achievable, Realistic, Time Bound
SMC	School Management Committee
SMSs	Subject Matter Specialists
SNE	Special Needs Education
SPA	School Performance Assessment
TELA	Teacher Effectiveness and Learner Achievement
TPC	Technical Planning Committee
UBOS	Uganda Bureau of Statistics
UCE	Uganda Certificate of Education
UNEB	Uganda National Examination Board
UPE	Universal Primary Education
USE	Uganda Secondary Education
VAC	Violence against Children
VHTs	Village Health Teams
WB	World Bank
WSCs	Water and Sanitation Committees
WSS	Water Supply and Sanitation

1

PERFORMANCE ASSESSMENT FRAMEWORK

1 PERFORMANCE ASSESSMENT FRAMEWORK

1.1 Overview of the Overall Performance Assessment Framework

Notes

- a) LGMSD Performance Assessment complements but does not substitute existing monitoring frameworks. The existing monitoring frameworks include: National Annual Performance Report (NAPR); Barazas; Local Government (LG) Score Card; Routine Inspection and Monitoring by the respective Ministries, Departments and Agencies (MDAs); Audits by Office of the Auditor General (OAG) and Public Procurement and Disposal of Assets Authority (PPDA); and Certificates of Compliance issued for example by National Planning Authority and Equal Opportunities Commission.
- b) Although performance assessments for local governments that do not cover the entire country are not explicitly mentioned, they are conducted within this performance assessment framework. These performance assessments include: (i) Local Climate Adaptive Living Facility (LoCAL) performance assessment; and (ii) performance assessment for Greater Kampala Metropolitan sub-national entities.
- c) The Performance Assessment Framework has three levels: Level 1: Service Delivery Facility & LLG Performance; Level 2: Local Government Management of Service Delivery; and Level 3: CG Oversight of Service Delivery
- d) This manual focuses on Level 2, which is Local Government Management of Service Delivery. The Manual should be read together with those for Level 1 including: (i) LLG Performance Assessment Manual; (ii) School Performance Assessment Manual; and (iii) health facility assessment as well as for Level 3, Central Government Oversight of Service Delivery.

Table 1 Overall Performance Assessment Framework

Level 1: Service Delivery Facility & LLG Performance				Level 2: Local Government Management of Service Delivery						Level 3: CG Oversight of Service Delivery
	School Performance Assessment	Health Performance Assessment	Lower Local Government	Visible Outputs/ Infrastructure Projects	Education service outcome	Health service outcome	Water service outcome	Micro-scale irrigation	Production service outcome	MDAs
Objective	To improve learning outcomes at the school level	To improve health service outcomes in health facilities	To incentivise Lower Local Government delivery and oversight of frontline services	To incentivise LGs to deliver <u>infrastructure</u> projects that are of quality and usable.	To incentivise LGs to deliver accessible, high quality and efficient <u>education</u> services	To incentivise LGs to deliver accessible, high quality and efficient <u>health</u> services	To incentivise LGs to deliver accessible, high quality and efficient <u>water</u> services	To incentivise LGs to deliver accessible, high quality and efficient <u>micro-scale irrigation</u> services	To incentivise LGs to deliver accessible, high quality and efficient <u>production</u> services.	To incentivise MDAs to guide, support and oversee LG delivery of infrastructure and management of service delivery.
Timing	Aug – Sept	Aug-Sept	Aug-Sept	Oct - Dec	Oct – Dec	Oct - Dec	Oct – Dec	Oct – Dec	Oct - Dec	April-June
Assessor	Local Government	Local Government	Local Government	Contracted Assessment Firms	Contracted Assessment Firms	Contracted Assessment Firms	Contracted Assessment Firms	Contracted Assessment Firms	Contracted Assessment Firms	Responsible MDAs
Assessment method	Field verification and review of reports	Field verification and review of reports	Field verification and review of reports	Document review, interviewing of staff and field verification	Document review, interviewing of staff and field verification	Document review, interviewing of staff and field verification	Document review, interviewing of staff and field verification	Document review, interviewing of staff and field verification	Document review, interviewing of staff and field verification	Documentary evidence from MDAs
Quality Assurance	Contracted Assessment Firms	Contracted Assessment Firms	Contracted Assessment Firms	LG PA Task Force	LG PA Task Force	LG PA Task Force	LG PA Task Force	LG PA Task Force	LG PA Task Force	DLI Verification

Level 1: Service Delivery Facility & LLG Performance				Level 2: Local Government Management of Service Delivery						Level 3: CG Oversight of Service Delivery
Impact/Use	School Performance Assessment	Health Performance Assessment	Lower Local Government	Visible Outputs/ Infrastructure Projects	Education service outcome	Health service outcome	Water service outcome	Micro-scale irrigation	Production service outcome	MDAs
	Performance Improvement Plan	Allocation of part of PHC NWR Grant Performance Improvement Plan	Allocation of part of the DDEG Performance Improvement Plan	Impact size of all development grants to LGs (DDEG, Education, Health, Water, Micro-scale Grant)	Impact size of the education development grant (and later Education Management Services Grant)	Impact size of the health development grant (and later LG Health Management Services Grant)	Impact size of the water development grant (and later Rural Water Recurrent Grant)	Impact size of the micro-scale irrigation grant	Impact Production/ Extension Grant	Determine size of grant from WB to Government of Uganda

1.2 Overview of Indicators that Measure Local Government Management of Service Delivery

Infrastructure Projects/Visible outputs		Score	Education service outcome	Score	Health service outcome	Score	Water service outcome	Score	Micro-scale irrigation	Score	Production service outcome	Score
Outcome/Result		40		40		40		40		40		40
A) Quality		30		8		12		10		10		20
	1. Infrastructure compliance to design/ specifications and approved layout	15	1. PLE Pass rates	8	1. Reduction of perinatal death	6	1. Quality of Water facilities	10	1. Farmer adoption of good field management practices	10	1. Farmer and farmer institution capacity building	5
	2. Infrastructure projects with no visible defects	15			2. Implementation of test and treat policy for malaria	6					2. Technical support to farmers by extension workers	5
											3. Submission of agriculture data to MAAIF	5
											4. Pest, vector and disease surveillance	5
B) Usability		10										
	3. Infrastructure having functional amenities	10										
C) Accessibility		0		20		22		20		20		20

Infrastructure Projects/Visible outputs		Score	Education service outcome	Score	Health service outcome	Score	Water service outcome	Score	Micro-scale irrigation	Score	Production service outcome	Score
			2. Gross Primary school enrolment rate	6	3. Out-patient (OPD) attendance	4	2. Increased access to safe water	5	2. Increased up-take of irrigation technology	8	5. Functional 'results demonstration' and trial sites	6
			3. Gross Secondary school enrolment rate	6	4. VHTs and community outreach including school health	6	3. Equitable allocation of water and sanitation facilities	5	3. Increase in acreage of land under irrigation	6	6. Up to-date data and information on key players and service providers	6
			4. Attendance rate for primary schools	4	5. Maternity and child care service attendance	6	4. Functionality of water facilities	5	4. Establishment and operationalization of farmer field schools	6	7. Organization of awareness events	8
			5. Attendance rate for secondary schools	4	6. Uptake of Family Planning Services	3	5. Functionality of water and sanitation oversight committees	5				
					7. HIV chronic care enrolment	3						
D)	Efficiency			12		6		10		10	0	0
			6. Primary school learners progression rates	6	8. Number of ANC clients attended to by the midwives	3	6. Water yield	5	5. Increase in crop yield where irrigation systems were installed	10		
			7. Primary school completion rate	6	9. Length of In-patient stay on admission	3	7. Water reliability	5				

Infrastructure Projects/Visible outputs		Score	Education service outcome	Score	Health service outcome	Score	Water service outcome	Score	Micro-scale irrigation	Score	Production service outcome	Score
	Investment Management Process	60		60		60		60		60		60
E)	Human Resource	8		20		20		10		10		20
		6	8. Equitable teacher deployment at primary level	3	10. Recruitment and deployment of the most critical staff in HC IVs and HC IIIs	10	8. Provision of Back-up technical support to communities	10	6. Technical support to extension workers in MSI	10	8. Equitable deployment of Agriculture Extension Workers	5
		2	9. Management of secondary staff lists and payroll data	2	11. Medical staff have valid practicing licenses	4					9. Attendance to duty	5
			10. Primary school teacher attendance	4	12. Continuous Medical Education/ CPDs	6					10. Facilitation of extension workers to perform their roles	5
			11. Teacher time on task	3							11. Capacity building and staff development	
			12. Secondary school teacher attendance	4								

Infrastructure Projects/Visible outputs		Score	Education service outcome	Score	Health service outcome	Score	Water service outcome	Score	Micro-scale irrigation	Score	Production service outcome	Score
			13. Effective teacher deployment within a school	2								
			14. Continuous Professional Development	2								
F)	Planning & budgeting	6		0		0		0		0		0
		6	6. Technical appraisals									
G)	Procurement	6		0		0		0		0		0
		2	7. Maintaining complete project file									
		4	8. Adherence to timelines in the procurement plan									
H)	Contract management	18		0		0		0		0		0
		10	9. Proper technical supervision of works									
		8	10. Proper payment certification, payment of contractors and completion of projects on time									
I)	Management and functionality of amenities	0		10		14		10		0		10

Infrastructure Projects/Visible outputs		Score	Education service outcome	Score	Health service outcome	Score	Water service outcome	Score	Micro-scale irrigation	Score	Production service outcome	Score
			15. General management of infrastructure and sanitary facilities in a school	10	13. Functionality of infection, prevention and control amenities	10	9. Existence of basic functional amenities at water facilities	10			12. Functionality of public production facilities	5
					14. Existence of signposts with relevant information	4					13. Operation, maintenance and management of production facilities	5
J)	Effective Mobilisation and Management of financial resources	8		8		10		10		20		10
	11. Local revenue mobilization and administration	2	16. Use of capitation grant to improve learning outcomes	3	15. Use of PHC NWR grant to improve health outcomes at facility level	5	10. Allocation and execution of the NWR grant in line with the Sub-Programme grant and budget Guidelines	10	7. Allocation and execution of MSI funds as per Sub-Programme grant and budget guidelines	10	14. Adherence to work plans and budget guidelines	10
	12. Budget Execution	2	17. Use of Education Management and Inspection Grant to improve learning outcomes	5	16. Use of Health Management Grant to improve health outcomes at DHOs office	5			8. Management of farmer co-funding as per Sub-Programme grant and budgeting guidelines	10		
	13. Functionality of the Audit Function	2										

Infrastructure Projects/Visible outputs		Score	Education service outcome	Score	Health service outcome	Score	Water service outcome	Score	Micro-scale irrigation	Score	Production service outcome	Score
	14. Audit Opinion	2										
K)	Environment, Social, Health and Safety Safeguards	8		8		6		10		10	0	6
	15. Developed and implemented costed Environmental & Social Management Plans (ESMPs)	2	18. Creation of a safe learning environment	4	17. Establishing measures and training against any form of violence/abuse	6	11. Implementation of actions in water source protection plans	10	9. Monitoring of irrigation impact on environment	5	15. Inclusion of small holder farmers in agricultural services	6
	16. Proof of land ownership for infrastructure projects	2	19. Protection measures against any form of violence and discrimination against children	4					10. Establishment and functionality of the GRM	5		
	17. Development and implementation of the Stakeholder Engagement Plan	2										
	18. Existence and functionality of the Grievance Redress Mechanism	2										
L)	Transparency, oversight and support	6		14		10		20		20		14

Infrastructure Projects/Visible outputs		Score	Education service outcome	Score	Health service outcome	Score	Water service outcome	Score	Micro-scale irrigation	Score	Production service outcome	Score
	19. The LG shared key information with and responded to the issues raised by the Councillors and citizens	2	20. Quality of School inspection, monitoring and support supervision	14	18. Quality of monitoring and support supervision of health facilities	6	12. Monitoring of water supply and public sanitation facilities	20	11. Monitoring and technical support to farmers	10	16. Monitoring, Supervision and oversight by the LG	7
	20. HLG technical support and mentoring of LLGs	2			19. Data availability and completeness	4			12. Collection of information and reporting	10	17. Mentoring and support supervision	7
	21. Physical progress and financial reporting	2										
	Total Score	100		100		100		100		100		100

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LGMSD PERFORMANCE ASSESSMENT PROCESS

Part two of the Manual presents an overview of the assessment process which: (i) consolidates the strong and addresses the weak elements in the previous assessment systems; (ii) has strengthened in-built quality control arrangements; and (iii) which is cost effective.

2.1 Preparatory Activities

a) Raising and widening the awareness of the LGMSD PA system: This will be achieved by:

- i. Printing sufficient copies of the LGMSD PA Manual, sharing with Heads of Departments (HoDs), other staff and elected leaders within the LG.
- ii. Sharing of soft copies of the LGMSD PA Manual through use of internet based technology; Government online websites (e.g. budget website), email system, social media platforms and uploading of the LGMSD PA Manual on QR code among others.
- iii. Orientation of MDAs to appreciate and disseminate the new LGMSD PA system during their routine engagements with LGs.
- iv. Preparation of the popular version of the manual/system for the consumption of the wider public.
- v. Organising meetings in each of the LGs to orient all stakeholders (technical and political leaders), on the: (i) process; (ii) indicators and justifications; and (iii) implications of the PA exercise including a trajectory of funds gained or lost in the past performance assessment exercises.
- vi. Emphasizing the revised performance assessment system in the LG Budget workshops. For example, during the regional budget consultation workshops, OPM shall present the reformed assessment framework and communicate any addendum/addenda to the LGMSD PA Manual.
- vii. OPM issuing a circular on the LG performance assessment exercise.
- viii. Communicating the performance assessment road map through pull-outs in the media.

b) LG preparation for the LGMSD PA exercise: Office of the Prime Minister in liaison with Ministry of Local Government shall:

- i. Encourage the Accounting Officers in LGs to prepare for the LGMSD PA exercise as a good practice. This may involve assignment of staff as Focal Point Persons for the LGMSD performance assessment.
- ii. Encourage LGs to integrate the requirements of the performance assessment system into staff work schedules.
- iii. Institutionalise conducting of mock performance assessments by the Local Government staff as part of their routine support function.

c) Procurement and management of Credible Independent Assessment Teams

- i. Details of team composition including expertise, numbers and coordination arrangements will be in the consultant's terms of reference.
- ii. OPM shall put more weight during the technical evaluation on the qualifications and practical experience of the individual team members in the performance assessment process.
- iii. OPM shall provide effective induction and orientation of the team members to ensure a standardised performance assessment process. This should include the rationale for inclusion of the performance measures into the Manual. To be effective, induction of teams shall be based on thematic areas (clusters) and include testing general understanding of tasks by team members.
- iv. Performance assessment team members shall sign the code of conduct and OPM will monitor adherence.
- v. OPM shall make it a requirement for the LGs to provide feedback on the conduct and performance of the assessment team members. OPM shall analyse and use the individual team member's performance results during the selection of consultants in the forthcoming performance assessment exercises. OPM shall create a data bank with the profiles and conduct due-diligence on assessors.
- vi. MoFPED and OPM shall ensure timely procurement of independent firms.
- vii. There shall be a rotation of firms each year. Firms will not be contracted to assess LGs they assessed in the previous FY.

2.2 The Performance Assessment Process

a) Data collection:

- i. Standardized checklists for conducting the performance assessment exercise with illustration of the details required in the performance assessment report will be developed. However, the checklists should not substitute the performance assessment manual.
- ii. OPM will give advance communication of the assessment exercise to LGs.
- iii. In as far as possible, secondary data at National level will be utilised to assess service

- delivery outcomes as specified in the assessment manual;
- iv. An entry meeting at the commencement of the performance assessment exercise to explain the objectives, process and requirements from the LGs will be conducted. The entry meeting schedule and attendance list of assessors/participants shall be submitted to OPM.
- v. The assessment teams shall interview staff at the LG level and review documentary evidence.
- vi. The assessment teams will then sample¹ LLGs, projects, service delivery units and beneficiaries and conduct fieldwork to verify the performance assessment results.
- vii. An exit meeting at the end of the performance assessment at the LG will be conducted. During the exit meeting, the preliminary performance assessment findings shall be discussed with the LGs.
- viii. The assessors will spend 3 days in a LG to do data collection and reporting

b) Production of the LG specific Performance Assessment Report

- i. Assessment firms will enter results in OPAMS and upload the evidence. OPM shall enhance OPAMS functionality to allow uploading of evidence including requesting extra space from NITA-U.
- ii. Internal quality control by the assessment firms and submission of the draft reports on OPAMS should be done within 2 days after LG level performance assessment.

c) Grievance redress

- i. Local Governments should review the draft performance assessment report on OPAMS and raise grievances if any within five days. OPM shall include a new functionality on OPAMS for reviewing and giving feedback by LGs. This will incentivise the assessment firms to field competent team members and provide accurate and comprehensive information.

d) Quality assurance

- i. LG PA Task Force shall conduct targeted spot checks especially in LGs where: (i) grievances have been raised; and (ii) those LGs with the very high scores and very low scores even if they have not raised grievances. The LG PA Task Force will provide feedback on OPAMS – this will require a new functionality on OPAMS.
- ii. OPM shall communicate the findings from the spot checks to the assessment firm to enable them to address the issues raised and upload the draft final report on OPAMS.
- iii. LG PA Task Force shall validate the Performance Assessment Report within 10 days after the Assessment Firm has uploaded the report on OPAMS.

¹ The sampling criteria and sample sizes are outlined in the respective performance assessment areas.

e) Production and Approval of the LGMSD PA report

- i. The Independent Assessment firms shall prepare Regional Synthesis Reports as well as Regional Process Reports.
- ii. OPM shall prepare the National Synthesis Report.
- iii. OPM shall present the draft National Synthesis Report to the LGMSD Task Force for review.
- iv. OPM shall present the National Synthesis Report to the Fiscal Decentralisation Technical Committee (FDTC) for discussion and approval.

f) Use of the performance assessment results

- i. MoFPED will use the results in the allocation of the development grants before the issuance of the second Budget Call Circular every February. The allocation formulae for the performance-based grants will have two components.
 - Component 1: Allocation based on needs-based formula (basic variable)
 - Component 2: Allocation based on performance assessment results computed as indicated in table 2.

Table 2 Computation of Grant Allocation Based on Performance Assessment Results

Grant	Basic Formula %	Performance Assessment Results for Visible Outputs (%)	Performance Assessment Results for Education Outcomes	Performance Assessment Results for Health Outcomes	Performance Assessment Results for Water Outcomes	Performance Assessment Results for MSI Outcomes	Performance Assessment Results for Production Outcomes ²
DDEG	50%	50%					
Education Development Grant	50%	25%	25%				
Health Development Grant	0%	50%		50%			
Water Development Grant	50%	20%			30%		
MSI Grant	60%	20%				20%	

- ii. Note that in future service outcome results will impact the allocation of part of the respective sub-programme specific recurrent grants – a minimum fixed share (allocation) will be maintained to ensure minimum service delivery levels.
- iii. Ministry of Local Government (MoLG) shall use the results to develop Performance improvement Plans (PIPs).
- iv. MDAs shall use the performance assessment results to guide their routine oversight and support functions.

² Performance Assessment Results for Production in FY 2024/25 will be used as a baseline.

g) Dissemination of the LGMSD PA Results: OPM shall:

- i. Conduct National level dissemination by end of March each year.
- ii. Disseminate the reports to individual LGs including funds gained or lost. This may be done during the barazas to ensure all stakeholders get first-hand information.
- iii. Produce a popular version of the report to be disseminated to stakeholders through various media e.g., newspaper pull-outs.
- iv. Use media, newspapers and radio talk shows to discuss the results and the implications.
- v. Use on-line dissemination of results including social media platforms – customised LGs results and implications.
- vi. Make it a requirement for the LG to discuss the performance assessment results and develop an action plan (PIP) to address the challenges.

3

LGMSD PERFORMANCE MEASURES

3.1 Introduction

3.1.1 Overview of the key Changes to the Performance Measures

- a) The performance measures put more emphasis on outcomes/results for both services and assets (visible outputs).
- b) The process indicators that are included are only those that are likely to have a greater marginal impact on infrastructure and service delivery outcomes.
- c) The number of indicators has been reduced to give them more weight.
- d) Indicators that are consistently met by all LGs have been removed/left out.
- e) Raised the bar by introducing the forfeiture principle whereby for a LG to score, has to meet a number of related indicators.

3.1.2 Principles for Selecting Indicators of Performance

- a) The indicator should be under the mandate and control of LGs – attributable to LGs.
- b) The indicators should be comparable in a standardized/objective manner across LGs – SMART (simple, measurable, achievable, realistic, time bound).
- c) The indicator should measure efforts of a LG – to avoid giving advantage to a few LGs because of context.
- d) Indicator should be assessed across all LGs annually.
- e) Indicators should not be easily stage managed (“just ticking the boxes”) - focus on “function” instead of “form”.
- f) Indicators should be assessed once – i.e., there should be no overlap across indicators in the assessment manual.
- g) Indicators should be likely to have a greater marginal impact on infrastructure and service delivery outcomes.

3.2 PMs and Indicators to Incentivise Delivery of Quality and Usable Visible Outputs - Infrastructure Assets

Note:

- a) These indicators of performance apply to all infrastructure projects implemented by the Local Governments irrespective of funding source.
- b) Overall guidance on sampling:
 - i. Review the Budget Performance Report to establish the infrastructure projects implemented in the previous FY;
 - ii. Sample at least six (6) infrastructure projects representing the different sub-programs. In case a project has multiple sites, sample one of the sites.
 - iii. Projects implemented using force account should be prioritised in the sample.
 - iv.

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
Asset Result				
Quality	1.	Infrastructure compliance to design/ specifications and approved layout	From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY: From LG Engineer collect: • Approved Designs and site layout • Sample at least 6 projects (1 per sub-program where there is an infrastructure project implemented) from the previous FY and check for compliance with designs and layout. If all infrastructure comply with design/ specifications and approved layout for all sampled projects score 15 or else 0 If the LG has no approved design/ specifications and approved layout for all sampled projects score 0	• Approved Designs/ Specification and Layouts by the relevant institution/ committee at the LG. • Field observation
Maximum score 30		Evidence that the LG constructed/installed all infrastructure projects in the previous FY (completed or on-going) as per design/ specifications (and approved layout suitable to site conditions and sub-programme norms). Maximum score 15		

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
Usable Maximum score 10	2.	Infrastructure projects with no visible defects Evidence that the infrastructure projects constructed by the LG in the previous FY (completed or on-going) have no visible defects³ - Building structures: (i) Substructure (splash apron, floors, foundations, ground beams, ramps); (ii) Superstructures (walling, beams, columns, floors, doors, windows); (iii) roofing (Roof Cladding, ceilings, roof members, lightning conductors, rainwater goods); (iv) Mechanical and Electrical works (water and drainage system, lights, fire systems) - Water systems (Water source; Water Storage; Water Quality (colourless, taste, odorless)) - Components (Pumps, Power source, Pipes and Fittings, Taps, Sprays) - District & Urban Roads (Culverts, drainage, bridges) Maximum score 15	From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY: Sample at least six (6) projects (1 per sub-program/nature of project) from the previous FY and check for existence of visible defects. Take pictorial evidence and describe the nature and extent of defects. If no visible defects in any of the sampled projects score 15 If minor defects in any of the sampled projects – score 5 If moderate or significant defect in any of the sampled projects- score 0	Field observation
	3.	Infrastructure having functional amenities. a) Evidence that the infrastructure projects have the basic amenities which are functional and used for the intended purpose⁴ Maximum score 10	From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY: Sample at least six (6) projects (1 per sub-program) from the previous FY. If the infrastructure projects have the basic amenities which are functional and used for the intended purpose score 10 or else 0	Field observation

3 Minor where defects are non-structural (they do not affect structural integrity, do not affect usability and would not pose safety concerns to the occupants). Moderate where defects are structural (they affect structural integrity, usability of the building but would not pose safety concerns to the building occupants). Significant where defects are structural, pose risk to life, cannot be used in the current state hence requiring demolition and rebuilding.

4 The content in this footnote is a guide. The purpose is to make sure that the infrastructure project is usable. Under health – the basic infrastructure at HC IV are: outpatient department, Drug store with HSD Office, Operational theatre, General Ward and Maternity Ward. Placenta pit/incinerator. At HC III the required amenities include Outpatient department and the Maternity/General ward placenta pit/incinerator. For education – the basic facilities include: a) A staff room, b) general store, c) a kitchen, d) Ramps for easy access, e) A classroom for every class taught, f) A library (secondary), reading corner (Primary), A laboratory/multi-purpose science room (not for primary), g) A book store, h) A head of institution's house within the compound, i) resting place for children (primary), j) A provision for storage of instruction materials, k) Separate pit latrines/toilets for male learners, female learners, Male staff, female staff, Special needs learners and staff, l) A separate urinal for male learners, male staff and special needs learners and staff, m) Hand washing facility, n) Safe drinking water, o) Washing rooms/facility for the girl child. For roads; proper drainage, suitable surface material (gravel or marmam), bridges and/or culverts (where the road crosses the river, streams or wetlands), road signage and connectivity to essential social services among others. For piped water system; i) Reliable water source and intake structure, (ii) water treatment facilities (functional chlorination or filtration), (iii) storage tanks or reservoirs, (iv) reliable pumping system, (v) piped networks, (vi) tap stands /water kiosks

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
Investment Management Process				
Human Resource Management		LG has substantively filled, deployed and ensured that staff in all HoD position access payroll Evidence that the LG has substantively filled, deployed and ensured that the staff in all Heads of Department positions access the payroll. Districts - Chief Finance Officer - District Planner - District Engineer - District Natural Resources Officer - District Production Officer - District Commercial Officer - District Community Development Officer - District Health Officer - District Education Officer Cities. - City Chief Finance Officer - City Planner - City Engineer - City Natural Resources Officer - City Production Officer - City Commercial Officer - City Community Development Officer - City Physical Planner - City Health Officer - City Education Officer	From the Principal Human resource Officer obtain and review: (i) the approved customized structure of the LG; (ii) staff lists; and (iii) personnel files to establish existence of: Appointment letters for all HoDs Review the payroll to establish that the recruited staff accessed the most recent payroll. If 100% of the above positions are filled score 6 If 80 – 99% of the above positions are filled score 4 If below 80% of the above positions are filled score 0	- Approved customized staff structure - Payroll - Letters of appointments - Staff lists
Maximum score 8				

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
Human Resource Management Maximum score 8	4.	Municipalities xi. Principal Treasurer xii. Senior Planner xiii. Municipal Engineer (Principal Executive Engineer) xiv. Senior Environment Officer xv. Senior Veterinary Officer/Senior Agricultural Officer xvi. Principal Commercial Officer xvii. Principal Community Development Officer xviii. Medical Officer of Health Services xix. Principal Education Officer Maximum score 6		
	5.	LG has substantively filled, deployed and ensured that other critical staff access payroll. Evidence that the LG has substantively filled, deployed and ensured that the staff in all critical staff positions access the payroll. Districts i. Senior Procurement Officer ii. Principal Human Resource Officer iii. Principal Human Resource Officer (Secretary DSC) iv. Senior Environment Officer v. Senior Land Management Officer/Physical Planner vi. Principal Internal Auditor vii. Senior Agriculture Engineer viii. Water Officer ix. Senior Inspector of Schools x. Labour Officer xi. Senior Assistant Secretary (SAS) xii. Senior Assistant Town Clerk xiii. Parish chief	From the Principal Human resource officer obtain and review: (i) the approved customized structure of the LG; (ii) the staff list and (iii) personnel files to establish existence of: Appointment letters for all critical staff; Review the payroll to establish that the recruited staff accessed the most recent payroll. If 100% of the above positions are filled score 2 or else score 0	- Approved customized staff structure - Payroll - Letters of appointments - Staff lists

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
Performance Measure 6	5.	Cities xiv. Principal Procurement Officer xv. Principal Human Resource Officer xvi. Principal Human Resource Officer (Secretary DSC) xvii. Principal Environment Officer - xviii. Principal Internal Auditor i. Principal Inspector of School ii. Senior Labour Officer iii. Division Town Clerk iv. Principal Town Agents Municipalities i. Senior Procurement Officer ii. Principal Human Resource Officer iii. Senior Physical Planner iv. Senior Internal Auditor v. Senior Inspector of Schools vi. Labour Officer vii. Principal Assistant Town Clerk viii. Town Agent Maximum score 2		
	6.	Technical appraisal: Evidence that the LG conducted and used results of site reconnaissance and technical investigations (where required) to prepare responsive tender documents for all infrastructure projects; conduct environmental, social, health, and safety assessments, incorporate project ESMPs into bidding documents; and ensure work item quantities are derived from standard or customized drawings, and maintain cost estimates consistent with customized designs. Maximum score 6	From the LG Engineer obtain and review: • Standard technical designs. • Site reconnaissance reports. • Technical investigation reports (e.g. geo-technical investigations if required) Obtain and check for: • Existence of customized designs • Existence of customized BoQs based on the designs. • Incorporation of Cost Estimates. • Incorporation of costed ESMPs	• Standard designs, costed BoQs, (including costed ESMPs) cost estimates

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
Planning & budgeting	6		From the LG Community Development Officer /DNRO/SEO obtain and check for: • ESHS Assessment Reports (Project Briefs, ESIA, Screening reports) to determine whether they were undertaken timely • ESMPs for projects (At least 3 projects) Check and verify if the LG conducted and used the results of the reconnaissance and/or technical investigations (where required) to: - Prepare tender documents/BoQs for all infrastructure projects that are responsive to the standard drawings and/or customized technical designs (before advertising); - Ensure that the requisite Environment ESHS assessments have been undertaken (before preparing BoQs) (Screening for all projects, Project Briefs and Environmental Social Impact Assessment where applicable) - Ensure that the environmental, social, health and safety requirements and measures identified in the project ESMPs were adequately incorporated in the schedule of requirements and specifications of the bidding documents - Ensure the quantities of work items and specifications included in the BoQs are derived from the standard or customized drawings and make no omissions - Ensure that the cost estimates are consistent with the customized designs. If the LG has met (i) to (v) score 6 or else 0	• Site reconnaissance reports and investigation reports (if required) from LGs • Customized designs and costed BoQs Including costed ESMPs) • Assessment Reports (Project Briefs, ESIA, Screening reports)

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
Procurement Maximum score 6	7.	Maintaining complete project file Evidence that the LG maintained a complete project file for each infrastructure project implemented in the previous FY. The procurement file should have and adhere to standards on the following: (or as amended in the PPDA guidelines on procurement records 2024) Maximum score 2	From the PDU, Procurement Officer obtain the procurement file to determine the existence of the documents below; - Contracts Committee Composition. The Contracts Committee must be formally and properly constituted; - Approved Procurement Plan; - Initiation of procurement - Contracts Committee approval of the procurement method, bidding document, evaluation committee and shortlist of providers where applicable; - Bidding document and any amendments or clarifications; - Copy of the published advertisement of shortlist; - Record of issuance of bidding document; - Record of receipt of bids; - Record of opening of bids; - Copies of bids received; - Evaluation meetings and evaluation report; - Notice of best evaluated bidder; - Submission of contract to the Solicitor General for clearance where applicable; - Approval by Solicitor General where applicable; - Contract and amendments thereto as per format/requirement including Contractor's ESMP; - Contract Committee minutes relating to the procurement; - Correspondences between the procuring and disposing entity and the bidder(s); - Evidence of resolution of grievance or complaints (if any) Score 2 if all documents are available otherwise score 0 if incomplete.	Project Procurement File(s)

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
Procurement Maximum score 6	8.	Adherence to timelines in the Procurement Plan Evidence that the previous FY Procurement Plan included specific timelines for completing the outlined activities, and that the LG adhered to these established timelines. Maximum score 4	From the PDU obtain the procurement plan and procurement files. - Review the timelines outlined in the Procurement Plan. - Review the procurement files to confirm the dates on which the specified activities were carried out and completed. Score 4 if the timelines were specified in the procurement plan and the LG adhered to these guidelines otherwise score 0	- Procurement Plan - Procurement files
Contract management Maximum score 18	9.	Proper technical supervision of works. a) Evidence that the Project Manager during project implementation issued compulsory approvals (materials testing, critical stage approvals, mechanical, electrical and plumbing fixtures)	From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY: From LG Engineer obtain project management files. Check for compulsory approvals Verify if compulsory approvals were issued score 2 otherwise score 0	- Project Files - Relevant reports
		b) Evidence that the Project Manager during project implementation wrote site instructions and the contractor implemented these site instructions	From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY: From LG Engineer obtain project management files. Check for written Site instructions Verify if written site instructions were issued and there is evidence of their implementation Score 2 if met or otherwise score 0	- Project Files - Relevant reports

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
Contract management Maximum score 18		c) Evidence that the Project Manager after practical completion (for completed projects) compiled a snag list & instructed the contractor to correct defects before the final completion certificate and the contractor rectified all defects before the practical handover	From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY: From LG Engineer obtain project management files Check for • Snag list • Final Completion Certificate including approvals from Environment Officer and DCDO. Verify if the project manager has compiled a snag list and instructed the contractor to correct all defects and ensured that the contractor has indeed corrected all defects before issuing the final completion certificate. Score 2 if all requirements are met; otherwise, score 0.	• Project Files • Relevant reports
		d) Evidence that the Project Manager after practical completion: (for completed projects) paid the retention fund to the contractor after the Defects Liability Period	From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY: From LG Engineer obtain project management files. Check for • Final Completion Certificates including approvals from Environment Officer and DCDO • Payment vouchers Verify if the project manager paid the contractor the retention fund after the defect's liability period. Score 2 if the requirements were met; otherwise, score 0.	• Project Files • Relevant reports

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
		e) Evidence (for completed projects) that the site progress meeting schedule was developed, and meetings were held in line with the schedule of works that coincide with payment stages/milestones in the contract; there was a Project hand-over to the client, and Completion certificates were issued to the contractor Maximum score 10	From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY: From LG Engineer obtain project management files. • Meeting Schedules • Minutes of site meeting • Minutes of project handover to the client • Final Completion Certificate including approvals from Environment Officer and DCDO. Verify if: • The site progress meeting schedule was developed, and meetings were held in line with the schedule of works that coincide with payment stages/milestones in the contract • There was a Project hand-over to the client • Completion certificates were issued to the contractor Score 2 if all requirements were met; otherwise, score 0.	• Project Files • Relevant Reports

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
	10.	<u>Proper payment certification, payment of contractors and completed projects on time.</u> Evidence that joint measurements were effectively conducted (admeasurement contracts)/works done verified (for lumpsum contracts) in terms of both quality and quantity and signed by the Project Manager and the contractor before works are certified	From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY: From LG Engineer obtain <u>project files</u> Check for • Evidence of joint measurement sheet/work verification Verify that joint measurements were effectively conducted for admeasurement contracts or that works were verified for lump sum contracts in terms of both quality and quantity. Ensure that the verification is signed by the Project Manager and the contractor before the works are certified. Score 2 if the requirements were met; otherwise, score 0.	• Project Files
		Evidence of either no advance payment or provision of a performance and advance payment guarantee before obtaining advance payment	From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY: From LG Engineer obtain <u>project files</u> Check for • Evidence of Performance Guarantee Verify that either no advance payment or provision of a performance and advance payment guarantee before obtaining advance payment. Ensure that the advance payment guarantee was verified by the bank. Score 2 if the requirements were met; otherwise, score 0.	• Project Files

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
		Evidence that the project was implemented as per work schedule and completed within original completion date	From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY: From LG Engineer obtain project files Check for Start and completion date in the contract compared to actual completion date. Verify if the project was implemented as per work schedule and completed within the original completion date. Score 2 if the requirements were met; otherwise, score 0.	Project Files
		Evidence that the LG developed a work schedule, displayed it, and reported on physical progress as per the work schedule and that there is no contract variation or variations in contract price for infrastructure investments for the previous FY were approved as per procedures (either within the threshold). Maximum score 8	From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY: From LG Engineer obtain project files Check for - Work Schedule - When payment was made as compared to invoice date - Original and amended contract where there is a variation Verify if the: - That the LG developed a work schedule, displayed it and reported on physical progress as per the work schedule. - That there is no contract variation or variations in contract price for infrastructure investments for the previous FY were approved as per procedures (either within the threshold) Score 2 if the requirements (i) and (ii) were met; otherwise, score 0.	Project files

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
Effective mobilisation and management of financial resources Maximum score 8	11.	Local revenue mobilization and administration Evidence that the LG realised an increase in OSR (excluding one/off, e.g., sale of assets, but including arrears collected in the year) from the previous FY but one to the previous FY, and evidence that the LG remitted the mandatory LLG share of local revenues during the previous FY not more than 10 days after cash limit release Maximum score 2	From the Chief Finance Officer, obtain a copy of the final accounts for the previous two years, - Calculate the percentage increase in OSR, - Ascertain the percentage of the mandatory LLG share of local revenues during the previous financial year, - Calculate the percentage of the LLG remitted From CFO obtain invoices and vouchers to ascertain when LG revenue was received and remitted. Verify if: i. the increase in OSR (excluding one/off, e.g. sale of assets, but including arrears collected in the year) from the previous FY but one to the previous FY was more than 5% ii. the LG remitted the mandatory LLG share of local revenues during the previous financial year not more than 10 days after the cash limit release If the LG complies to (a) and (b) score 2 otherwise 0.	- Final accounts for previous two years - Annual final accounts - LLG bank accounts statements - Invoices - Vouchers
	12.	Budget Execution Evidence that the LG used all the development grants as per the grant guidelines and the eligible items in the respective investment menu score 2 Maximum score 2	Obtain Budget performance reports from the Chief Finance Officer to ascertain the Development grants transferred to LGs during the previous FY From the budget website and/or MDAs obtain and review the respective grant guidelines focusing on the Investment Menu Determine whether all development grants in the previous FY were spent on the eligible items in the respective investment menu. If the LG used all of the development grants per the grant requirements and the eligible items in the respective investment menu, score 2 or otherwise 0.	- Budget Performance reports/ financial statements - Grant guidelines

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
	13.	Functionality of the Audit Function Evidence that the LG produced an annual audit plan and quarterly internal audit reports, the LG PAC discussed internal and external audit issues and reported to the district Chairperson or Mayor, and the LG resolved audit issues identified by internal and external audits Maximum score 2	From the Internal Auditor, obtain an audit plan and audit reports to verify the timely production of internal audit reports. Obtain minutes of LG PAC to establish whether they have discussed both internal and external issues and made recommendations to the Accounting Officer. From CFO, Obtain reports on the implementation of audit recommendations. Verify If the LG: - Produced an annual audit plan and quarterly internal audit reports within two months of the end of the quarter, - The LG PAC discussed internal and external audit issues and reported to the district Chairperson or Mayor⁵, and - The LG resolved at least 80% of audit issues identified by internal and external audits (due audit recommendations are implemented) If the requirements (i) to (iii) are met score 2 or otherwise 0.	- Internal audit reports - Reports of LG PAC - Internal audit reports - Minutes of LG PAC - Reports on implementation of audit recommendations
	14.	Audit Opinion Evidence that the LG has an unqualified audit opinion for the previous FY Maximum score 2	From the OAG, obtain and review audit opinions Verify if the LG has an unqualified audit opinion for the previous FY⁶ to score 2 or otherwise score 0	Auditor General report

⁵ Consider previous FY for internal audit issues and the most recent audit findings for the external audit.

⁶ The indicator will be assessed in January after the OAG has released the Audit Opinion due by December 31st each year.

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
Environment, Social, Health and Safety Safeguards Maximum score 8	15.	Implementation of costed Environmental & Social Management Plans (ESMPs) Evidence that the LG implemented all mitigation measures in the Environmental & Social Management Plans (ESMPs) for all Projects in the previous year as provided for in the Guidelines. Maximum score 2	From DNRO/Environment Officer - Obtain and review the Environmental & Social Management Plans (ESMPs) for all projects. - Sample projects (at least 3) to verify that the mitigation measures in the project ESMPs were implemented as reported. If ALL the mitigation measures were implemented in 100% of the projects sampled score 2 or otherwise score 0.	- ESMPs for sampled projects - ESMPs implementation report - Project safeguards clearance report - Field verification
	16.	Proof of Land ownership Evidence that the LGs has constructed infrastructure projects where it has proof of land ownership/ right of way Maximum score is 2	From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY From the LG Accounting Officer, obtain copy of the land titles, sale agreements and/or MOUs to establish whether all projects for the previous FY have proof of land ownership/ right of way⁷ - If the LG has a title in the name of the LG or the Institution score 2 - If the LG has registered a sale agreement or MOU score 1	- Land title should be in the names of Local Government/ facility) - Registered sale agreements and/or MOUs evidenced by payment of stamp duty

⁷ Right of way refers to a legal or established right that allows someone or something (such as water distribution lines) to pass through a specific route or corridor.

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
	17.	Development and implementation of Stakeholder Engagement Plan for the following FY endorsed by Council⁸ Evidence of implementation of the Stakeholder Engagement Plan implemented in the previous FY Maximum score 2	From the DCDO obtain and review; • The approved Stakeholder Engagement Plan for the previous FY. • Reports of implementation of the Stakeholder Engagement Plan for the previous FY. To determine - o The engagements held with stakeholder - o Resolutions made - o Actions taken - o Outcomes of the actions Note that reports should be in tandem with the SEP If the above requirements are complied with score 2 or else score 0.	Stakeholder Engagement Plan Stakeholder Engagement Implementation Reports
	18.	Existence and functionality of GRM at the Project Level Evidence that GRCs at project level are existent, functional and that the communities/workers have been sensitized about their existence and are using them Maximum score 2	Review the GRCs at various projects to establish whether; - Whether they are constituted as per the circular issued by MoGLSD in July 2023 - Evidence that grievances are recorded - Evidence that the grievances that were received were acted upon - Evidence that the GRC activities are funded - Evidence that the community/workers have been sensitized about the existence of the GRC - Evidence that the GRCs have been trained on their roles and responsibilities If the requirement (i) to (vi) above are complied with score 2 or else score 0.	• Schedule of meetings (At least once a month) for the previous and current FY • Minutes of meetings for the previous and current FY • Minutes of community sensitization meetings for the previous and current FY

8 Not to be scored in the assessment to be conducted in FY 2024/25

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
				- Record of grievances received from the community. (GRC Log) for the previous and current FY - Training reports for GRCs for current and previous FY
Transparency, oversight, reporting and accountability Maximum score 6	19.	The LG shared key information with and responded to the issues raised by the councilors and citizens. Maximum score 2	From Clerk to Council find minutes of Council discussing the LG assessment report. Sample 5 sites to establish display of relevant information From the LG Planner, obtain minutes of Baraza and attendance lists to establish issues discussed Radio Program Recordings Obtain from the CFO the charge policy. Check display of tax information on public notice boards	- Minutes of TPC, - Site notice boards - Minutes of Baraza and attendance lists - Payment receipts to radio stations and/or links to the radio recordings - Copy of approved charge policy displayed at public notice boards of both HLG and LLG

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
	19.		Verify that: i. LG shared LGMSD PA results for the previous FY and how much the LG gained or lost regarding the size of the development grants based on performance results with the citizens through at least one of the following forms: barazas; radio; circulars and workshops ii. The LG Council has discussed the LG Performance Assessment results in Council and that the Accounting Officer has implemented the Council resolutions on the LG Performance Assessment iii. The LG has placed site boards on all construction sites to display information regarding procurement and contract management including: the name of the project; the contractor; source of funding; expected duration (include start and end dates as well as calendar days) and location. iv. The LG during the previous FY conducted discussions (e.g., municipal urban fora, barazas, radio programs etc.) with the public to provide feedback on status of activity implementation v. The LG has made publicly available information on i) tax rates, ii) collection procedures, iii) procedures for appeal; (iv) amounts collected during the previous FY and how it was used. If (i) to (v) above complied with score 2 or else score 0	

Performance Measure	No	Indicators of Performance	Assessment Procedure and scoring	Means of Verification
	20.	HLG technical support and mentoring to LLGs Evidence that the LG supervised or mentored all LLGs; ensured that the results/reports of support supervision visits were discussed by the TPC and used by the District/ Municipality to make recommendations for corrective actions and followed up; the LG conducted credible assessments of LLGs as verified during the National LGPA exercise; and the LG conducted mock assessments, discussed the results, and took corrective action in preparation. Maximum score 2	From the Planner, obtain mentoring reports and minutes of TPC meetings to establish whether the HLGs supported LLGs in the previous financial year. From the Performance Assessment Focal Person obtain mock assessment results to establish that mock assessments were conducted, results discussed and corrective action taken From the OPAMS, obtain the internal assessment reports of LLGs and compare with the results of the verification team to establish whether the results are within +/- 10% Check and verify that: - The LG has supervised or mentored all LLGs; - Results/reports of support supervision visits were discussed by the TPC, used by the LG to make recommendations for corrective actions and followed up - The LG conducted credible assessment of LLGs as verified during the National LGPA exercise - The LG conducted mock assessment, discussed the results and took corrective action in preparation/readiness for the national performance assessment exercise If (i) to (iv) above requirements are complied with score 2 or else score 0	- Minutes of TPC, - Mentoring reports - Visitor's books. - Attendance lists. - Internal LLG assessment reports - Mock assessment results - Mock assessment reports
	21.	Physical progress and financial reporting Evidence that the LG prepared <u>both</u> quarterly financial and quarterly physical progress reports covering all development projects and the reports were discussed by the relevant organs: Maximum score 2	From Clerk to Council, obtain minutes of council committees Verify that the quarterly physical progress and financial reports were discussed by the (i) TPC; (ii) DEC; (iii) Council Committees to score 2 or else score 0	Minutes of TPC, Council committees and DEC

3.3 PMs and Indicators to Incentivise Delivery of Accessible, Quality and Efficient Education Services

Overall guidance on sampling: Sample at least three (3) schools – at least two (2) primary schools and one (1) secondary school. One of the primary schools should have high PTR and the other with low PTR.

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring	Means of Verification
Service Outcomes				
Quality	1.	a) PLE pass rates Evidence that the average LG PLE pass rates for UPE (Government Aided) improved between the previous school year but one and previous school year Maximum score 8	From the LG obtain UNEB results disaggregated between Government aided and private schools and review: - The LG PLE results for the previous school year but one and the previous year - Calculate the pass rate or percentage increase between the previous school year but one and the previous year - Calculate the percentage of pupils that passed between grades 1 and 4 for both years - For districts with municipalities, disaggregate results between the districts and the MC. a) If the average LG PLE pass rates for UPE (Government Aided) improved between the previous school year but one and previous school year, Score 3 or else score 0 b) If 20% of the learners in the LG government aided schools scored PLE pass grades between 1 and 2, in the previous year Score 3 or else score: 0 c) If 70% of the learners in the LG government-aided schools scored PLE pass grade rates 4 (cumulative), Score 2 or else score: 0	UNEB PLE Results

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring	Means of Verification
Access Maximum score 20	2.	a) Gross Primary School Enrolment Rate Evidence that the total primary school enrolment over the previous academic year and the current year is either above 80% or increased by 5%. Maximum score 6	- From UBOS obtain data on population of primary school going age children. - From EMIS/LG Education department obtain enrolment data for the current and previous year. - Calculate the percentage of learners attending school out of the total expected to be in school - disaggregated data for boys, girls and SNE. - If the boys' school enrolment increased over the previous two academic years Score 2 or else score: 0 - If the girls' school enrolment increased over the previous two academic years Score 2 or else score: 0 - If the SNE enrolment increased over the previous two academic years Score 2 or else score: 0	- UBOS Population Data - EMIS data
	3.	Gross Secondary School Enrolment Rate Evidence that the total secondary school enrolment over the previous two academic years is either above 70% or increased by 5%. Maximum score 6	- From UBOS obtain data on population of secondary school going age children. - From EMIS/LG Education department obtain enrolment data for the current and previous year. - Calculate the percentage of learners attending school out of the total expected to be in school - disaggregated data for boys, girls and SNE. - If the boys school enrolment increased for the previous two academic years Score 2 or else score: 0 - If the girls' school enrolment increased for the previous two academic years Score 2 or else score: 0 - If the number of SNE enrolment increased over the previous two academic years Score 2 or else score: 0	- UBOS Population Data - EMIS

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring	Means of Verification
	4.	Attendance rate for Primary Schools Evidence that the monthly average learner attendance for government aided primary schools in the LG for the current academic year is above 90% Maximum score 4	- From the LG Education department obtain and review attendance data for all primary schools in the current academic year and calculate the average level of attendance. - Sample at least two (2) primary schools to verify accuracy of attendance data in the school registers Verify if the monthly average learners' attendance is above 90% score 4 or else score 0	TELA
	5.	Attendance rate for Secondary Schools Evidence that the monthly average learner attendance for government aided secondary schools in the LG for the current academic year is above 90% Maximum score 4	- From the LG Education department obtain and review attendance data for all secondary schools in the current academic year and calculate the average level of attendance. - Sample at least one (1) secondary school to verify accuracy of attendance data in the school registers Verify if the monthly average learners' attendance is above 90% to score 4 or else score 0	TELA
Efficiency Maximum score 12	6.	Primary school learners' progression rates Evidence that the progression rate across government aided primary school grades in a LG has increased between the previous and current year: Maximum score 6	- From the EMIS/LG Education department obtain progression data for the respective grades (i.e., P1-P3; P4-P5; P6-P7) and calculate the percentage change - Sample at least two (2) primary schools to verify. a) If 90% - 100% of the learners in P1 progressed to P3 Score 2 or else score: 0 b) If 90% - 100% of the learners in P4 progressed to P5 Score 2 or else score: 0 c) If 90% - 100% of learners in P6 progressed to P7 Score 2 or else score: 0	- EMIS - Progression reports from the LG Education Department

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring	Means of Verification
	7.	Primary School Completion rate Evidence that the primary school completion rate for <u>both boys and girls</u> in government aided primary schools in the LG for the previous school year is above 80% Maximum score 6	From the EMIS/ LG Education Office, obtain and review: • Data on the primary school completion rates. • Total enrolment in P1 seven years ago and compare with current P.7 enrolment⁹ • Then calculate percentage of completion a) If the total primary school completion rate for <u>both boys and girls</u> in government aided primary schools in the LG for the previous school year is above 80% Score 2 or else score: 0. b) If the total primary school completion rate <u>boys</u> in the LG for the previous school year is above 80% Score 2 or else score: 0. c) If the total primary school completion rate for <u>girls</u> in the LG for the previous school year is above 80% Score 2 or else score : 0.	• LG Education Department
Investment Management Process				
Human Resource Maximum score 20	8.	a) Equitable Teacher deployment at Primary level Evidence that the LG maintains accurate teacher deployment data for government aided primary schools and the information has been displayed at the LG and school notice boards, and the Education department has equitably deployed qualified teachers across government aided primary schools as per MoES staffing standards. Maximum score 3	From the LG Education Department, obtain data on teacher deployment. • Sample two primary schools to verify whether teachers are deployed and teaching in the schools as indicated in the staff lists. • From the school notice boards verify whether the teachers deployed in the school are displayed. • From the LG Human Resource Management (HRM) department, obtain the teacher payroll data	• List of schools • Payroll data • Staff lists

⁹ The pupils in the current P.7 are registered and are assumed to have completed.

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring	Means of Verification
			Check and verify if: i. The LG maintains accurate teacher deployment data for government-aided primary schools and the information has been displayed at the LG and school notice boards ii. The LG Education department has equitably deployed qualified teachers across government aided primary schools as per MoES staffing standards (i.e., a minimum of a head teacher and 7 teachers or a minimum of one teacher per class for schools with less than 7 grades) If requirements (i) and (ii) are met, score 3 or else score 0.	• TELA • School notice board
	9.	Management of Secondary school staff lists and payroll data Evidence that the LG maintains accurate secondary school staff lists and payroll data and the information has been displayed at the LG and school notice boards Maximum score 2	From the LG Education department/ LG HRM division, obtain payroll data and staff lists Sample at least one (1) secondary school to verify whether teachers teaching in the school are as presented in the payroll If the LG maintains accurate secondary school staff lists and payroll data and the information has been displayed at the LG and school notice boards Score 2 or else score: 0	• Payroll data • Secondary staff list • Copies of transfer or posting letter from LG Education Department

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring	Means of Verification
	10.	Primary School Teacher Attendance Evidence that the monthly average primary school teacher attendance rate for all schools in the LG for the previous academic is above 75% Maximum score 4	From the LG Education Department/MoES, obtain data on primary teacher attendance and calculate the percentages From the sampled schools, obtain and review the attendance registers to determine the teacher attendance Triangulate the findings with interviews with the class monitors to determine the teacher attendance a) If the monthly average primary school teacher attendance rate for all schools in the LG for the previous academic is above 90% Score 4 or else score: 0 b) If the monthly average primary school teacher attendance rate for the current year is between 75-89% Score 2 or else score: 0	- Sampled schools - Attendance registers
	11.	Teacher time on task Evidence that the LG Education Department uses teacher time on task information from the TELA system to monitor teacher attendance and time on task and takes corrective action. Maximum score 3	From MoES/LG obtain TELA reports and calculate percentage use by schools in the particular LG. From the LG obtain and review reports, meeting minutes, providing evidence that actions have been taken to address teacher attendance From the sampled schools establish whether the LG Education Department has made use of the teacher time and task attendance data to take corrective action Check and verify: - If above 50% of schools in a LG use the TELA system to monitor teacher time and task attendance to ensure improved learning outcomes - If there is evidence that the LG Education Department has made use of the teacher time and task attendance data to take corrective action especially in the sampled schools If (i) and (ii) are complied with score 3 or else score 0.	- TELA Reports - Sampled schools - Department meeting reports/minutes - School Performance Improvement Reports

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring	Means of Verification
	12.	Secondary School Teacher attendance Evidence that the secondary school teacher attendance rate for the current academic year is above 90% Maximum score 4	From the LG Education Department/MoES obtain data on secondary teacher attendance From the sampled schools, obtain and review the attendance registers to determine the teacher attendance a) If the secondary school teacher attendance rate for the current academic year is above 90% Score 4 or else score: 0 b) If the secondary school teacher attendance rate for the current year is between 75-90% Score 2 or else score: 0	• TELA • Sampled schools
	13.	Effective teacher deployment within a school Evidence that the schools with more than one teacher per class, additional teachers are deployed to the lower foundation grades which have the largest enrolments Maximum score 2	• From the sampled school review the staff list and timetable to establish whether additional teachers are deployed to the lower foundation grades If the schools with more than one teacher per class, additional teachers are deployed to the lower foundation grades which have the largest enrolments score 2 or else 0	• Staff list • Timetable
	14.	Continuous Professional Development Evidence that the LG Education Department provided continuous professional development for teachers in the previous school year to improve their skills, adapt to new teaching methods and curricula and address the performance gaps flagged in the School Performance Assessment (SPA) Maximum score 2	• From the LG Education Department obtain and review evidence of CPD activities e.g., training materials, presentations, to ascertain whether the LG provided relevant CPD for teachers. • Review CPD reports • Review school improvement plans. Verify if the LG Education Department provided continuous professional development for teachers in the previous school year to improve their skills, adapt to new teaching methods and curricula and address the performance gaps flagged in the School Performance Assessment (SPA) Score 2 or else score: 0	• Monitoring reports • Activity attendance lists • Certificates of completion • Letters of invitation • CPD Plans and Reports • School Improvement Plans

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring	Means of Verification
Management and functionality of amenities Maximum score 10	15.	General management of infrastructure and sanitary facilities in schools a) Evidence that the LG assessed during the previous FY the condition of school facilities to ensure that they meet the minimum quality standards.	From the LG Education Department obtain and review records and reports of school condition assessments. Verify the LG assessed during the previous FY the condition of school facilities to ensure that they meet the minimum quality standards. Score 3 or else score: 0	- Infrastructure audit reports/ Condition assessments - School maintenance schedule
		b) Evidence that the LG utilized the allocated resources towards school maintenance in the previous FY in line with the condition assessment and school-level maintenance schedule. Maximum score 10	From the planner obtain and review the sub-programme AWP and performance reports to check whether resources and expenditures for school O&M activities were allocated towards school maintenance in line with the school condition assessment. If the LG utilized the allocated resources towards school maintenance in the previous FY in line with the condition assessment and school-level maintenance schedule. Score 7 or else score: 0	- Infrastructure audit reports/ Condition assessments - School maintenance schedule - Sub-Programme Annual Workplan (AWP) - Quarterly Performance Reports
Management of Financial Resources Maximum score 8	16.	a) Use of capitation grant to improve learning outcomes Evidence that all schools have submitted a report to the LG which describes the activities conducted (how capitation grant was spent); and explains what has been achieved in relation to improving learning outcomes. Maximum score 3	From the LG Education Department obtain the list of all schools that received capitation; Review records of school accountabilities to establish whether all schools submitted reports sample reports to check the activities conducted (how capitation grant was spent); and explain what has been achieved in relation to improving learning outcomes¹⁰ Verify that all schools have submitted a report to the LG which describes the activities conducted (how capitation grant was spent); and explained what has been achieved in relation to improving learning outcomes. Score 3 or else score: 0	- List of eligible schools - Termly school financial reports and accountabilities - Annual school reports to DEO/MEO

¹⁰ Some of the activities that can be conducted to improve learning outcomes include; teacher professional development, community engagement to raise awareness about the importance of education and encourage parent support, provision of scholastic materials, ensuring a safe and convenient learning environment among others.

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring	Means of Verification
	17.	Use of Education Management and Inspection Grant to improve learning outcomes a) Evidence that the LG used 100% of inspection funds to conduct inspection as per guidelines	From the LG Finance Department obtain financial records to establish when and the amounts transferred to the Inspection division From the LG Education Department, obtain and review: Sub-programme performance reports to ascertain whether the grant was used to improve learning outcomes If the LG used 100% of inspection funds to conduct inspection as per guidelines score 3 or else score: 0	- Financial records from the CFO - Quarterly and annual performance reports - E-Inspection reports
		b) Evidence that the LG produced a report which describes how the grant was used and explains what has been achieved in relation to improving learning outcomes Maximum score 5	From the LG Finance Department obtain financial records to establish when and the amounts transferred to the Inspection division From the LG Education Department, obtain and review: Sub-programme performance reports to ascertain whether the grant was used to improve learning outcomes If the LG produced a report which describes how the grant was used and explains what has been achieved in relation to improving learning outcomes score 2 or else score 0.	- Financial records from the CFO - Quarterly and annual performance reports - E-Inspection reports
Environment, Social, Health and Safety Safeguards within schools Maximum score 8	18.	a) Creation of a safe learning environment Evidence that the LG Education Department has conducted programs to create a safe learning environment in all government aided schools Maximum score 4	From the sampled schools, check for existence and functionality of the safe learning environment facilities including: - Use of energy efficiency measures e.g., use of solar, biogas and energy saving cooking stoves - Proper waste management¹¹ - Tree planting and green spaces within the school	- Verification from sampled schools during the field visit - Monitoring Reports

¹¹ Proper waste management in schools include; waste segregation/sorting, daily collection and safe disposal (e.g., use of incinerators or contracting waste collection companies) and avoiding open burning among others

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring	Means of Verification
			iv. Provision of clean water sources and sanitation facilities v. Establishment and functionality of environmental clubs vi. Provision of facilities for disposal and changing of sanitary pads If 4 of the above measures are complied with score 4 or else score 0	
	19.	Protection measures against any form of violence and discrimination against children¹² Evidence that the LG has implemented protection measures against violence, abuse, and discrimination against children, workers, and teachers in schools. They have trained teachers, workers, children, SMC, BoG, and communities on eliminating such issues and have eliminated corporal punishments in all schools. Maximum score 4	Sample 3 schools to ascertain that protection measures are in place against any form of violence/abuse discrimination for children, workers and teachers LG conducted training and sensitization on the protection measures LG Education Office and Community Development Office have trained the SMCs and BoGs on grievance management and stakeholder engagement. Sample 3 schools to ascertain that LG conducted VAC training activities Check and verify if: i. The LG has put in place protection measures against any form of violence/abuse discrimination for children, workers and teachers in schools ii. The LG has trained, sensitized teachers, workers, children, SMC, BoG and communities on measures to eliminate any form of violence/abuse and discrimination against Children, workers and teachers and taken actions to stamp out corporal punishments in all schools.	• Training, Sensitization reports • Minutes of meetings • Grievance Log

¹² For the assessment to be conducted in FY 2024/25 this measure will not apply

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring	Means of Verification
			iii. The School Management Committees (SMC) /Board of Governors (BoG) have been trained on stakeholder engagement and grievance management as per the circular on grievance management by MoGLSD Score 4 or else score: 0	
Transparency, Oversight and support Maximum score 14	20.	Quality of School inspection, monitoring and support supervision. a) Evidence that the LG identified and documented areas that hamper improvement of learning outcomes at school level within the LG	From the LG Education Department obtain and review inspection reports/ information to ascertain that all primary schools were duly inspected and recommendations to address identified school performance weaknesses were followed-up and implemented. Verify if the LG identified and documented areas that hamper improvement of learning outcomes at school level within the LG score 2 or else score 0.	• LG inspection plans • E-inspection reports • Monitoring reports
		b) Evidence that the LG developed a customized school Inspection Plan that highlight specific activities, verifiable indicators and outputs	From the LG Education Department obtain and review copies of inspection plans Check and verify if: The school Inspection Plan highlights specific activities, verifiable indicators and outputs score 2 or else score 0.	• LG inspection plans
		c) Evidence that all primary schools are Inspected at least once per term; and the inspection reports disseminated at school, LG and National level through e-inspection	From the LG Education Department obtain and review inspection plans/ reports/ information to ascertain that all primary schools were duly inspected • Verify that the inspection encompassed among others the following; proper preparation of schemes of work, lesson plans, lesson observation, time-table implementation, pupil and staff attendance, deployment of teachers across grades; continuous assessment of learners, learning environment)	• LG inspection plans • E-inspection reports • Acknowledgement of receipt of reports from Directorate of Education Standards (DES)

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring	Means of Verification
			Letters from DES acknowledging receipt of inspection reports. Verify if: All primary schools are Inspected at least once per term; and the inspection reports disseminated at school, LG and National level through e-inspection score 2 or else score 0.	
		d) Evidence that the LG supported schools to develop SIPs to address areas of weakness observed during inspection	From the LG Education Department obtain and review the school inspection and training reports to determine whether the schools were supported to develop the SIP If: The LG supported schools to develop SIPs to address areas of weakness observed during inspection score 2 or else score 0.	• LG inspection plans • E-inspection reports • SPA reports • School Performance Improvement Plans • Monitoring reports
		e) Evidence that the LG Inspector of Schools conducted School Performance Assessments in all Government-aided primary schools	Obtain and review the School Performance Assessment reports to determine whether the School Performance Assessments were conducted in government-aided primary schools If: The LG Inspector of Schools conducted School Performance Assessments in all Government aided primary schools score 2 or else score 0	• SPA reports • Monitoring reports
		f) Evidence that the LG Education Officer has monitored inspection activities and implemented the inspection recommendations	Letters from DES acknowledging receipt of inspection reports. From the Education Department obtain and review the monitoring reports Check and verify if: The LG Education Officer has monitored inspection activities and implemented the inspection recommendations score 2 or else score 0.	• LG inspection plans • E-inspection reports • Monitoring reports

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring	Means of Verification
		g) The LG evaluated the effectiveness of the implemented recommendations to improve learning outcomes and re-plan Maximum score 14	From the LG Education Department obtain and review monitoring reports Check and verify if: The LG evaluated the effectiveness of the implemented recommendations to improve learning outcomes and re-plan score 2 or else score 0.	Monitoring reports

3.4 PMs and Indicators to Incentivise Delivery of Accessible, Quality and Efficient Health Services

Overall guidance on sampling: Review DHIS 2 and identify health facilities that recorded perinatal death in the previous Financial Year and sample at least three (3) health facilities – at least two (2) health centre IIs and one (1) health centre IV/District Hospital.

Performance Measure	No	Indicator of Performance	Assessment Procedure and scoring	Means of Verification
Quality Maximum score 12	1.	a) Reduction of Perinatal Death¹³ Evidence that DHO and ADHO MCH have supervised and supported all health facilities to ensure the LG either has no death or has audited all perinatal deaths that happened in all the facilities. Maximum score 6	- Obtain and review DHIS2 to establish whether any of the health facilities experienced Perinatal Death. - Sample one (1) Health Centre IV/District Hospital; and two (2) Health Centre IIs. - Obtain and review Audit Reports and the MPDSR report to establish whether the sampled health facilities experienced Perinatal Death, conducted audits in the previous FY. Check and verify if the DHO and ADHO MCH have supervised and supported all health facilities to ensure the LG either has no death or has audited all perinatal deaths that happened in all the facilities score 6 or else score 0.	- DHIS 2 - MPDSR reports - Audit Reports

¹³ Perinatal death is defined as the death of a foetus after 28 completed weeks of pregnancy up to seven days of life. It includes macerated still birth which occur in utero, and the foetus remains in the womb for an extended period before delivery, fresh still birth that occur shortly before or during delivery and the Early New-born death which is death of a live born infant within the first 0-7 days of life

Performance Measure	No	Indicator of Performance	Assessment Procedure and scoring	Means of Verification
	2.	Implementation of the test and treat policy for malaria Evidence that the LG has ensured that all malaria cases treated were tested. Maximum score 6	Obtain and review DHIS2 to establish that all treated malaria cases were tested. Verify if the LG has ensured that all malaria cases treated were tested score 6 or else score 0	DHIS2
Access Maximum score 22	3.	Out-patient (OPD) attendance Evidence that LG facilities increased Out-patient (OPD) attendance by at least 5% between the previous FY but one and the previous FY Maximum score 4	Review DHIS2 for the previous two FYs and calculate the percentage increase in OPD attendance Verify if the LG facilities increased Out-patient (OPD) attendance by at least 5% between the previous FY but one and the previous FY Score 4 or else score 0	DHIS2 data systems
	4.	VHTs & community outreaches including school health a) Evidence that the LG has ensured that all public health facilities submitted quarterly VHT reports in the previous FY b) Evidence that the LG has ensured that each public health facility conducted at least 48 community outreaches ¹⁴ Maximum score 6	Review community outreach reports to establish whether all health facilities: - Submitted quarterly VHT reports in the previous FY Verify if the LG has ensured that all public health facilities submitted quarterly VHT reports in the previous FY score 2 or else 0 Review community outreach reports to establish whether all health facilities: - Conducted at least 48 community outreaches in the previous FY including 4 in schools Verify if the LG has ensured that each public health facility conducted at least 48 community outreaches¹⁵ in the previous FY score 4 or else 0	- Community outreach reports - Registers carried at the community outreaches. - Community outreach reports - Registers carried at the community outreaches.

¹⁴ Including EPI, health promotion and environmental health visits

¹⁵ Including EPI, health promotion and environmental health visits

Performance Measure	No	Indicator of Performance	Assessment Procedure and scoring	Means of Verification
	5.	Maternal and child care service attendance Evidence that LG facilities increased maternity care service attendance between the previous FY but one and the previous FY by not less than 2% Maximum score 6	Review DHIS2 for the previous two FYs and establish the increase in i. Antenatal Care in the 1st Trimester, ii. Immunization for measles, Rubella iii. Deliveries at health facilities If the LG facilities increased maternity care service attendance between the previous FY but one and the previous FY by not less than 2% for the following services: i. Antenatal Care in the 1st Trimester, score 2 or else score 0 ii. Immunization for measles, Rubella, score 2 or else score 0 iii. Deliveries at health facilities score 2 or else score 0 score 6 if (i) (ii) and (iii) are complied with or else score 0	DHIS2 data systems
	6.	Uptake of Family Planning services Evidence that the LG increased the number of women of reproductive age receiving Family Planning (FP) services between the previous FY and previous FY but one Maximum score 3	Review DHIS2 for the previous two FYs and establish the increase in uptake of Family Planning (FP) Verify if the LG increased the number of women of reproductive age receiving Family Planning (FP) services between the previous FY and previous FY but one by 5% score 3 or else score 0	DHIS2 data systems
	7.	HIV chronic care enrollment Evidence that the LG enrolled at least 95% newly tested HIV positives into HIV chronic care in the previous FY Maximum score 3	Review DHIS2 data to establish the percentage of newly tested HIV positives enrolled into HIV chronic care in the previous FY. If the LG enrolled at least 95% newly tested HIV positives into HIV chronic care in the previous FY score 3 or else 0	DHIS2 data systems

Performance Measure	No	Indicator of Performance	Assessment Procedure and scoring	Means of Verification
Efficiency Maximum score 6	8.	Number of ANC clients attended to by the Midwives. Evidence that the LG has ensured that midwives in all facilities attend to the required number of ANC clients Maximum score 3	- Review DHIS2 data to establish the total ANC clients - Review the LG Health Workers payroll to establish the number of midwives - Calculate the average. - If on average each midwife attended to at least 1200 ANC client per year score 3 - If on average each midwife attended to at least 800 ANC client per year score 2	DHIS2
	9.	Length of Inpatient Stay on Admission Evidence that the LG ensured that patients admitted with Malaria averagely spend not more than 3 days on admission. Maximum score 3	- Visit all Health Centre IV/District General Hospital in the LG where applicable and 2 HC III - Obtain and review the IPD register for the last quarter and sample at least 5 patients (2 from each quarter) to establish admission to discharge of Malaria patients. Verify if the LG ensured that patients admitted with Malaria averagely spend not more than 3 days on admission score 3 or else 0	IPD register
Human Resource Maximum score 20	10.	a) Recruitment and deployment of the most critical staff in all HC IVs and HC IIIs ¹⁶ Evidence that the LG has recruited the critical staff in Health Centre IVs Maximum score 10	- From the HRM Unit obtain and review staff lists for all facilities. - Verify the staff numbers per position deployed at each of the health facility. - Sample one (1) Health Centre IV/District Hospital; and two (2) Health Centre IIIs to verify deployment of the following critical staff: - At least 3 Medical Officers, - At least 5 theatre staff, - At least 5 clinical Officers - At least 20 Nurses, - At least 6 Lab personnel, - At least 12 midwives, - Health assistant Score 5 or else 0 - Evidence that the LG has recruited the following critical staff in Health Centre IIIs	- Staff list - Staff deployment list - Attendance Record of critical staff

¹⁶ For the assessment to be conducted in FY 2024/25 the assessors should use the old staffing structure

Performance Measure	No	Indicator of Performance	Assessment Procedure and scoring	Means of Verification
			- At least 2 Clinical Officers, - At least 10 Nurses, - At least 2 Lab personnel, - At least 6 midwives, - Health assistant Score 5 or else score 0	
	11.	Medical staff have valid practicing licenses Evidence that DHO and HR has ensured that all medical staff have valid practicing licenses to meet standards of practice by various regulating bodies to improve quality of service outcomes Maximum score 4	Review staff file to establish whether all the medical staff have valid practicing license form MDPC, AHPC, NMC If the DHO and HR has ensured that all medical staff have valid practicing licenses to meet standards of practice by various regulating bodies to improve quality of service outcomes Score 4 or else score 0	Valid practicing licenses in staff files and at the sampled facilities
	12.	Continuous Medical Education/ Continuous Professional Development Evidence that the LG ensures that all HCs conduct at least 7 CMEs in the previous FY, HC IVs are certified as CPD centers, and provide at least 4 CPDs to HC IIIs in the previous FY. Maximum score 6	From the sampled facilities obtain the CME schedule Obtain and review the CME reports to establish topics discussed and attendance by critical staff. Obtain and review the CME/CPD reports to establish whether - All HC IVs and District Hospitals were certified as CME/CPD centers in the previous FY - All HC IVs and District Hospitals submitted the report to the Medical Council in the previous FY - HC IVs and District Hospitals provided at least 7 CME/CPDs to each of the HC IIIs under their jurisdiction Verify if: - All HCs conducted at least 7 CMEs in the previous FY score 2 or else 0 - All HC IVs and District Hospitals were certified as CPD centers in the previous FY score 2 or else 0 - All HC IVs and District Hospitals provided at least 4 CPDs to each of HC IIIs in the previous FY and submitted the report to the (relevant) Medical Council score 2 or else 0	- CME schedules - CME reports - CPD certificates from the previous FY

Performance Measure	No	Indicator of Performance	Assessment Procedure and scoring	Means of Verification
Management and functionality of amenities Maximum score 14	13.	a) Functionality of Infection Prevention and control amenities Evidence that health facilities in the LG have functional infection prevention and control amenities. Maximum score 10	- Sample one (1) Health Centre IV/District Hospital (where they exist); and two (2) Health Centre IIIs - Observe existence of the <u>listed necessary</u> infection prevention and control facilities and supplies - In case the LG has no health facilities award score. Verify if the health facilities in the LG have the following functional infection prevention and control amenities (i) Handwashing facilities with soap or alcohol-based sanitizer at all work stations score 2 or else 0 (ii) Sterilizer for equipment score 2 or else 0 (iii) Waste management and disposal facilities at all work stations including: a. color coded waste bins, biohazard bags and safety boxes b. Sorting waste according to colour code c. Placenta pit. If (iii) a, b and c are met score 2 or else 0 (iv) Clean human waste disposal facilities for patients and staff segregated between male and female with hand washing facility with water and soap score 2 or else score 0 (v) Safe water source score 2 or else score 0	Field observation
	14.	Existence of Signpost with relevant information Evidence that the health facilities have visible sign posts listing all available services <u>offered free of charge</u> in local language	Sample one (1) Health Centre IV/District Hospital; and two (2) Health Centre IIIs - Observe existence of the signposts and labels - Obtain list of services offered from in-charge and compare with those on the sign-posts. Verify if the health facilities have visible sign posts listing all available services <u>offered free of charge</u> in local language score 2 or else score 0	Observation

Performance Measure	No	Indicator of Performance	Assessment Procedure and scoring	Means of Verification
		Evidence that the health facilities compound and service units have clear signs for directions in local language Maximum score 4	Sample one (1) Health Centre IV/District Hospital; and two (2) Health Centre IIIs Observe existence of the signposts and labels in the compound of the health facility Verify if the health facilities compound and service units have clear signs for directions in local language score 2 or else score 0	
Management of financial resources Maximum score 10	15.	Use of PHC NWR grant to improve health outcomes (at facility level) Evidence that the LG has supported <u>all health facilities</u> to: analyze bottlenecks, design work plans to address the bottlenecks, allocated funds, and produced reports to improve health outcomes and mitigate identified issues. Maximum score 5	From the LG Health Officer, obtain and - Review bottleneck analysis report. - Review annual work plan HMIS 001 - Review annual budget report HMIS 020 - Narrative Activity Report Verify if the LG supported all health facilities to - Make a bottleneck analysis; - Design work plans to address the bottlenecks - Allocate funds to activities intended to address the bottlenecks; and - Produced reports which describe the activities conducted and explains what has been achieved in relation to mitigating the identified bottlenecks and improving health outcomes If (i) and (iv) were complied with score 5 or else 0	- Work plan HMIS 001 - Annual budget report HMIS 020
	16.	Use of Health Management grant to improve health outcomes (at DHO's office) Evidence that the DHO made a bottleneck analysis, and designed a work plan/s to address the bottlenecks, allocated funds, and produced reports to improve health outcomes. Maximum score 5	- Review annual work plan HMIS 001 - Review annual budget report HMIS 020 - Produce Narrative Activity Report Verify if the DHO - Made a bottleneck analysis; - Designed work plan/s to address the bottlenecks - Allocated funds to activities intended to address the bottlenecks; and	- Work plan HMIS - Annual budget report HMIS 020

Performance Measure	No	Indicator of Performance	Assessment Procedure and scoring	Means of Verification
Environment, Social, Health and Safety Safeguards Maximum score 6			iv. Produced reports which describe the activities conducted and explained what has been achieved in relation to improving health outcomes If (i) and (iv) complied with score 5 or else score 0	
	17.	Establishing measures and training the relevant stakeholders against any form of violence/abuse discrimination a) Evidence that the LG has put in place protection measures against any form of violence/abuse discrimination for patients, workers and medical staff in health facilities	Sample 3 health facilities to ascertain that protection measures are in place Verify if the LG has put in place protection measures against any form of violence/abuse discrimination for patients, workers and medical staff in health facilities score 2 or else score 0	• Reports • Minutes of meetings
		b) Evidence that the LG has trained, sensitized patients, workers, medical staff and communities on measures to eliminate any form of violence/abuse and discrimination at health facilities	Sample 3 health facilities to ascertain that protection measures are in place LG conducted training and sensitization on the protection measures Verify that the LG has trained, sensitized patients, workers, medical staff and communities on measures to eliminate any form of violence/abuse and discrimination at health facilities score 2 or else score 0	• Training, Sensitization reports • Minutes of meetings
		c) Evidence that Health Unit Management Committee (HUMC) has been trained on stakeholder engagement grievance management as per the circular on grievance management by MoGLSD Maximum score 6	Sample 3 health facilities to ascertain that protection measures are in place LG Health Office and Community Development Office have trained the HUMC on stakeholder engagement and grievance management If the Health Unit Management Committee (HUMC) has been trained on stakeholder engagement and grievance management as per the circular on grievance management by MoGLSD score 2 or else score 0	• Training, Sensitization reports • Minutes of meetings • Grievance Log

Performance Measure	No	Indicator of Performance	Assessment Procedure and scoring	Means of Verification
Oversight and Support Supervision Maximum score 10	18.	Quality of monitoring and support supervision of health facilities Evidence that HUMCs approved work plans and budgets in all facilities, the LGHT supervised and mentored all facilities for Data Quality Assurance (DQA), the LGHT supervised and mentored all facilities for the Expanded Program of Immunisation (EPI), and the LGHT discussed supervision findings and followed up on recommendations. Maximum score 6	From the LG Health Officer, obtain and review; - HUMC minutes to establish that they approved work plans and budgets - LGHT supervision and mentorship reports - LGHT Minutes Sample one (1) Health Centre IV/District Hospital; and two (2) Health Centre IIs Verify if there is evidence that: - That HUMCs approved work plans and budgets in all facilities - That LGHT supervised and mentored all facilities in relation to <u>Data Quality Assurance (DQA)</u> - That LGHT supervised and mentored all facilities in relation to <u>Expanded Program of Immunization (EPI)</u> - That the LGHT discussed supervision findings and followed-up on the recommendations made. If (i) to (iv) complied with score 6 or else 0	- HUMC minutes - LGHT supervision and mentorship reports - LGHT Minutes - Approved work plan
		Data availability and completeness Evidence that the LG has submitted timely and complete <u>HMIS 108 and 105 monthly summary data by the 14th day of the preceding months.</u> Maximum score 4	- Review HMIS monthly summaries - Confirm with DHIS2 that summary data was submitted by the 14th of the preceding month If the LG has submitted timely and complete <u>HMIS 108 and 105 monthly summary data by the 14th day of the preceding months.</u> score 4 or else 0.	- DHIS 2 - HMIS 105 - HMIS 108

3.5 PMs and Indicators to Incentivise Delivery of Accessible, Quality and Efficient Water and Sanitation Services

Note:

1. The Performance Measures regarding delivery of accessible quality and efficient water and sanitation services are only applicable to District Local Governments. This is because the delivery of water is a mandate of National Water and Sewerage Corporation in Urban Local Governments.
2. Overall guidance on sampling: Sample at least five (5) water sources representing different technological options in at least 2 LLGs.

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring Guide	Means of Verification
Service Outcomes				
Water quality Maximum score 10	1.	Quality of water facilities a) Evidence that the Water Officer carried out routine water quality analysis (bacteriological and physical) for at least 20% of existing water facilities annually.	From the DWO: - Obtain and review the BPR to identify the new water sources implemented in the previous FY. - Obtain and review the water quality analysis reports of the existing and new water facilities Verify if the Water Officer carried out routine water quality analysis (bacteriological and physical) for at least 20% of existing water facilities annually score 2 or else score 0	- Budget Performance Reports - Water quality test results certificates
		b) Evidence that the Water Officer conducted 100% quality analysis for new water sources in the previous FY	From the DWO: - Obtain and review the BPR to identify the new water sources implemented in the previous FY. - Obtain and review the water quality analysis reports of the existing and new water facilities Verify if the Water Officer conducted 100% quality analysis for new water sources in previous FY score 2 or else score 0	- Budget Performance Reports - Water quality test results certificates
		c) Evidence that the LG conducted household sanitation surveys before connection to the new piped water facilities in the previous FY	- Obtain and review the BPR to identify the new water sources implemented in the previous FY. - Obtain and review household sanitary survey reports for new piped water facilities. Verify if the LG conducted household sanitation surveys before connection to the new piped water facilities in the previous FY score 2 or else score 0	- Budget Performance Reports - Household sanitary survey reports

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring Guide	Means of Verification
		d) Evidence that the Water Office provided feedback with action points for improvement to communities, WSCs, water Boards, and LLGs on the results from water quality analysis for existing water facilities and household sanitary surveys for the new water facilities	From the DWO: Check and review feedback reports on the results from water quality analysis for existing water facilities and household sanitary surveys for the new water facilities. Verify if the Water Office provided feedback with action points for improvement to communities, WSCs, Water Boards, and LLGs on the results from water quality analysis for existing water facilities and household sanitary surveys for the new water facilities score 2 or else score 0.	Feedback reports
		e) Evidence that the water office followed up implementation of recommended remedial actions	From the DWO: Check for follow up reports on implementation of recommended remedial action Verify if the Water Office followed up implementation of recommended remedial actions score 2 or else score 0	- Feedback reports - Follow up reports
Access Maximum score 20	2.	Increased access to safe water Evidence that the population with access to safe water service is either above 70% or has increased between the previous FY one and the previous FY Maximum score 5	From the Ministry MIS for the previous FY and previous FY but one: Obtain and check data access to safe water in the previous FY but one and compare with safe water access in the previous FY Verify if the population with access to safe water service is either above 70% or has increased between the previous FY and the previous FY but one score 5 or else score 0	MoWE MIS
	3	Equitable allocation of Water and sanitation facilities a) Evidence that the DWO has prioritized at least 70% of the budget allocations for the current FY to LLGs that are underserved (based on the average district water coverage) score 2 or else 0.	From MoWE MIS and the DWO obtain and review the district safe water coverage data, (disaggregated by LLG); the AWP and budget for the current FY and reports to determine whether DWO allocated funds to LLGs that are underserved Verify if the DWO has prioritized at least 70% of the budget allocations for the current FY to LLGs that are underserved (based on the average district water coverage) score 2 or else score 0.	- MoWE MIS - District safe water coverage data - AWP and budget for current FY

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring Guide	Means of Verification
		b) If at least 70% of budgeted water projects were implemented in sub-counties with safe water coverage below the district average in the previous Financial Year Maximum score 5	From MoWE MIS and the DWO obtain and review the district safe water coverage data, (disaggregated by LLG) From the BPR of the previous FY ascertain whether the budgeted water projects were implemented. Verify if at least 70% of budgeted water projects were implemented in sub-counties with safe water coverage below the district average in the previous Financial Year score 3 or else score 0.	- MoWE MIS - District safe water coverage data - BPR for the previous FY
	4	Functionality of water facilities Evidence that the LG has ensured that existing rural water facilities are functional. Maximum score 5	From the Ministry MIS for the current FY: - Obtain and check data on functionality of water facilities - Sample 5 facilities to determine functionality of water facilities. - If above 90% score 5 - Between 70% -89% score 2 or else score 0	- Ministry MIS - Sampled facilities
	5	Functionality of water & sanitation oversight committees Evidence that the LG has ensured that 80% water facilities have functional water & sanitation oversight committees Maximum score 5	From the Ministry MIS for the current FY: - Check data on functionality of water & sanitation committees - From the sampled water facilities interview the caretaker and members of the user committees to determine whether the oversight committees are functional (e.g., collect O&M funds regularly with good record keeping, undertake minor repairs maintain adequate sanitation around the water source, receive and respond to grievances. Score 5 or else score 0	- Ministry MIS - Sampled facilities
Efficient Water Supply Services	6.	Adequate Water yield Evidence that the LG has ensured that the installed water facilities provide water of adequate yield Maximum score 10	From the DWO: - Obtain drilling/survey reports and check whether installed facilities meet the water quantity standards. - Sample 5 water facilities and determine whether the yield meets the design capacity as per the drilling and design reports If the sampled water facilities yield meets the design capacity, score 5 or else score 0	- Drilling/survey reports - Sampled facilities

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring Guide	Means of Verification
	7.	Water Reliability Evidence that the LG has ensured that the installed water facilities provide water service all the time Maximum score 5	- From the DWO obtain information about hours of service of a water source - Sample 5 water facilities and determine whether the water facilities provide water at all times i.e. (down time not exceed one week) If the LG has ensured that the installed water facilities provide water service at all times, score 5 or else score 0	- DWO reports - Sampled facilities
Investment Management Process				
Human Resource Maximum score 10	8.	Provision of Backup technical support to communities Evidence that communities receive backup technical support from the Water Office. Maximum score 10	- From DWO field obtain monitoring reports, review and verify that communities received back-up technical support. - Sample Water sources to ascertain that communities receive backup technical support. If the communities received backup technical support from the Water Office. Score 10 or else score 0	- Field monitoring reports - Field verification.
Management and functionality of amenities Maximum score 10	9.	Existence of basic functional amenities at water facilities Evidence that the constructed water facilities have basic functional amenities. Maximum score 10	From DWO: - Sample 5 water sources to ascertain that the water facilities have fences, soak-away pits, storm water diversion channels and grass. - For the piped water facility check for: i) Reliable water source and intake structure, (ii) storage tanks or reservoirs, (iii) reliable pumping system, (iv) piped networks, (v) tap stands /water kiosks. If the sampled water facilities have the basic amenities Score 10 or else score 0	Sampled facilities
Management of financial resources Maximum score 10	10.	Allocation and execution of the NWR grant in line with the Sub-Programme grant & budget guidelines a) Evidence that the Water Officer allocated and spent the NWR grant in line with the sub-programme grant & budget guidelines	From the Planner obtain and review a copy of the Sub-Programme AWP for previous FY and the progress report and check whether allocations and expenditures for the Sub-Programme NWR grant were done as per the Sub-Programme guidelines¹⁷ Verify if the Water Officer allocated and spent the NWR grant in line with the Sub-Programme grant & budget guidelines score 6 or else score 0.	- Budget Performance Report - Sub-Programme Grant & Budget Guidelines - Annual work plans for previous FY - Progress reports

¹⁷ The eligible activities include: (i) operational costs of the water office (coordination activities and routine monitoring of water sub-programme activities; and (ii) mobilisation activities.

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring Guide	Means of Verification
		b) Evidence that the Water Officer submitted quarterly reports to MoWE on the 10th day of the first month of the subsequent quarter Maximum score 10	From MoWE: Obtain a schedule for submission of the LG reports and check whether the DWO submitted quarterly progress reports in time Verify if the Water Officer submitted quarterly reports to MoWE on the 10th day of the first month of the subsequent quarter score 4 or else 0	• Schedule for report submission • Acknowledgement letters from MoWE
Environment, Social, Health and Safety Safeguards Maximum score 10	11.	Implementation of actions in water source protection plans Evidence that the LG conducted training and sensitisation of the water and sanitation committees on the protection measures, the WSCs and communities implemented actions in water source protection plans for water sources constructed last FY, and the LG Water Office and Community Development Office trained the Water User Committee on grievance management and stakeholder engagement. Maximum score 10	From the District Water Office obtain and review • Water source protection plans for water sources constructed in the previous FY. • Training reports for the water and sanitation committees on water source protection, GRM and stakeholder engagement. • Sample 5 water facilities to ascertain that water source protection measures were implemented • From the LG Water Department, obtain and review: Water sub-programme ABPR and check whether the LG has included status of implementation of water source protection plans Check and verify that: i. the LG conducted training and sensitization of the water and sanitation committees on the protection measures ii. the WSCs and communities implemented actions in water source protection plans for water sources constructed last FY. iii. the LG Water Office and Community Development Office have trained the Water User Committees on grievance management and stakeholder engagement If (i) to (iii) are met score 10 or else score 0	• Training, sensitization reports • Water source protection plans • Minutes of meetings • Grievance Log • Field site verification

Performance Measure	No	Indicator of Performance	Assessment Procedure and Scoring Guide	Means of Verification
Oversight and Support Maximum score 20	12.	Monitored public water supply and public sanitation facilities. a) Evidence that the Water Officer has monitored 100% of public sanitation facilities and at least 25% of water supply facilities per quarter	From the district Water Office: - Obtain the list of water facilities in the LG - Obtain and review the monitoring plans for previous FY - Check the monitoring reports of each project and establish whether the water officer monitored the WSS projects and public sanitation facilities (including ESHS aspects, water quality¹⁸). If the water officer has monitored 100% of public sanitation facilities and at least 25% of water supply facilities per quarter score 10 or else score 0	List of water projects Monitoring plans & reports for previous FY DWSCC minutes DWO progress reports AWP
		b) Evidence that the findings from monitoring were discussed with the DWSCC and among other agenda items key issues identified from quarterly monitoring of water facilities and recommended corrective actions from monitoring were implemented. Maximum score 20	From the DWO, obtain the DWSCC minutes, DWO progress reports and AWP and check whether key issues discussed in DWSCC were drawn from the quarterly monitoring exercises. Check whether remedial actions were incorporated in the AWP. If the findings from monitoring were discussed with the DWSCC and among other agenda items key issues identified from quarterly monitoring of water facilities and recommended corrective actions from monitoring were implemented, score 10 or else score 0	DWSCC minutes DWO progress reports AWP

18 Key areas to include: functionality of facilities, environment & social safeguards, water quality

3.6 PMs and Indicators to Incentivise Delivery of Accessible, Quality and Efficient Micro-scale Irrigation Services

Note:

1. The Performance Measures regarding delivery of accessible quality and efficient micro-scale irrigation services are only applicable to District Local Governments.
2. Overall guidance on sampling: Sample at least five (5) micro-scale irrigation systems representing different technological options from at least 2 LLGs.

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification
Service Outcomes				
Quality of micro-scale irrigation services	1.	Farmer adaption of good field management practices.	From the SAE, obtain and review the list of farmers that benefited from micro-scale irrigation funds in the previous FY	List of beneficiary farmers
Maximum score 10		Evidence that the Local Government has in the previous FY trained all micro-scale irrigation beneficiary farmers on good field management practices, and the farmers are implementing these practices	Sample at least 5 beneficiary farmers.	Field verification
		Maximum score 10	Visit the Sampled farmers to establish, if they are implementing at least four (4) of the following practices: trenching mulching weeding, manuring, thinning, spacing, soil and water conservation	MIS Training reports
			If the farmer practices at least any four of the above practices score 10 else score 0	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification
Access Maximum score 20		a) Increase in Uptake of Irrigation technology Evidence that the LG has achieved MSI MAAIF installation targets in the previous FY. Maximum score 8	From MAAIF obtain the installation targets for the LG. From the MIS and SAE, obtain the list of completed installations in the previous FY and compare with the target. If the LG has achieved MSI MAAIF installation targets in the previous FY. <u>Score 8 or else score 0</u>	- MAAIF data - MIS - List of beneficiary farmers - Field verifications
		Increase in acreage of land under irrigation Evidence that the LG has realized an Increase in acreage of land under irrigated agriculture between the previous FY and the previous FY but one Maximum score 6	From the MIS and SAE, obtain and review data on irrigated land for the last two FYs. Calculate the percentage increase for micro-scale irrigation grant beneficiaries and non-beneficiaries. If there is an increase in micro-scale irrigation grant beneficiaries by 20% score 4 or else score 0 If there is an increase in non- Micro-scale irrigation grant beneficiaries by 10% score 2 or else score 0.	- Data on irrigated land up to the last FY - MIS - Lists of beneficiary farmers
		Establishment and operationalisation of farmer field schools Evidence that the LG has established and run Farmer Field Schools (FFS) as per the guidelines: - Eligible number of participants (20 -30 farmers) - Farmers in a radius of 15km of the FFS. - Inclusion of male, female, and youth farmers. Maximum score 6	From the DPO, obtain and review reports on FFS to determine whether they are established and run as per the guidelines. Sample farmer field schools to verify that they comply with the guidelines: - Eligible number of participants (20 -30 farmers) - Not more than 15km from the FFS. - Inclusion of male, female, and youth farmers. If all above complied with score 6 or else score 0.	Report on FFS establishment and functionality MIS

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification
Efficient micro-scale irrigation Services Maximum score 10		Increase in crop yield where irrigation system was installed Evidence that farmers who received and are currently utilizing MSI facilities have registered an increase in crop yields between the previous FY but one and the previous FY Maximum score 10	- From the DPO, obtain the list of micro-scale beneficiary farmers. - Sample and visit 5 farmers and check their records for the last two FYs to determine the percentage increase in yields If all the farmers who received and are currently utilizing MSI facilities have registered an increase in crop yields between the previous FY but one and the previous FY by 10% score 10 or else score 0	- List of beneficiary farmers - Farmers' records - MIS
Investment Management Process				
Human Resource Management Maximum score 10		Technical support to extension workers in MSI. Evidence that the SAE has provided technical support and mentoring to extension workers in the LLG in MSI component Maximum score 10	- From SAE obtain and review the supervision and mentoring reports - Interview extension workers in a sample of 5 LLGs to verify the support provided If SAE has provided technical support and mentoring to extension workers in the LLG in MSI component score 10 or else score 0.	- Mentoring and supervision reports - MIS - Verification with extension workers - Training Reports
Management of financial resources Maximum score 20		Allocation and execution of MSI funds as per the sub-programme grant & budget guidelines. Evidence that the LG has appropriately allocated the micro-scale irrigation grant between capital development and complementary services, the development component of MSI grant has been used on eligible activities (procurement and installation irrigation equipment including accompanying supplier manuals and training, and budget allocations have been made towards complementary services in line with the sub-programme guidelines Maximum score 10	From the Planner's Office obtain and review: The budget performance report and AWP to establish whether the micro-scale irrigation grant has been used as per guidelines. Verify if: - The LG has appropriately allocated the micro-scale irrigation grant between capital development (micro-scale irrigation equipment (75%) and complementary services (25%)) - The development component of MSI grant has been used on eligible activities (procurement and installation irrigation equipment including accompanying supplier manuals and training	- The budget performance report - MIS - AWP

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification
			iii. The budget allocations have been made towards complementary services in line with the sub-programme guidelines i.e., maximum 25% for enhancing LG capacity to support integrated agriculture and minimum of 75% for enhancing farmer capacity for uptake of MSI If (i) to (iii) met score 10 or else score 0	
		Management of co-funding as per the sub-programme grant & budget guidelines Evidence that the LG has ensured that farmers meet their co-funding <u>IN FULL</u> before equipment installation, the LG has utilized the farmer co-funding following MSI guidelines in the previous FY and that co-funding funds were reflected in the LG budgets for the coming FY Maximum score 10	From the SAE obtain and review the beneficiary project file to determine the projected farmers' contribution and review the receipts to verify actual amount paid by the farmer. From district planner obtain and review the budget performance report to verify that farmers co-funding has been allocated and utilized as per the guidelines. Verify if: - the LG has ensured that farmers meet their co-funding <u>IN FULL</u> before equipment installation - the LG has utilized the farmer co-funding following MSI guidelines (to scale-up acquisitions of MSI equipment of other new farmers) in the previous FY - co-funding funds were reflected in the LG budgets for the coming FY If (i) to (iii) are met score 10 or else score 0	- Beneficiary project files - Budget performance reports for the previous FY. - MIS

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification
Environment, Social, Health and Safety Safeguards Maximum score 10		Monitoring Irrigation Environment Impact. Evidence that the LG has monitored environment irrigation impacts quarterly e.g., efficiency of the system in terms of water conservation, use of agro-chemical waste containers among the beneficiary farmers Maximum score 5	From the Natural Resource Department/ Environment Officer, obtain and review environment monitoring and compliance reports to determine whether the SAE ensured that farmers conduct: - Proper water conservation; and - Proper agrochemicals and management of resultant chemical waste containers. Sample and visit 5 farmers and verify that farmers practice proper water conservation and agro-chemicals management as well as management of resultant chemical waste containers. If the LG has monitored environment irrigation impacts quarterly e.g., efficiency of system in terms of water conservation, use of agro-chemical waste containers among the beneficiary farmers score 5 or else score 0	- Environment and Social Monitoring reports - Farmer visits - Gazetted areas of disposal of chemical waste and sign posts
		Establishment and functionality of the grievance redress mechanism. Evidence that the LG has established a mechanism of addressing micro-scale irrigation grievances: micro-scale irrigation grievances have been reported in line in line with the LG grievance redress framework, recorded, investigated and responded to Maximum score 5	- From the CDO a - From the Designated Grievance Redress Officer obtain and review the Log of grievances and check whether grievances were recorded, investigated and responded to. If the LG has established a mechanism of addressing micro-scale irrigation grievances: micro-scale irrigation grievances have been reported in line with the LG grievance redress framework, recorded, investigated and responded to, score 5 or else score 0	- Grievance Log - MIS
Oversight and Support Maximum score 20		Monitoring and technical support to farmers. Evidence that the LG has monitored on a quarterly basis all installed MSI equipment (key areas to include: functionality of the equipment, adherence to ESHS, adequacy of water source, efficiency of MSI in terms of water conservation) Maximum score 10	- From SAE obtain and review the quarterly monitoring reports for the previous FY to establish the number of MSI equipment that were monitored - Sample and visit 5 farmers and verify what is in the reports. If the LG has monitored on a quarterly basis all installed MSI equipment (key areas to include: functionality of the equipment, adherence to ESHS, adequacy of water source, efficiency of MSI in terms of water conservation) score 10 or else score 0	- Mentoring and supervision reports - MIS

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification
		Collection of information and reporting Evidence that the LG collects information quarterly on newly irrigated land, functionality of irrigation equipment installed, provision of complementary services and farmer expression of interest, the LG has entered up to-date LLG information into the MIS, the LG has prepared quarterly reports using information compiled from LGs in the MIS, and the information in the MIS on the status of installation matches with the physical reports and data on the ground. If (i) to (iv) met score 10 or else 0 Maximum score 10	- From the MIS and SAE obtain and review quarterly supervision and monitoring reports to determine whether they are compiled and cover LLG irrigated land, functionality of irrigation equipment installed, provision of complementary services and farmer expression of interest - From the MIS report determine whether up to-date LLG performance information is submitted Check and verify if; - the LG collects information quarterly on newly irrigated land, functionality of irrigation equipment installed, provision of complementary services and farmer expression of interest. - the LG has entered up to-date LLG information into the MIS - the LG has prepared quarterly reports using information compiled from LGs in the MIS - the information in the MIS on the status of installation of MSI equipment matches with the physical reports and data on the ground. If (i) to (iv) are met score 10 or else score 0	- Quarterly supervision and monitoring reports - MIS report

3.7 PMs and Indicators to Incentivise Delivery of Accessible, Quality and Efficient Production Services

4. Overall guidance on sampling: Sample and make at least five (5) field visits including farmers, trial sites from at least 2 LLGs.

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification
Service Outcome				
Quality	1.	Farmer and farmer institutional capacity building. Evidence that the Production Department has trained and met MAAIF farmer and farmer's institutional training targets for the previous FY Maximum score 5	From MAAIF obtain and review: (i) the LG targets for the farmer and farmers institution training for the previous FY; and (ii) quarterly agriculture extension grant report to establish the number and nature of farmer and farmer's institutional capacity building conducted. From the DPO obtain and review: the training needs assessment report, training schedule, and quarterly reports for the previous FYs to verify that the LG: • Conducted capacity needs assessment of farmers • Delivered training to a set number of farmers • Availled knowledge products to farmers e.g., brochures, informative videos, flyers, manuals. From the sampled farmers' institutions (farmer field schools) ascertain that they were trained by: • Interviewing the farmers on whether the training was conducted and the training content • Reviewing the knowledge products shared • Reviewing the visitors book to confirm the extension worker's visit. If the Production Department has trained and met MAAIF farmer and farmer's institutional training targets for the previous FY score 5 or else score 0	• Quarterly agriculture extension grant report (submitted to MAAIF) • Needs assessment report • Training schedule • Training report • Farmer database • Department meeting minutes • Farmer field visitors book • Field investigation and observation • MAAIF Targets

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification
	2.	Technical support to farmers by extension workers Evidence that the LG has increased the Percentage of farmers reached and supported by the extension workers between the previous FY but one and the previous FY. Maximum score 5	From MAAIF obtain the quarterly Agriculture extension grant reports submitted by LGs. From DPO, Obtain and review quarterly reports of the previous FY to establish the number of farmers reached and supported by extension officers in the following areas: • Enterprise selection, • Value chain production, • Harnessing post-harvest handling, • Market linkages, processing and value addition, • Pest and disease surveillance Calculate the percentage increase between the previous FY but one and the previous FY. If the LG has increased the percentage of farmers reached and supported by the extension workers between the previous FY but one and the previous FY score 5 or else score 0.	• Quarterly Agriculture extension grant report – submitted to MAAIF. • Sub-programme monthly reports
	3.	Submission of agricultural data to MAAIF. Evidence that LG collects and submits agricultural data and statistics on acreage and production, and submits reports to MAAIF using the following tools - Daily Capture fisheries/aquaculture - Monthly livestock - Crop Seasons - Entomology reports Maximum score 5	From DPO obtain and review the following reports - Daily capture fisheries/aquaculture - Monthly livestock - Crop Seasons - Entomology reports Verify if this data is collected and submitted to MAAIF (evidence of stamped copy). Score 5 if any of the above reports are compiled and submitted to MAAIF or else score 0.	• Reports on; capture fisheries/aquaculture, livestock, crops, entomology. • Digital reports

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification
	4.	Pest, vector, and disease surveillance Evidence that the LG has conducted surveillance on pest and disease occurrence and taken corrective actions based on findings from the surveillance Maximum score 5	From DPO obtain and review quarterly performance reports to determine whether the respective units within the department conducted pests, vector and disease surveillance in the previous FY. From the clerk to council obtain and review council minutes to verify whether reports on pests, vector and disease were presented to the relevant committee of the Council and the actions taken by council on the reports of surveillance to reduce and control pests, vectors and diseases If the LG has conducted surveillance on pest and disease occurrence and taken corrective actions based on findings from the surveillance score 5 or else score 0	• EMAi App (for livestock) • Quarterly crop surveillance report • Quarterly Department reports • Incidence reports • Council committee minutes
Access Maximum score 20	5.	a) Functionality of the 'results demonstration' and trial sites Evidence that LG has functional results demonstration and trial sites, has conducted farmer training at each of these sites, and farmers have utilized these sites for learning purposes in previous FY_score 6 or else 0 Maximum score 6	From the DPO, obtain and review the inventory of 'Results demonstration' and trial sites. From the list obtained, sample at least 2 demonstration sites to ascertain whether • The demonstration site is functional and in good condition. • Farmer visits took place If the LG has functional results demonstration and trial sites, has conducted farmer training at each of these sites, and farmers have utilized these sites for learning purposes in previous FY_score 6 or else 0	• Inventory of demonstration facilities • Visitors book at the demonstration sites • Status report on functionality • Attendance sheets and pictorial evidence • Field verification • Quarterly Departmental Reports
	6.	Up-to-date data and information on key players/service providers Evidence that the Production Department has collected, compiled	From the DPO, obtain and review the registry/database of the key players and service providers to verify if the database is existent and includes the service providers where farmers can obtain services. The list should among others include: • Research organizations, • Profile of genuine agro-dealers, agro-processors, • Private extension service providers, and • Agriculture finance institutions and insurance, in the LG.	• Registers of service providers • Valid Memoranda of Understanding (MoU)/ framework agreements with service providers • Sampled farmers

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification
		and publicized up-to-date data and information on key players/service providers (updated one quarter before the assessment) Maximum score 6	From the register, verify whether it is up-to-date by reviewing new entries made in the previous FY. Interview the sampled farmers to verify that the list was publicized. If the Production Department has collected, compiled and publicized up-to-date data and information on key players/service providers (updated one quarter before the assessment) score 6 or else 0.	
	7.	Organization of awareness events Evidence that the LG organized awareness events during the previous FY such as agricultural shows, exhibitions, and farmer field days aimed at bringing farmers and other sub-programme actors together. Maximum score 8	From the DPO, obtain and review reports on awareness events such as agricultural shows and exhibitions that bring together farmers and other sub-programme players/actors together to verify: • Theme of the event • When the event took place • Where it took place • The targeted participants • The participants that attended • Exhibition photographs If the LG organized awareness events during the previous FY such as agricultural shows, exhibitions, and farmer field days aimed at bringing farmers and other sub-programme actors together score 8 or else 0.	• Reports on agricultural shows and exhibitions with photos and attendance lists. • Attendance registers of farmers and farmer organizations • List of agro-exhibitors
Investment Management Process				
Human Resource Maximum score 20	8.	Equitable deployment of agricultural extension workers. Evidence that the LG ensured at least one extension worker was deployed in each of the LLG during the previous FY Maximum score 5	From the PHRO, obtain and review the personnel files of extension workers to verify recruitment of extension workers From the DPO and PHRO obtain the staff list to verify the deployment of extension staff per LLG. If the LG ensured at least one extension worker was deployed in each of the LLG during the previous FY score 5 or else score 0	• Personnel files • Staff list • Posting instructions

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification
	9.	Attendance to duty Evidence that the extension workers are providing extension services in the LLGs where they are deployed Maximum score 5	Sample and visit at least two LLGs - Review the notice board to verify the names of extension workers in the LLG - Review the attendance book - Review the quarterly reports submitted by the extension workers in the sampled LLG If the extension workers are providing extension services in the LLGs where they are deployed score 5 or else score 0.	- Attendance book - Quarterly reports - Notice boards - E-daily
	10.	Facilitation of the extension workers to perform their roles. Evidence that the LG has facilitated, and equipped extension staff with basic equipment in the previous FY Maximum score 5	From the DPO obtain the annual budget performance reports to verify that resources were allocated and utilized for buying equipment and tools for production staff. Obtain the asset register to confirm the equipment allocated to extension services From the sampled LLG, interview the extension staff to verify whether they have the basic equipment including: motorcycles, tablets/phones, tools, and extension kits. If the LG has facilitated, and equipped extension staff with basic equipment in the previous FY score 5 or else score 0.	- Annual budget performance reports - Asset registers - Verification from sampled LLGs
	11.	Capacity building and staff development Evidence that LG has provided capacity building to extension workers Maximum score 5	From the DPO, obtain and review the training needs assessment reports, training programs and training reports to verify whether the extension staff were provided with capacity building through; training programs, exchange visits, learning tours, and field visits to research centers, among others If the LG has provided capacity building to extension workers score 5 or else score 0.	- Capacity Needs Assessment Reports - Training reports - List of trainees

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification
Management and functionality of amenities Maximum score 10	12.	Functionality of public production facilities. Evidence that public production facilities are functional and have proper management structures Maximum score 5	From the DPO Obtain a list of public production facilities, these include but are not limited to, communal watering facilities, markets, value addition centers, fish landing sites, slaughter slabs, community bulking stores, dip tanks, cattle crushes. Sample and visit at least one facility to establish functionality. If the public production facilities are functional and have proper management structures score 5 or else score 0	• Inventory or production facilities • Supervision reports • Observation at sampled facilities • Quarterly reports
	13.	Operation, maintenance and management of production facilities (e.g., communal watering facilities, markets, value addition centers, fish landing sites, slaughter slabs, community bulking stores, dip tanks, cattle crushes) Evidence that the LG had provided technical support on O&M and management of the agricultural infrastructural facilities to the beneficiaries of these facilities through training Maximum score 5	From the DPO obtain the evidence of training undertaken on O&M and management of the infrastructure facilities. At the sampled facilities obtain and review the site book to ascertain to verify if supervision, support and O&M were provided At the sampled facilities verify the functionality of the management structures through; reviewing the minutes of the committee, the business of the committee members, and subscriptions among others If the LG has provided technical support on O&M and management of the agricultural infrastructural facilities to the beneficiaries of these facilities through training score 5 or else score 0	• List of production infrastructure • Training reports • Site books • Minutes of the management structures/committee
Management of financial resources Maximum score 10	14.	Adherence to the work plans and budget guidelines Evidence that the LG ensured the Production Department's budgets and work plan adhered to MAAIF planning and budgeting guidelines during the previous FY Maximum score 10	From the Planner obtain the Annual work plan, budgets, and budget performance report of the previous FY to verify whether the Production Department budget and expenditures complied with the guidelines. If the LG ensured the Production Department's budgets and work plan adhered to MAAIF planning and budgeting guidelines during the previous FY score 10 or else score 0.	a) Annual work plan b) Budgets c) Budget performance reports d) Planning and budgeting guidelines

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification
Environment, Social, Health and Safety Safeguards Maximum score 6	15.	a) Inclusion of small holder farmers in agricultural services Evidence that the LG has put in place measures to include small holder farmers among the beneficiaries of agricultural services	From the LG Agricultural Office, obtain and review; LG AWP to establish that measures to include small holder farmers among the beneficiaries of agricultural services are in place If the LG has put in place measures to include small holder farmers among the beneficiaries of agricultural services score 2 or else score 0	- AWP - Training, sensitization, implementation reports - Minutes of meetings
		Evidence that the LG has implemented measures to ensure that young women and young farmers (18-35 years) are accessing services	- From the LG Agricultural Office, obtain and review; - LG AWP to establish that measures to include small holder farmers among the beneficiaries of agricultural services are in place - Details of beneficiaries of agricultural services to ascertain that (small holder farmers, young women and young farmers) are accessing services If the requirements above are complied with score 2 or else score 0	- AWP - Lists of beneficiary farmers - Training, sensitization, implementation reports - Monitoring reports - Minutes of meetings
		b) Evidence that farmer groups are trained in grievance management stakeholder engagement and management of agro-chemicals score 2 or else 0 Maximum score is 6	- From the LG Agricultural Office, obtain and review; - Reports to ascertain that farmer groups are trained in grievance management and stakeholder engagement - Reports to ascertain that farmer groups are trained in the management of agro-chemicals If there is evidence of training in grievance management, stakeholder engagement and management of agro-chemicals, score 2 or else score 0	- Training, sensitization, implementation reports - Minutes of meetings - Grievance Log

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification
Transparency, Oversight and Support Maximum score 14	16.	Monitoring, supervision, and oversight by the LG. Evidence that the LG has conducted multi-stakeholder monitoring of Agricultural Extension Services Maximum score 7	From the Clerk to Council office, obtain and review multi-stakeholder monitoring reports for extension services and agricultural projects to ascertain that the key stakeholders including RDC, C/P LCV, CAO Secretary for Production, Production Committee, DPMO & Subject Matter Specialists (SMSs) and NGOs participated in the multi-stakeholder monitoring. If the LG has conducted multi-stakeholder monitoring of Agricultural Extension Services score 7 or else score 0	- Quarterly monitoring reports - Monitoring checklist and tools
	17.	Mentoring and support supervision. Evidence that the DPO has supported, supervised, mentored, and provided technical support supervision to the agriculture extension workers score 7 or else 0. Maximum score 7	From DPO obtain and review the monitoring and supervision reports, and training/mentoring report to verify if DPO provided support supervision to the LLG extension workers. At the sampled LLGs obtain and review the training reports, feedback notes and recommendations from DPO to the extension staff to verify the support provided. If the DPO has supported, supervised, mentored, and provided technical to the agriculture extension workers score 7 or else score 0.	- Supervision reports - Feedback notes - Training and mentoring reports - Field verification



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