



**The Republic of Uganda  
Office of the Prime Minister**

**Local Government Management of Service Delivery  
Performance Assessment Manual**

**Draft as at July 11, 2024**

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Foreword – to be written

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## Abbreviations

ADHO MCH	Assistant District Health Officer Maternal and Child Health
BEB	Best Evaluated Bidder.
BoQ	Bills of quantities
CDO	Community Development Officer
CFO	Chief Finance Officer
CG	Central Government
CME	Continuous Medical Education
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
DHO	District Health Officer
DLI	Disbursement Linked Indicators
DNRO	District Natural Resources Officer
DPO	District Production Officer
DPO	District Production Officer
EMIS	Education Management Information System
ESMP	Environment and Social Management Plans
FDTCC	Fiscal Decentralization Technical Committee.
FY	Financial Year
GKMA	Greater Kampala Metropolitan Authority
GRC	Grievance Redress Committee
HC	Health Center
HMIS	Health Management Information System
HoD	Heads of Departments
LG PAC	Local Government Public Accounts Committee
LG	Local Government
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
MDA	Ministries Departments and Agencies
MGLSD	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
MWE	Ministry of Water and Environment
NAPR	National Annual Performance Report
NITA U	National Information Technology Authority Uganda
NWR	Non-Wage Recurrent
OAG	Office of the Auditor General
OPAMS	Online Performance Assessment Monitoring System
OPD	Outpatient Department
OPD	Out-Patient Department
OPM	Office of the Prime Minister
OSR	Own Source Revenue
PA	Performance Assessment
PA	Performance Assessment.
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
PM	Performance Measures
PPDA	Public Procurement and Disposal of Assets Authority
SLMO	Senior Land Management Officer
SPA	School Performance Assessment
TELA	Teacher Effectiveness and Learner Achievement.
TPC	Technical Planning Committee
UCE	Uganda Certificate of Education

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# 1 PERFORMANCE ASSESSMENT FRAMEWORK

## 1.1 Overview of the Overall Performance Assessment Framework

### Notes

- a) Performance assessment complements but does not substitute the existing monitoring frameworks that 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 assessments include: (i) Local Climate Adaptive Living Facility (LoCAL) performance assessment; and (ii) performance assessment for Greater Kampala Metropolitan sub-national entities.
- c) This manual focusses on level 2 which is Local Government Management of Service Delivery.

Issue	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	Asset Result/ Visible Outputs/ Infrastructure	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 produce <u>infrastructure projects</u> that are of quality, usable and located in	To incentivise LGs to deliver <u>education services</u> that are accessible,	To incentivise LGs to deliver <u>health services</u> that are accessible,	To incentivise LGs to deliver <u>water services</u> that are accessible, of quality	To incentivise LGs to deliver <u>water services</u> that are accessible, of quality	To incentivise LGs to deliver <u>production services</u> that are accessible, of quality	To incentivise MDAs to guide, support and oversee LG delivery of infrastructure and

Issue	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	Asset Result/ Visible Outputs/ Infrastructure	Education service outcome	Health service outcome	Water service outcome	Micro-scale irrigation	Production service outcome	MDAs
				deserving areas	of quality and efficient.	of quality and efficient.	and efficient.	and efficient.	and efficient.	management of service delivery.
Timing	??	Aug-Sept	Aug-Sept	Oct - Dec	Oct – Dec	Oct - Dec	Oct – Dec	Oct – Dec	Oct - Dec	
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	Secondary data, document review and field verification	Secondary data, document review and field verification	Secondary data, document review and field verification	Secondary data, document review and field verification	Secondary data, document review and field verification	Secondary data, document review and field verification	Documentary evidence
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
Impact/Use	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 District 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 and later	Impact Production / Extension Grant (later)	Determine size of grant from WB to Government  Non-monetary Incentives?

## 1.2 Overview of Indicators that Measure Local Government Management of Service Delivery (LGMSD)

		Infrastructure Projects Asset Results/Visible outputs	Education service outcome	Health service outcome	Water service outcome	Micro-scale irrigation service outcome	Production service outcome
	Performance Measures						
	Outcome/Result						
A)	Quality	<ol style="list-style-type: none"> <li>1. Infrastructure compliance to design/ specifications and approved layout.</li> <li>2. Infrastructure projects with no visible defects</li> </ol>	<ol style="list-style-type: none"> <li>1. PLE Pass rates</li> <li>2. UCE Pass rates</li> </ol>	<ol style="list-style-type: none"> <li>1. Elimination of perinatal death</li> <li>2. Implementation of test and treat policy for malaria</li> </ol>	<ol style="list-style-type: none"> <li>1. Quality of Water facilities</li> </ol>	<ol style="list-style-type: none"> <li>1. Farmer adaptation of good field management practices</li> </ol>	<ol style="list-style-type: none"> <li>1. Farmer and farmer institution capacity building</li> <li>2. Technical support to farmers by extension workers</li> <li>3. Submission of agriculture data to MAAIF</li> <li>4. Pest, vector and disease surveillance</li> </ol>
B)	Usable	<ol style="list-style-type: none"> <li>3. Infrastructure having functional amenities</li> </ol>					
C)	Equity	<ol style="list-style-type: none"> <li>4. Locating assets in most deserving areas</li> </ol>					
D)	Access	<ol style="list-style-type: none"> <li>3. Gross Primary school enrolment</li> <li>4. Gross Secondary school enrolment</li> <li>5. Attendance rate for primary schools</li> <li>6. Attendance rate for secondary schools</li> </ol>		<ol style="list-style-type: none"> <li>3. Out-patient (OPD) attendance</li> <li>4. VHTs and community outreach</li> <li>5. Maternity care service attendance</li> <li>6. Uptake of Family Planning Services</li> <li>7. HIV chronic care enrollment</li> </ol>	<ol style="list-style-type: none"> <li>2. Functionality of water facilities</li> <li>3. Functionality of water and sanitation oversight committees</li> </ol>	<ol style="list-style-type: none"> <li>2. Increase in up-take of irrigation technology</li> <li>3. Increase in acreage of land under irrigation</li> <li>4. Establishment and operationalization of farmer field schools</li> </ol>	<ol style="list-style-type: none"> <li>5. Functionality of the 'results demonstration' and trial sites</li> <li>6. Up to-date data and information on key players and service providers</li> <li>7. Organization of awareness events</li> </ol>
E)	Efficiency	<ol style="list-style-type: none"> <li>7. Primary school learners progression rates</li> <li>8. Primary school completion rate</li> </ol>		<ol style="list-style-type: none"> <li>8. Ratio of midwives to total ANC attendance</li> </ol>	<ol style="list-style-type: none"> <li>4. Adequate water yield</li> </ol>	<ol style="list-style-type: none"> <li>5. Increase in crop yield due to installation of irrigation systems</li> </ol>	



		Infrastructure Projects Asset Results/Visible outputs	Education service outcome	Health service outcome	Water service outcome	Micro-scale irrigation service outcome	Production service outcome
				9. Length of In-patient stay on admission			
	<b>Investment Management Process</b>						
F)	Human Resource	5. LG has substantively filled, deployed and ensured that all critical staff positions accessed the payroll within 2 months and are appraised.	9. Equitable teacher deployment at primary level 10. Management of secondary staff lists and payroll data 11. Primary school teacher attendance 12. Teacher time task 13. Secondary school teacher attendance 14. Effective teacher deployment within a school 15. Continuous Professional Development	10. Recruitment and deployment of critical staff in HC IVs and HC IIIs 11. Critical staff have valid practicing licenses 12. Continuous Medical Education/ CPDs	5. Appraisal and supervision of staff	6. Technical support to extension workers in MSI	8. Equitable deployment of Agriculture Extension Workers 9. Attendance to duty 10. Facilitation of extension workers to perform their roles 11. Capacity building and staff development
G)	Planning & budgeting	6. Technical appraisals					
H)	Procurement	7. Maintaining complete project file 8. Compliance to timelines in the procurement plan and solicitation documents					
I)	Contract management	9. Conducted proper technical supervision of works. 10. Proper payment certification, paid contractors and completed projects on time					
J)	Management and functionality of amenities		16. General management of infrastructure and sanitary facilities in a school	13. Functionality of infection, prevention and control amenities 14. Existence of sign posts with relevant information	6. Existence of basic functional amenities at water facilities.		12. Functionality of public production facilities 13. Operation, maintenance and management of

		Infrastructure Projects Asset Results/Visible outputs	Education service outcome	Health service outcome	Water service outcome	Micro-scale irrigation service outcome	Production service outcome
				15. Existence of basic examination equipment 16. Existence of basic laboratory equipment			production facilities.
K)	Management of financial resources	11. Local revenue mobilization and administration 12. Budget Execution 13. Functionality of the Audit Function 14. Audit Opinion	17. Use of capitation grant to improve learning outcomes 18. Use of Education Management and Inspection Grant to improve learning outcomes	17. Use of PHC NWR grant to improve health outcomes at facility level 18. Use of Health Management Grant to improve health outcomes	7. Allocation and spending the NWR grant in line with the Guidelines	7. Allocation and spending MSI funds as per guidelines 8. Management of farmer co-funding as per sector guidelines	14. Adherence to work plans and budget guidelines
L)	Environmental and Social Safeguards	15. Developed and implemented costed Environmental & Social Management Plans (ESMPs) 16. Proof of land ownership for infrastructure projects 17. Developing and implementing stakeholder engagement plan 18. Existence and functionality of the Grievance redress mechanisms	19. Creation of a safe learning environment 20. Protection measures against any form of violence and discrimination against children		8. Implementation of actions in water source protection plans	9. Monitoring of irrigation impact	
M)	Transparency, oversight and support	19. The LG shared key information with and responded to the issues raised by the Councillors, citizens and project holders 20. HLG support to departments and LLGs 21. Physical progress and financial reporting	21. Quality of School inspection, monitoring and support supervision of schools	19. Quality of monitoring and support supervision of health facilities 20. Data availability and completeness	9. Monitored water supply and public sanitation facilities	10. Monitoring and technical support to farmers 11. Collection of information and reporting	15. Monitoring, Supervision and oversight by the LG 16. Mentoring and support supervision
	<b>Total Score</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

## 2 LGMSD PERFORMANCE ASSESSMENT PROCESS

This part presents an overview of the proposed assessment process which: (i) consolidates the strong and addresses the weak elements in the previous assessment systems; (ii) has strengthened inbuilt 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 and sharing with HoDs and other staff 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 platform and uploading of the manual on QR code among others
  - iii. Orientation of MDAs to appreciate and disseminate the new assessment system.
  - 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 assessment exercises.
  - vi. Emphasize the reformed performance assessment system in the LG Budget workshops. For example during the regional budget workshops, MoFPED should give OPM a slot to present the reformed assessment framework and communicate any addendum/addenda to the manual
  - vii. Issuing a circular on LG performance assessment exercise
  - viii. Communication of the performance assessment road map through pull-outs in newspapers.
- b) LG preparation for the LGMSD PA exercise
  - 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 assessment.
  - ii. Encourage LGs to integrate the requirements of the performance assessment system into the staff work schedules;
  - iii. Institutionalise conducting of mock assessment by the Local Government staff as part of their routine support function following the prescribed procedure.
  - iv. Include a an indicator of performance to incentivise LG to conduct mock assessment
- c) Procurement and management of the Independent Assessment Teams – which are credible.
  - i. Details of team composition including expertise, numbers and coordination arrangements will be detailed in the consultant's terms of reference.
  - ii. OPM should put more weight during the technical evaluation on the qualifications and practical experience of the individual team members in the assessment process rather than firms.
  - iii. OPM should provide effective induction and orientation of the team members to ensure standardised performance assessment process. This should include the rationale for inclusion of the performance measures into the manual. To be effective, induction of

- teams should: be based on thematic areas (clusters); include testing general understanding of tasks by team members; and (iii) sharing of photo album for approved team members/assessors with LGs
- iv. Signing and monitor adherence to the code of conduct by the performance assessment team members;
  - v. OPM should make it a requirement for the LGs to give feedback on the conduct and performance of the assessment team members. OPM should analyse and use the individual team member's performance results during the selection of consultants in the forthcoming performance assessment exercises. Create a data bank with the profiles and conduct due-diligence on assessors
  - vi. Ensure timely procurement of independent firms
  - vii. Firms should not apply in LGs where they assessed in the previous FY (rotation of firms every after one year)

## 2.2 The Performance Assessment Process

### a) Data collection:

- i. Develop and use standardized checklist for conducting the performance assessment exercise with illustration of the details required in the performance assessment report. However, the checklists should not substitute the performance assessment manual
- ii. OPM to give advance communication of the assessment exercise to LGs
- iii. In as far as possible, utilise secondary data at National level especially to assess service delivery outcomes as specified in the assessment manual;
- iv. Conduct entry meeting at the commencement of the performance assessment exercise to explain the objectives, process and requirements from the LGs. The entry meeting schedule and attendance list of assessors/participants should be submitted to OPM
- v. District level documentary evidence collection. Collect primary data and/or conducting field level verification of performance assessment results
- vi. Conduct exit meeting at the end of the performance assessment at the District. During the exit meeting, the preliminary performance assessment findings and scores should be discussed and counter signed.
- vii. The assessors will spend 3 days in a LG including both data collection and reporting

### b) Production of the LG specific Performance Assessment Report

- i. Assessment team members enter assessment results in OPAMS and upload the evidence. OPM should 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 not later than 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 should 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 should 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.
- ii. OPM should communicate the findings from the spot checks for the assessment firm to address the issues raised and upload on OPAMS the draft final report.
- iii. LG PA Task Force validates the Performance Assessment Report within 10 days after the Assessment Firm has uploaded the report on OPAMS.

e) Independent Verification of the results will be done by a contracted party based on reports submitted without doing field work and collecting primary information.

f) Production and Approval of the LGMSD PA report

- i. The Independent Assessment firms shall prepare Regional Synthesis 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 Fiscal Decentralisation Technical Committee (FDTC) for discussion and approval of the report.

g) Use of the performance assessment results

- i. MoFPED will use of 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 below – **weights to be discussed**

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 <sup>1</sup>
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%	

<sup>1</sup> Performance Assessment Results for production will in FY 2024/25 be used as a baseline.

- ii. Note that in future service outcome results will impact on the allocation of part of the respective sector specific recurrent grants – a minimum fixed share(allocation) will be maintained to ensure minimum service delivery levels.
  - iii. MoLG will use the results to develop Performance improvement Plans (PIPs)
  - iv. MDAs will use the performance assessment results in their routine oversight and support functions
- h) Dissemination of the LGMSD PA Results: OPM should
- i. Conduct National level dissemination by end of March.
  - ii. Disseminate the reports to individual LGs including funds gained or lost. This may be during the barazas to ensure all stakeholders get first-hand information
  - iii. Produce a popular version of the report (newspaper pull-outs);
  - iv. Use media – newspapers and encourage radio talk shows to discuss the results and its implications.
  - v. Use online 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) for addressing 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 for 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 to infrastructure and service delivery outcomes
- c) Reduced the number of indicators to give them more weight
- d) Graduated indicators that are consistently met by all LGs
- e) Raised the bar by introducing the forfeiture principle

#### 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 etc.)
- c) The indicator should measure efforts of a LGs - not to give 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) Indicator should be assessed once - no overlap across indicators in the assessment manual
- g) Indicator should be likely to have a greater marginal impact to infrastructure and service delivery outcomes.

### 3.2 PMs and Indicators to Incentivise Delivery of Quality, Usable Visible Outputs Located in Deserving Areas

**Note:**

- a) These indicators of performance apply to all infrastructure projects implemented by the Local Governments irrespective of funding source.
- b) The results/score of the performance assessment exercise will be used to allocate part of each of the development grants transferred to LGs.

Performance Measure	No	Indicators of Performance	Assessment Procedure	Means of Verification	Status and remarks
<i>Asset Result</i>					
Quality	1.	<p><u>Infrastructure compliance to design/ specifications and approved layout</u></p> <p>Evidence that the LG constructed/installed all infrastructure projects in the previous FY as per design/ specifications (and approved layout suitable to site conditions and sector norms)</p>	<p>From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY:</p> <p>From District Engineer collect: Approved Designs and site layout)</p> <p>Sample at least 1 project per sub-program (if there is an infrastructure project implemented) from the previous FY and check for compliance with designs and layout.</p> <p><u>If all infrastructure comply to design/ specifications and approved layout score X or else 0</u></p>	Approved Designs/Specification and Layouts by the relevant institution/ committee at the LG.	
	2.	<p><u>Infrastructure projects with no visible defects</u></p> <p>Evidence that the infrastructure projects constructed by the LG in the previous FY have no visible defects<sup>2</sup></p>	From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY:	Field project observation	

<sup>2</sup> **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.



Performance Measure	No	Indicators of Performance	Assessment Procedure	Means of Verification	Status and remarks
		<ul style="list-style-type: none"> <li>• <i>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 system, lights, fire systems)</i></li> <li>• <i>Water systems (Water source; Water Storage; Water Quality (colorless, taste, odorless)</i></li> <li>• <i>Components (Pumps, Power source, Pipes and Fittings, Taps, Sprays)</i></li> <li>• <i>District &amp; Urban Roads (Culverts, drainage, bridges)</i></li> </ul>	<p>Sample at least 1 project sub-program/ nature of project (if they are there) from the previous FY and check for existence of visible defects. Take pictorial evidence.</p> <p>If no visible defects score X</p> <p>If minor defects – score x</p> <p>If moderate or significant defect score 0</p>		
Usable	3.	<p><u>Infrastructure having functional amenities.</u></p> <p>a) Evidence that the infrastructure projects have the basic amenities which are functional and used for its intended purpose<sup>3</sup></p> <p>If the infrastructure projects have the basic amenities which are functional and used for its intended purpose score X or else 0</p>	<p>From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY:</p> <p>Sample at least 1 project sub-program (if they are there) from the previous FY.</p>	Field observation	To assess a facility which is in use and complete.

<sup>3</sup> Under health – the basic infrastructure at HC IV are; outpatient department, Drug store with HSD Office, Operational theatre, General Ward and maternity ward. At HC III the required amenities include Out patient department, Maternity/General ward, Placenta Pit and Medical waste pit. 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

Performance Measure	No	Indicators of Performance	Assessment Procedure	Means of Verification	Status and remarks
Equity	4.	<p><u>Locating assets in most deserving areas</u></p> <p>Evidence that the LG has located assets in most deserving areas as per respective sub program standards:</p> <p>a) <u>Education:</u></p> <ol style="list-style-type: none"> <li>i. Evidence that LG prioritized establishing a primary school in each parish without one.</li> <li>ii. Evidence that LG prioritized establishing a secondary school in each sub-county without one.</li> <li>iii. Evidence that a secondary school serves atleast X primary schools</li> </ol>	<p>From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY:</p>	<p>Annual budget Performance report for the previous FY</p>	
		<p>b) <u>Health</u></p> <ol style="list-style-type: none"> <li>i. Evidence that established HC III serves a maximum of 20,000 persons</li> <li>ii. Evidence that established HC IV serves a maximum of 100,000 persons</li> </ol>	<p>From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY:</p> <p>Check whether the health infrastructure projects were located in most deserving areas:</p> <p>At the sampled facilities, review and verify the catchment population data</p>	<p>Annual Budget Performance Reports</p> <p>Field visit verifications</p>	
		<p>c) <u>Water and sanitation</u></p> <ol style="list-style-type: none"> <li>i. If the DWO has prioritized budget allocations to LLGs that are underserved (based on the average district water coverage)</li> </ol>	<p>From the DWO:</p> <p>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:</p> <ul style="list-style-type: none"> <li>• DWO allocated funds to LLGs that are underserved</li> </ul>	<p>District safe water coverage data AWP and budget for current FY</p>	<p>The requirement to allocate a big %age of resources to under-served areas is most times not</p>

Performance Measure	No	Indicators of Performance	Assessment Procedure	Means of Verification	Status and remarks
		ii. % of budgeted water projects implemented in sub-counties with safe water coverage below the district average.	The budgeted water projects were implemented.		acceptable to the LG Council.
		<p>d) <u>Micro-scale irrigation</u></p> <p>i. Evidence that the Senior Agricultural Engineer has been targeting smallholder farmers with less than 2.5 acres of land when allocating the MSI facilities in the previous FY.</p> <p>ii. Evidence that the Senior Agricultural Engineer has prioritized eligible youth who have expressed interest in accessing the MSI facilities in the previous FY.</p> <p>iii. Evidence that the Senior Agricultural Engineer has prioritized eligible women who have expressed interest in accessing the MSI facilities in the previous FY.</p> <p>If all projects were located in most deserving areas as per respective sub program standards score X or else 0</p>	<p>From the Senior Agricultural Engineer Obtain and review</p> <ul style="list-style-type: none"> <li>The expression of Interest submitted by the farmers to determine the number and profile of farmers that expressed interest.</li> <li>The list of the farmers that were allocated the MSI facilities in the previous FY to determine whether the eligible smallholder farmers, the youth and the women applicants were considered</li> </ul> <p>Field verification among the sampled farmers to verify whether the small holder farmers, the youth and women have benefited from the installations.</p>	<p>Expression of Interest</p> <p>List of farmers allocated MSI facilities</p> <p>Field verifications</p>	
<i>Investment Management Process</i>					

Performance Measure	No	Indicators of Performance	Assessment Procedure	Means of Verification	Status and remarks
Human Resource Management	5.	<p><u>Evidence that the LG has substantively filled, deployed and ensured that the staff in all critical staff positions access the payroll (within two months) and are appraised (District/Municipal)</u></p> <ol style="list-style-type: none"> <li>i. CFO/Principal Finance Officer</li> <li>ii. District Planner/Principal Planner</li> <li>iii. District Engineer/Principal Engineer</li> <li>iv. DNRO/Senior Environment Officer</li> <li>v. DPO/Senior Veterinary Officer</li> <li>vi. DCO/Principal CO</li> <li>vii. DCDO/Principal Community Development Officer</li> <li>viii. Senior Procurement Officer/Procurement Officer</li> <li>ix. PHRO/Senior Human Resource Officer</li> <li>x. PHRO (Secretary DSC)</li> <li>xi. Senior Environment Officer</li> <li>xii. SLMO/Physical Planner</li> <li>xiii. PIA/Senior Internal Auditor</li> <li>xiv. DHO/Medical Officer of Health Services</li> <li>xv. Senior Agriculture Engineer</li> <li>xvi. DEO</li> <li>xvii. Water Officer</li> <li>xviii. Senior Inspector of School</li> <li>xix. Labour Officer</li> <li>xx. Senior Assistant Secretaries (SAS)</li> <li>xxi. Parish chiefs (for implementation of PDM)</li> </ol>	<p>From the Principal Human resource officer obtain and review: (i) the approved customized structure of the LG; and (ii) personnel files to establish existence of:</p> <p>Appointment letters for all HoDs and critical staff Performance appraisal reports Review the payroll to establish that the recruited staff accessed the payroll within two months.</p> <p>If 100% of the above positions are filled score X</p> <p>If 80 – 99% of the above positions are filled score X</p> <p>If below 80% of the above positions are filled score 0</p>	<p>Payroll Letters of appointments Pay Slips, Performance appraisal reports</p>	<p>Current MCs strengthened by requiring all positions to be filled and access the payroll in order to score</p>
Planning & budgeting	6.	<u>Technical appraisal:</u>	<p>From the District Engineer obtain and review:</p> <ul style="list-style-type: none"> <li>• Standard designs.</li> <li>• Site reconnaissance reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Standard designs, costed BoQs, (Including costed ESMPs) cost</li> </ul>	

Performance Measure	No	Indicators of Performance	Assessment Procedure	Means of Verification	Status and remarks
		<p>Evidence that the LG used the results of the reconnaissance and/or technical investigations (where required) to:</p> <ol style="list-style-type: none"> <li>i. Prepare tender documents/BoQs for all infrastructure projects that are responsive to the standard drawings and/or customized technical designs (before advertising)</li> <li>ii. Ensure that the requisite Environment Social SHS assessments have been undertaken (before preparing BoQs) (Screening for all projects, Project Briefs and Environmental Social Impact Assessment where applicable)</li> <li>iii. 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 standard bidding documents</li> <li>iv. Ensure the quantities of work items and specifications included in the BoQs are derived from the standard or customized drawings and make no omissions</li> </ol> <p>If the LG has met (i) to (iv) score X or else 0</p>	<ul style="list-style-type: none"> <li>• Technical investigation reports (if required geo-technical investigations)</li> </ul> <p>Obtain and check for:</p> <ul style="list-style-type: none"> <li>• Customized designs</li> <li>• Customized BoQs based on the designs.</li> <li>• Incorporation of Cost Estimates.</li> <li>• Incorporation of costed ESMPs</li> </ul> <p>From the District Community Development Officer /DNRO</p> <p>Obtain and check for:</p> <ul style="list-style-type: none"> <li>• ESHS Assessment Reports (Project Brief, ESIA, Screening reports) to determine whether they were undertaken timely</li> <li>• ESMPs for projects (At least N)</li> </ul>	<p>estimates from MDAs.</p> <ul style="list-style-type: none"> <li>• Site reconnaissance reports and investigation reports (if required) from LGs.</li> <li>• Customized designs and costed BoQs Including costed ESMPs).</li> <li>• Assessment Reports (Project Brief, ESIA, Screening reports )</li> </ul>	
Procurement	7.	<u>Maintaining complete project file</u>	From the PDU, procurement officer obtain the procurement file to determine the existence of the	Project Procurement File(s).	PM strengthened by introducing the

Performance Measure	No	Indicators of Performance	Assessment Procedure	Means of Verification	Status and remarks
		<p>Evidence that the LG maintained 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 to the PPDA guidelines on procurement records 2024)</p> <ul style="list-style-type: none"> <li>i. Contracts Committee Composition. The Contracts Committee must be formally and properly constituted.</li> <li>ii. Approved procurement plan;</li> <li>iii. Initiation of procurement</li> <li>iv. Contracts Committee approval of the procurement method, bidding document, evaluation committee and shortlist of providers where applicable;</li> <li>v. Bidding document and any amendments or clarifications</li> <li>vi. Copy of the published advertisement of shortlist</li> <li>vii. Record of issuance of bidding document</li> <li>viii. Record of receipt of bids</li> <li>ix. Record of opening of bids</li> <li>x. Copies of bids received</li> <li>xi. Evaluation meetings and evaluation report</li> <li>xii. Record of negotiations</li> <li>xiii. Notice of best evaluated bidder</li> <li>xiv. Submission of contract to the Attorney General for clearance where applicable</li> <li>xv. Approval by Attorney General where applicable</li> </ul>	<p>documents below</p> <ul style="list-style-type: none"> <li>i. Contracts Committee Composition. The Contracts Committee must be formally and properly constituted.</li> <li>ii. Approved procurement plan;</li> <li>iii. Initiation of procurement</li> <li>iv. Contracts Committee approval of the procurement method, bidding document, evaluation committee and shortlist of providers where applicable;</li> <li>v. Bidding document and any amendments or clarifications</li> <li>vi. Copy of the published advertisement of shortlist</li> <li>vii. Record of issuance of bidding document</li> <li>viii. Record of receipt of bids</li> <li>ix. Record of opening of bids</li> <li>x. Copies of bids received</li> <li>xi. Evaluation meetings and evaluation report</li> <li>xii. Record of negotiations</li> <li>xiii. Notice of best evaluated bidder</li> <li>xiv. Submission of contract to the Attorney General for clearance where applicable</li> <li>xv. Approval by Attorney General where applicable</li> <li>xvi. Contract and amendments thereto as per</li> </ul>		<p>forfeiture principle.</p>

Performance Measure	No	Indicators of Performance	Assessment Procedure	Means of Verification	Status and remarks
		xvi. Contract and amendments thereto as per format/requirement including Contractor's ESM Plan xvii. Contract Management Records xviii. Contract Committee minutes relating to the procurement xix. Correspondences between a procuring and disposing entity and the bidder(s) xx. Evidence of resolution of grievance or complaints (if any)  <b>Score x</b> if all documents are available otherwise score 0 if incomplete.	format/requirement including Contractor's ESM Plan xvii. Contract Management Records xviii. Contract Committee minutes relating to the procurement xix. Correspondences between a procuring and disposing entity and the bidder(s) xx. Evidence of resolution of grievance or complaints (if any)		
	8.	<u>Adherence to timelines in the procurement plan</u>  Evidence that the previous FY procurement plan and solicitation documents included specific timelines for completing the outlined activities, and that the LG adhered to these established timelines score X or else 0	From the PDU obtain the procurement plan and procurement files. <ul style="list-style-type: none"> <li>Review the procurement timelines outlined in the procurement plan and solicitation documents.</li> <li>Review the procurement files to confirm the dates on which the specified activities were carried out and completed.</li> </ul>	Procurement Plan  Procurement files  Solicitation Documents	
Contract management	9.	<u>Evidence that the LG has conducted proper technical supervision of works.</u>  <i>Evidence that the Project Manager during project implementation issued:</i> a) Compulsory approvals (materials testing, critical stage approvals, mechanical and electrical fixtures) – score X	From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY:  From District Engineer obtain project management files.	Project Files.	

Performance Measure	No	Indicators of Performance	Assessment Procedure	Means of Verification	Status and remarks
		<p>b) Written site instructions and contractor implementing written site instructions – score X</p> <p><i>Evidence that the Project Manager after practical completion: (for completed projects)</i></p> <p>c) Compiled snag list &amp; instructed contractor to correct defects before Final completion certificate and contractor rectifying all defects after practical handover – score X</p> <p>d) Evidence of retention fund payment after Defects Liability Period – score X</p> <p><i>Evidence of: (for completed projects)</i></p> <p>e) Commencement letter to contractor not later than xxx after signing the contract.</p> <p>f) Site progress meeting schedule was developed, and meetings held in relation to schedule of works that coincide with payment stages/milestones in the contract</p> <p>g) Project hand-over to client</p> <p>h) Approval of variations (as required by the law).</p> <p>i) As built drawings available</p> <p>j) Completion certificate to the contractor</p> <p>Score X or 0 if all the above are available</p>	<p>Check for</p> <ul style="list-style-type: none"> <li>• Compulsory approvals</li> <li>• Written Site instructions</li> <li>• Snag list</li> <li>• Final Completion Certificate including approvals from environment officer and CDO.</li> <li>• Commencement letter</li> <li>• Meeting Schedules</li> <li>• Minutes of site meeting</li> <li>• As built drawings</li> <li>• Final Certificate of Completion including approvals from environment officer and CDO.</li> </ul>		
	10.	<p><u>Evidence that the LG made proper payment certificates, paid contractors and completed projects on time.</u></p> <p>i. Evidence that joint measurements were effectively conducted/works</p>	<p>From the Budget Performance Report, obtain a list of all infrastructure projects constructed by the LG in the previous FY:</p>	<ul style="list-style-type: none"> <li>• Project File</li> </ul>	



Performance Measure	No	Indicators of Performance	Assessment Procedure	Means of Verification	Status and remarks
		<p>done verified (both quality and quantity) and signed by the Project Manager and the contractor before works are certified score X</p> <p>ii. Evidence of either no advance payment or provision of a performance and advance payment guarantee before obtaining advance payment (must be verified by the bank) score X</p> <p>iii. Evidence that the project was implemented as per work schedule and completed within <u>original completion date</u> score X.</p> <p>Other Indicators</p> <p>iv. Evidence that the LG developed a work schedule, displayed it and reported on physical progress as per the work schedule.</p> <p>v. Evidence that LG paid contactors within the specified timeframe after invoicing as per contract.</p> <p>vi. Either 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)</p> <p>vii. Evidence that the project was completed within <u>original contract price</u>.</p>	<p>From District Engineer obtain <u>project files</u>.</p> <p>Check for</p> <ul style="list-style-type: none"> <li>• Evidence of joint measurement sheet/work verification</li> <li>• Start and completion date in the contract compared to actual completion date.</li> <li>• Performance guarantee</li> <li>• Start and completion date in the contract compared to actual completion date.</li> <li>• Work Schedule</li> <li>• When payment was made as compared to invoice date</li> </ul>		

Performance Measure	No	Indicators of Performance	Assessment Procedure	Means of Verification	Status and remarks
		If (iv) to (vii) is met score X or else 0			
Effective mobilisation and management of financial resources	11.	<u>Local revenue mobilization and administration</u> a) If increase in OSR (excluding one/off, e.g. sale of assets, but including arrears collected in the year) from previous FY but one to previous FY was more than 5% score X	From the Chief Finance Officer, obtain a copy of final accounts for the previous two years to calculate percentage increase on OSR	Final accounts for previous two years	
		b) Evidence that the LG remitted the mandatory LLG share of local revenues during previous financial year score X	From CFO, obtain final accounts to ascertain whether LG remitted the mandatory LLG share of local revenues during previous financial year	Annual final accounts, Stakeholders validation e.g. LLGs.	
	12.	<u>Budget Execution</u> a) Evidence that the LG used of all the development grants as per the grant guidelines and the eligible items in the respective investment menu.	Obtain Budget performance reports from the Chief Finance Officer to ascertain the Development grants transferred to LGs during the previous FY  Obtain and review grant guidelines focus on Investment Menu  Determine whether all development grants in the previous FY were spent on the eligible items in the respective investment menu	Budget Performance reports/ financial statements.  Grant guidelines	
	13.	<u>Functionality of the Audit Function</u> If: i. LG produced annual audit plan and quarterly internal audit report within one month after end of the quarter.;	From Internal Auditor, obtain audit reports  Obtain minutes of LG PAC to establish whether they have discussed both internal and external issues and made recommendations to Accounting officer.	Internal audit reports  Reports of LG PAC Internal audit reports Minutes of LG PAC reports.	

Performance Measure	No	Indicators of Performance	Assessment Procedure	Means of Verification	Status and remarks
		ii. LG PAC discussed internal and external audit issues and reported to district chairperson and the Minister of LG iii. The LG has resolved audit issues identified by internal and external audits (Audit recommendations that were due are implemented)  Score X or else 0	From CFO, Obtain reports on implementation of audit recommendations	Reports on implementation of audit recommendations	
	14.	<u>Audit Opinion</u>  <ul style="list-style-type: none"> <li>If the LG has an unqualified audit opinion score xxx or else 0</li> <li></li> </ul>	From the OAG, obtain and review audit opinions	Auditor general report	This reports is not available during assessment period
Environment and social Safeguards	15.	<u>Developed and implemented costed Environmental &amp; Social Management Plans (ESMPs)</u>  Evidence that the LG developed and implemented all mitigation measures in the Environmental & Social Management Plans (ESMPs) for all Projects in the previous year as provided for in the Guidelines score x or else 0	From DNRO/Environment Officer <ul style="list-style-type: none"> <li>Obtain and review the Environmental &amp; Social Management Plans (ESMPs) for all projects</li> <li>Sample projects (At least 5) to verify that the mitigation measures in the project ESMPs were implemented as reported.</li> <li>If the mitigation measures were implemented in 100% of the projects sampled</li> </ul> Score X or else 0.	<ul style="list-style-type: none"> <li>ESMPs implementation report to establish whether the mitigation measures in the project ESMPs were implemented</li> <li>Project safeguards clearance report after all the requirements in the ESMP and ESHS have been adequately addressed</li> </ul>	Annually LG allocates money to the Environment Officer and CDO that is used for screening however this money was reported to come late hence screening activities are done late.
	16.	<u>Land ownership</u>	From the Land's Office establish:	<ul style="list-style-type: none"> <li>Land title should be in the names of</li> </ul>	Some land titles are in the names of the facility

Performance Measure	No	Indicators of Performance	Assessment Procedure	Means of Verification	Status and remarks
		Evidence that the LGs has constructed infrastructure projects where it has proof of land ownership/ right of way.	<ul style="list-style-type: none"> <li>All projects for the previous FY have proof of land ownership/ right of way</li> </ul>	Local Government/facility)	
	17.	<p><u>Evidence that the LG has developed and costed a Stakeholder Engagement Plan for the following FY endorsed by Council</u></p> <p>Evidence of implementation of the Stakeholder Engagement Plan implemented in the previous FY</p>	<p>From the CDO obtain and review</p> <ul style="list-style-type: none"> <li>The approved Stakeholder Engagement Plans for the current and previous FY</li> <li>Reports of implementation of the stakeholder Engagement Plan for the previous FY. To determine               <ul style="list-style-type: none"> <li>The engagements held with stakeholder</li> <li>Resolutions made</li> <li>Actions taken</li> <li>Outcomes of the actions</li> </ul> </li> </ul> <p>Note that reports should be in tandem with the SEP</p>	Stakeholder Engagement Plans Reports	MoFPED has trained 176 Local Government to develop Community Engagement Plans from May to June 2024 Effective engagement enhances ownership and sustainability of facilities and use of facilities for their intended use

Performance Measure	No	Indicators of Performance	Assessment Procedure	Means of Verification	Status and remarks
	18.	<p><u>Existence and functionality of GRM</u></p> <p>Evidence that GRCs at sub programs are existent functional and that the communities/workers have been sensitized about their existence and are using them.</p>	<p>Review the GRCs at various levels to establish</p> <ul style="list-style-type: none"> <li>• They are as constituted as per the circular issued by MGLSD in July 2023</li> <li>• Evidence that the grievances that were received were acted upon</li> <li>• Evidence that the GRC activities are funded</li> <li>• Evidence that the community/workers have been sensitized about the existence of the GRC</li> <li>• Evidence that the GRC committees have been trained on their roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule of meetings (At least once a month) for the previous and current FY</li> <li>• Minutes of meetings for the previous and current FY</li> <li>• Minutes of community sensitisation meetings for the previous and current FY</li> <li>• Record of grievances received from the community. (GRC Log) for the previous and current FY</li> <li>• Training reports for GRC for current and previous FY</li> <li>• Training reports on grievance management for School Management Committees, Water User Committees, Boards of Government, Health Unit Management Committees</li> </ul>	<p>Some GRCs are not yet constituted</p> <p>From May to June 2024, all Local Governments (176) were trained on the constitution and roles of GRCs as per the Circular issued by the Ministry of Gender</p>

Performance Measure	No	Indicators of Performance	Assessment Procedure	Means of Verification	Status and remarks
<u>Transparency, oversight, reporting and accountability</u>	19.	<p><u>The LG shared key information with and responded to the issues raised by the councilors, citizens and project holders</u></p> <p>Evidence that</p> <ul style="list-style-type: none"> <li>i. LG shared LGMSD PA results for the immediate past 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; ;</li> <li>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</li> <li>iii. 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; contract value expected duration (include start and end dates as well as calendar days) and location.</li> <li>iv. The LG during the previous FY conducted discussions (e.g. municipal urban fora, barazas, radio programmes etc.) with the public to provide feed-back on status of activity implementation:</li> </ul>	<p>From Clerk to Council find minutes of council discussing the LG assessment report.</p> <p>Minutes of barazas</p> <p>Sample X sites to establish display of relevant information</p> <p>From the District Planner, obtain minutes of Baraza and attendance lists to establish issues discussed</p> <p>Obtain from the CFO the charge policy. Check display of tax information on public notice boards</p>	<p>Minutes of TPC Minutes of Baraza</p> <p>Site notice boards</p> <p>Minutes of of Baraza and attendance lists. Payment receipts to radio stations</p> <p>Copy of approved charge policy displayed at public notice boards of both HLG and LLG</p>	

Performance Measure	No.	Indicators of Performance	Assessment Procedure	Means of Verification	Status and remarks
		<p>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.</p> <p>If i to iv complied with score X or 0</p>			
	20.	<p><u>HLG support to departments and LLGs</u></p> <p>a) Evidence that the District/Municipality has supervised or mentored all LLGs in the District/Municipality; results/reports of support supervision visits were discussed by the TPC, used by the District/Municipality to make recommendations for corrective actions and followed up</p> <p>b) Evidence that the LG conducted credible assessment of LLGs as verified during the National LGPA exercise</p> <p>c) Evidence that the LG conducted mock assessment, discussed the results and took corrective action in preparation/readiness for the national performance assessment exercise</p>	<p>From the Planner, obtain mentoring reports and minutes of TPC meetings to establish whether the HLGs supported LLGs in the previous financial year.</p> <p>From the OPAMS, obtain the internal assessment reports of LLGs and compare with the results of the verification team. If the results are within +/- 10% score X or else 0</p>	<p>Minutes of TPC,</p> <p>Mentoring reports</p> <p>Visitor's books.</p> <p>Attendance lists.</p> <p>Internal LLG assessment reports</p> <p>Mock assessment reports</p>	
	21.	<p><u>Physical progress and financial reporting</u></p> <p>a) Evidence that a 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: (i) TPC; (ii) DEC; (iii) Council Committees</p>	<p>From Clerk to Council, obtain minutes of council, council committees to establish discussion of quarterly physical progress and financial reports.</p>	<p>Minutes of council, TPC, council committees and DEC</p>	

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

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
Service Outcomes					
<b>Quality of School Learning Outcomes</b>  <i>Maximum score xx</i>	1.	a) <u>PLE pass rates</u>  i. Evidence that the average LG PLE pass rates improved between the previous school year but one and previous school year Score x or Else score <sup>4</sup> : 0  ii. If a LG has an xx% average of learners above (1-2) PLE pass grades, Score x (max) or Else score : 0  iii. If a LG has an xx% average of learners between (3-4) PLE pass grade rates, Score x or Else score : 0	From UNEB obtain and review: <ul style="list-style-type: none"> <li>The PLE results for the previous school year but one and the previous year</li> <li>Calculate the percentage of pupils that passed between grade 1 and 4 for both years</li> <li>Then calculate the pass rate or percentage increase between the previous school year but one and the previous year</li> </ul>	UNEB PLE Results	
	2.	a) <u>UCE pass rates</u>  Evidence that the average LG UCE pass rates improved between the previous school year but one and previous school year Score x or Else score <sup>5</sup> : 0	From UNEB obtain and review: a) UCE results for schools for the previous school year but one and the previous year b) Calculate the percentage of students that passed scored	UNEB UCE Results	Indicator will not be applicable beyond the 2024 PA. It will end with the UCE results of 2023 assessment.

<sup>4</sup> If LG scored 100% award score

<sup>5</sup> If LG scored 100% award score



Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
		<p>Learner Achievement Scoring:</p> <p>i. Outstanding: If the Local Government (LG) has an average of xx% learners attaining outstanding scores (Score x [maximum]), award a score of x. Otherwise, award a score of 0.</p> <p>Moderate: If the LG has an average of xx% learners scoring moderate (Score x), award a score of x. Otherwise, award a score of 0.</p>	<p>between outstanding and moderate for both years (or as applicable)</p> <ul style="list-style-type: none"> <li>Then calculate the percentage increase between the previous school year but one and the previous year</li> </ul>		The spirit of CBC is not about pass rates. It focuses on ensuring learners gain skills and basic competencies for the world of work.
<p>Access</p> <p><b>Increased and equitable school enrolment to ensure more children are accessing education</b></p>	3.	<p>a) <u>Gross Primary School Enrolment Rate</u></p> <p>Evidence that the total primary school enrolment over the previous two academic years is either above the enrolment ceiling or increased by x%</p> <p>Score x or Else score: 0</p> <p>i. If the boys' school enrolment increased over the previous two academic years increased by x% Score x or Else score: 0</p> <p>ii. If the girls' school enrolment increased over the previous two academic years increased by x% Score x or Else score: 0</p> <p>iii. If the number of SNE enrolment increased over the previous two academic years increased by x% Score x or Else score: 0</p>	<ul style="list-style-type: none"> <li>From EMIS obtain enrolment data for current and previous year and calculate the percent increment in enrolment: total and disaggregated data for boys, girls and SNE.</li> </ul> <p>NB: Triangulate enrolment information from other systems such as TELA and E-inspection for accuracy &amp; consistency.</p>	<p>EMIS data</p> <p>TELA system</p> <p>E-Inspection reports</p>	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
	4.	<u>Gross Secondary School Enrolment Rate</u> Evidence that the total secondary school enrolment over the previous two academic years is either above the enrolment ceiling or increased by x% Score x or Else score: 0 <ol style="list-style-type: none"> <li>i. If the boys school enrolment increased for the previous two academic years increased by x% Score x or Else score: 0</li> <li>ii. If the girls' school enrolment increased for the previous two academic years increased by x% Score x or Else score: 0</li> <li>iii. If the number of SNE enrolment increased over the previous two academic years increased by x% Score x or Else score: 0</li> </ol>	From EMIS obtain enrolment data for current and previous year and calculate the percent increment in enrolment: total and disaggregated.  NB: Triangulate enrolment information from other systems such as TELA and E-inspection for accuracy & consistency	EMIS  TELA  E-inspection	
	5.	<u>Attendance rate for Primary Schools</u> Evidence that the monthly average learner attendance for primary schools in the LG for the current academic year is: <ol style="list-style-type: none"> <li>i. 100% Score x or Else score: 0</li> <li>ii. Above 75% Score x or Else score: 0</li> <li>iii. Below 75% Score x or Else score: 0</li> </ol>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Sample xxx primary schools to verify accuracy of attendance data in the school registers</li> </ul>	<ul style="list-style-type: none"> <li>• TELA</li> <li>• School attendance registers</li> </ul>	In line with current MoES practice. 75% meets the 3 <sup>rd</sup> quartile of expected rate (i.e. 100%)
	6.	<u>Attendance rate for Secondary Schools</u> Evidence that the monthly average learner attendance for secondary schools in the LG for the current academic year is: <ol style="list-style-type: none"> <li>i. 100% Score x or Else score: 0</li> </ol>	<ul style="list-style-type: none"> <li>• From the LG Education department obtain and review attendance data for all secondary schools in the current academic year and</li> </ul>	<ul style="list-style-type: none"> <li>• TELA</li> <li>• School attendance registers</li> </ul>	<i>As above</i>

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
		ii. Above 75% Score x or Else score: 0 iii. Below 75% Score x or Else score: 0	calculate the average level of attendance. <ul style="list-style-type: none"> <li>Sample xxx secondary schools to verify accuracy of attendance data in the school registers</li> </ul>		
<b>Efficiency</b>  <i>Maximum score xx</i>	7.	<u>Primary school learners progression rates</u> Evidence that the progression rate across primary school grades in an LG has increased: <ol style="list-style-type: none"> <li>If 90% - 100% of the learners in P1 progressed to P3 Score x or Else score: 0</li> <li>If 90% - 100% of the learners in P4 progressed to P5 Score x or Else score: 0</li> <li>If 90% - 100% of learners in P6 progressed to P7 Score x or Else score: 0</li> </ol>	<ul style="list-style-type: none"> <li>From the LG Education department obtain progression data for the respective grades (i.e. P1-P3; P4-P5; P5-P6; P6-P7) and calculate the percentage</li> <li>Sample xx primary schools to verify</li> </ul>	Sampled schools progression data	<ul style="list-style-type: none"> <li><i>NB: LGs would need to develop a template for collecting annual progression data across grades</i></li> <li>For future assessment, consider retention rates</li> <li>Consider calibrating score guide, benchmarking on the SPA criteria</li> </ul>

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
	8.	<p><u>Completion rate</u></p> <p>Evidence that the total primary school completion rate for both boys and girls in the LG for the previous school year is above xx% Score x or Else score : 0.</p> <p>Evidence that the total primary school completion rate boys in the LG for the previous school year is above xx% Score x or Else score : 0.</p> <p>Evidence that the total primary school completion rate for girls in the LG for the previous school year is above xx% Score x or Else score : 0.</p>	<p>From the EMIS/ District Education Office, obtain and review:</p> <ul style="list-style-type: none"> <li>Data on the primary school completion rates ...</li> </ul>	<p>EMIS</p> <p>LG Education Department</p>	<p>Indicator influenced by many factors outside the control of the LG</p>
Investment Management Process					
Human Resource <b>Equitable deployment of teachers in LG</b>	9.	<p>a) <u>Teacher deployment at Primary level</u></p> <p>i. If the LG maintains accurate teacher deployment data for primary and the information has been disseminated and displayed at the LG and school notice boards Score x or Else score: 0</p> <p>ii. If the LG Education department has equitably deployed qualified teachers across schools as per MoES staffing standards (i.e. a minimum of 7 teachers or a minimum of one teacher per</p>	<ul style="list-style-type: none"> <li>From the LG Education department, obtain data on teacher deployment</li> <li>Sample xx primary schools to verify whether teachers are deployed and teaching in the schools as indicated in the staff lists</li> <li>From the EMIS/LG Education department obtain the list of schools and respective enrolment data for the LG</li> <li>From the LG Human Resource Management (HRM)</li> </ul>	<p>List of schools</p> <p>Payroll data</p> <p>Staff lists</p> <p>TELA</p>	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
		<p>class for schools with less than 7 grades) Score X; Else score : 0</p> <p>iii. If the average Teacher to pupil Ratio (TPR) across all primary schools in the LG is 1:53 and below Score X; Else score : 0</p>	<p>department, obtain the teacher payroll data</p> <ul style="list-style-type: none"> <li>Calculate the PTR ratio for all schools and compare variations</li> <li>Sample xx schools with high PTR and xx schools with low PTR</li> </ul>		
	10.	<p><u>Management of Secondary school staff lists and payroll data</u></p> <p>i. If the LG maintains accurate secondary school staff lists and payroll data and the information has been disseminated and displayed at the LG and school notice boards Score x or Else score: 0</p>	<p>From the LG Education department/ LG HR division, obtain payroll data and staff lists</p> <p>Sample xxx secondary schools to verify whether teachers teaching in the school are as presented in the payroll</p>	<ul style="list-style-type: none"> <li>Payroll data</li> <li>Copies of transfer or posting letter from LG Education department</li> <li>Sample schools</li> </ul>	<ul style="list-style-type: none"> <li>Rationale is that the indicator would help identify reasons behind secondary PTR variations</li> <li>NB: Secondary school structure has been given a no objection by the Top political leadership and awaiting MoPS approval</li> </ul>
	11.	<p><u>Primary Teacher attendance</u></p> <p>i. If the monthly average primary school teacher attendance rate for the current year is above 95% Score x or Else score: 0</p> <p>ii. If the monthly average primary school teacher attendance rate for the current year is between 75-9% Score x or Else score: 0</p>	<p>From the LG Education department/MoES, obtain data on primary teacher attendance and calculate the percentages</p> <p>From the sampled schools, obtain and review the attendance registers to determine the teacher attendance</p>	<p>LG Education department TELA</p> <p>Sampled schools</p>	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
		iii. If the monthly average primary school teacher attendance rate for the current year is below 75% Score x or Else score: 0	Triangulate the findings with interviews with the class monitors to determine the teacher attendance		
	12.	<p><u>Teacher time task</u></p> <p>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 for the xx% lowest ranking schools.</p> <p>i. If above xx% of schools in an LG use the TELA system to monitor teacher time and task attendance to ensure improved learning outcomes Score x or Else score : 0</p> <p>ii. If there is evidence that the LG Education Department has made use of the teacher time and task attendance data to take corrective action for poor performing schools Score x or Else score : 0</p>	<p>From the MoES/LG obtain TELA reports and calculate percentage use by schools</p> <p>From the LG obtain and review reports, meeting minutes etc, providing evidence that actions have been taken to address teacher attendance in the X% worst performing schools....</p>		
	13.	<p><u>Secondary Teacher attendance</u></p> <p>i. If the secondary school teacher attendance rate for the current year is above 95% Score x or Else score: 0</p>	<ul style="list-style-type: none"> <li>From the LG Education department/MoES obtain data on secondary teacher attendance</li> </ul>	<p>LG Education department</p> <p>TELA</p> <p>Sampled schools</p>	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
		ii. If the secondary school teacher attendance rate for the current year is between 75-94% Score x or Else score: 0 iii. If the secondary school teacher attendance rate is below 75% Score x or Else score: 0	From the sampled schools, obtain and review the attendance registers to determine the teacher attendance <ul style="list-style-type: none"> <li>• Triangulate the findings with interviews with the class monitors to determine the teacher attendance</li> </ul>		
	14.	<u>Effective teacher deployment within a school</u>  Evidence that the schools with more than one teacher per class, additional teachers are deployed to the lower foundation grades which have the largest enrollments	<ul style="list-style-type: none"> <li>• From the sampled school review the staff list and time table to establish whether additional teachers are deployed to the lower foundation grades</li> </ul>	<ul style="list-style-type: none"> <li>• Staff list</li> <li>• Time table</li> </ul>	
	15.	<u>Continuous Professional Development</u>  If there's evidence that the LG Education department provided continuous professional development for teachers in the previous FY to improve their skills, adapt to new teaching methods and curricula and address the performance gaps flagged in the School Performance Assessment (SPA)  Score x or Else score: 0	<ul style="list-style-type: none"> <li>• From the LG Education department obtain and review evidence of CPD activities e.g. training materials, presentations etc. to ascertain whether the LG provided relevant CPD for teachers.</li> </ul>	<ul style="list-style-type: none"> <li>• E-Inspection</li> <li>• Monitoring reports</li> <li>• Activity attendance lists</li> <li>• Certificates of completion</li> <li>• Letters of invitation</li> </ul>	
Management and functionality of amenities	16.	<u>General management of infrastructure and sanitary facilities in schools</u> a) Evidence that the LG assessed during the previous FY the condition of	<ul style="list-style-type: none"> <li>• From the LG Education department obtain and review</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure audit reports/ Condition assessments</li> </ul>	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
		<p>school facilities to ensure that they meet the minimum quality standards. Score x or Else score: 0</p> <p>b) If LG utilized the allocated resources towards school maintenance in the previous FY in line with the condition assessment and school-level maintenance schedule. Score x or Else score: 0</p>	<p>records of school condition assessments....</p> <ul style="list-style-type: none"> <li>From the planner obtain and review the sector AWP and performance reports to check whether resources and expenditures for school O&amp;M activities were effected</li> </ul>	<ul style="list-style-type: none"> <li>School maintenance schedule</li> <li>Sector AWP</li> </ul>	
Management of Financial Resources	17.	<p>a) <u>Use of capitation grant to improve learning outcomes</u></p> <p>Evidence that all schools have submitted a report to the LG which describes the activities conducted (that how capitation grant was spent); and explains what has been achieved in relation to improving learning outcomes. Score x or Else score: 0</p>	<p>From the LG Education department obtain the list of all schools that received capitation;</p> <p>review records of school accountabilities to establish whether all schools submitted reports</p> <p>sample reports to check the activities conducted (that how capitation grant was spent); and explains what has been achieved in relation to improving learning outcomes<sup>6</sup></p>	<ul style="list-style-type: none"> <li>List of eligible schools</li> <li>School budget guidelines</li> <li>Termly school financial reports and accountabilities</li> </ul>	
	18.	<p><u>Use of Education Management and Inspection Grant to improve learning outcomes</u></p>	<p>From the LG Finance department obtain financial records to establish when and the amounts transferred to the Inspection division</p>	<p>Financial records from the CFO</p> <p>Quarterly performance reports</p>	

<sup>6</sup> 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	Means of Verification	Status and remarks
		i. Evidence that the LG used 100% of inspection funds to conduct inspection as per guidelines ii. 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.	From the LG Education department, obtain and review: Sector performance reports to ascertain whether the grant was used to improving learning outcomes		
Environment and Social Safeguards within a school	19.	a) <u>Creation of a safe learning environment</u>  Evidence that the LG Education department has conducted programs to create a safe learning environment in all government aided schools Score x or Else score: 0 i. Use of energy efficiency measures e.g. use of solar, biogas and energy saving cooking stoves ii. Proper waste management iii. Tree planting and green spaces within the school iv. Ensure clean water sources and sanitation facilities v. Establishment and functionality of environmental clubs vi. Facilities for disposal and changing of sanitary pads	From the education department obtain and review: <ul style="list-style-type: none"> <li>Education sub-programme AWP and check whether the LG has included school greening programs/activities</li> </ul> From the sampled schools, check for existence and functionality of the safe learning environment facilities	<ul style="list-style-type: none"> <li>Reports of greening programs/activitiesSub-program AWP</li> <li>Reports of training activities</li> <li>Field verification from sampled schools</li> </ul>	Environment and Social Safeguards within a school

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
	20.	<p><u>Protection measures against any form of violence and discrimination against children</u></p> <p>i. Evidence that the LG has; put in place protection measures against any form of violence/abuse discrimination for children, workers and teachers in schools</p> <p>ii. Evidence that 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.</p> <p>iii. Evidence that School Management Committees (SMC) /Board of Governors (BoG) has been trained on stakeholder engagement and grievance management as per the circular on grievance management by MoGLSD</p> <p>iv. Evidence that the LG has conducted activities to train</p>	<p>Sample xxx schools to ascertain that protection measures are in place against any form of violence/abuse discrimination for children, workers and teachers</p> <p>LG conducted training and sensitisation on the protection measures</p> <p>LG Education Office and Community Development Office have trained the SMCs and BoGs on grievance management and stakeholder engagement.</p> <p>Sample xxx schools to ascertain that LG conducted VAC training activities</p>	<ul style="list-style-type: none"> <li>• Training, Sensitisation reports</li> <li>• Minutes of meetings</li> </ul> <p>Grievance Log</p>	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
		<p>teachers to eliminate Violence Against Children (VAC) in school and taken stringent actions to stamp out corporal punishments in all schools.</p> <p>Score x or else score: 0</p>			
Transparency, Oversight and support	21.	<p><u>a) Quality of School inspection, monitoring and support supervision of schools</u></p> <p>i. Evidence that the LG identified and documented areas that hamper improvement of learning outcomes at school level within the LGin X% of the poor performing schools.</p> <p>ii. Evidence that the LG developed a customized school Inspection Plan that highlight specific activities, verifiable indicators and outputs.</p> <p>iii. All primary schools are Inspected at least once per term; and the inspection reports disseminated at school, LG and National level through e-inspection.</p> <p>iv. Evidence that the LG supported schools to develop SIPs to address areas of weakness observed during inspection.</p> <p>v. Evidence that the LG Inspector conducted School Performance</p>	<p>From the LG Education Department obtain and review xxx reports/ information to ascertain that all primary schools were duly inspected and recommendations to address identified school performance weaknesses were followed-up and implemented.</p> <ul style="list-style-type: none"> <li>Obtain copies of inspection plans and inspection reports to: ascertain that all schools were inspected</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>LG inspection plans</li> <li>E-inspection reports</li> <li>Acknowledgement from DES</li> <li>SPA reports</li> <li>SIPs</li> <li>School Performance Improvement Plans</li> <li>Monitoring reports</li> </ul>	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
		<p>Assessments in all Government aided primary schools</p> <p>vi. Evidence that the LG Education Officer has monitored inspection activities and implemented the inspection recommendations.</p> <p>vii. Evidence that the LG evaluated the effectiveness of the implemented recommendations to improve learning outcomes and re-plan</p>	<p>across grades; continuous assessment of learners, learning environment)</p> <p>Letters from DES acknowledging receipt of inspection reports. Obtain and review the SIPs to determine</p> <ul style="list-style-type: none"> <li>• Whether the schools were supported to develop the SIP</li> <li>• Whether the SIPs address the gaps identified in the School Performance Assessment</li> <li>• Whether the schools were supported to implement the SIPs</li> </ul>		

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

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
<b>Service Outcomes</b>					
<b>Quality</b>	1.	<p>a) <u>Elimination of Perinatal Death</u></p> <p>Evidence that DHO and ADHO MCH has supervised and supported all health facilities to ensure that there are:</p> <ol style="list-style-type: none"> <li>i. No perinatal death in any of the facilities score X (maximum score)</li> <li>ii. Audits for all perinatal death that happened X</li> <li>iii. If health facilities have perinatal death without audits score 0</li> </ol>	<ul style="list-style-type: none"> <li>• Obtain and review DHIS2 to establish whether any of the health facilities experienced Perinatal Death.</li> <li>• Sample one (1) Health Centre IV/District Hospital; and two (2) Health Centre IIIs.</li> <li>• Obtain and review HMIS 010b and the MPDSR report to establish whether the sampled health facilities that experienced <u>Perinatal Death</u> conducted audits in the previous FY.</li> </ul>	<p>HMIS 010b</p> <p>MPDSR reports</p>	<p>MPDSR Report does not capture the extent to which audit recommendation are implemented.</p>

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
	2.	<p><u>Implementation of the test and treat policy for malaria</u></p> <p>Evidence that the LG has ensured that health facilities implement the test and treat policy for malaria</p> <p>i. If suspected malaria cases are tested in the laboratory score X</p> <p>If all confirmed cases are treated score X</p>	<ul style="list-style-type: none"> <li>Obtain and review DHIS2 to establish : suspected malaria cases are tested in the laboratory; and confirmed cases treated</li> </ul>	<ul style="list-style-type: none"> <li>DHIS2</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Access</b>	3.	<p><u>Out-patient (OPD) attendance</u></p> <p>Evidence that LG facilities increased Out-patient (OPD) attendance by at least 5% between the previous FY but one and the previous FY</p>	<ul style="list-style-type: none"> <li>Review DHIS2 for the previous two FYs and calculate the percentage increase on OPD attendance</li> </ul>	<ul style="list-style-type: none"> <li>DHIS2 data systems</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
	4.	<p><u>VHTs &amp; community outreach</u></p> <p>i. Evidence that the LG has ensured that all health facilities submitted quarterly VHT reports in the previous FY score X</p> <p>ii. Evidence that the LG has ensured that all health facilities conducted at least 48 community outreaches in the previous FY</p>	<p>Review DHIS2 to establish whether all health facilities:</p> <p>i. submitted quarterly VHT reports in the previous FY</p> <ul style="list-style-type: none"> <li>conducted at least 48 community outreaches in the previous FY</li> </ul>	<ul style="list-style-type: none"> <li>DHIS2</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
	5.	<p>a) <u>Maternity care service attendance</u></p> <p>Evidence that LG facilities increased maternity care service attendance between the previous FY but one and the previous FY <u>for the following services:</u></p> <ul style="list-style-type: none"> <li>i. Antenatal Care ANC 1<sup>st</sup> Trimester,</li> <li>ii. Immunization for measles rubella2</li> </ul> <p>score X</p>	<p>Review DHIS2 for the previous two FYs and establish the increase in</p> <ul style="list-style-type: none"> <li>i. Antenatal Care ANC 1<sup>st</sup> Trimester,</li> <li>ii. Immunization for measles rubella2</li> </ul>	<ul style="list-style-type: none"> <li>• DHIS2 data systems</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
	6.	<p><u>Uptake of Family Planning services</u></p> <p>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 by x%</p>	<p>Review DHIS2 for the previous two FYs and establish the increase in uptake of Family Planning (FP)</p>	<ul style="list-style-type: none"> <li>• DHIS2 data systems</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
	7.	<p><u>HIV chronic care enrollment</u></p> <p>Evidence that the LG enrolled all newly tested HIV positives into HIV chronic care in the previous FY score X</p>	<p>Review DHIS2 data to establish whether the LG enrolled all newly tested HIV positives into HIV chronic care in the previous FY</p>	<ul style="list-style-type: none"> <li>• DHIS2 data systems</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Efficiency</b>	8.	<p><u>Ratio of Midwives to total ANC attendance</u></p> <p>Evidence that the LG has ensured that midwives in all facilities attend ANC clients</p> <ul style="list-style-type: none"> <li>• Above average of X per months score X</li> <li>• Between average of X to X per month score</li> <li>• Below average of X per months score 0</li> </ul>	<ul style="list-style-type: none"> <li>• Review DHIS2 data to establish the total ANC</li> <li>• Review the District Health Workers payroll to establish the number of midwives</li> <li>• Calculate the average.</li> </ul>	<ul style="list-style-type: none"> <li>• DHIS2</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
	9.	<p><u>Length of Inpatient Stay on Admission</u></p> <p>Evidence that the LG ensured that patients admitted with Malaria spend not more than 3 days on admission score X</p>	<ul style="list-style-type: none"> <li>Sample one (1) Health Centre IV/District Hospital; and two (2) Health Centre IIIs</li> <li>Obtain and review the IPD register for the last quarter and sample at least 12 patients (4 from each month of the quarter) to establish admission to discharge of Malaria patients.</li> </ul>	<ul style="list-style-type: none"> <li>IPD register</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Investment Management Process</b>					
<b>Human Resource</b>	10.	<p>a) <u>Recruitment and deployment of the most critical staff in HC IVs and HC IIIs</u></p> <p>i. Evidence that the LG has recruited the following critical staff in Health Centre IVs</p> <ul style="list-style-type: none"> <li>At least 3 Medical Officers,</li> <li>At least 5 Anesthetic/theatre staff,</li> <li>At least 5 clinical Officers</li> <li>At least 20 Nurses,</li> <li>At least 6 Lab personnel,</li> <li>At least 12 midwives,</li> <li>Health assistant</li> </ul> <p>ii. Evidence that the LG has recruited the following critical staff in Health Centre IIIs</p> <ul style="list-style-type: none"> <li>At least 2 Clinical Officers,</li> <li>At least 10 Nurses,</li> <li>At least 2 Lab personnel,</li> <li>At least 6 midwives,</li> <li>Health assistant</li> </ul>	<ul style="list-style-type: none"> <li>From the HRM Unit obtain and review staff lists for all facilities</li> <li>Sample one (1) Health Centre IV/District Hospital; and two (2) Health Centre IIIs <ul style="list-style-type: none"> <li>Review files of critical staff deployed at a facility.</li> <li>Review attendance record of critical staff</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Staff list</li> <li>Attendance Record of critical staff.</li> </ul>	<p>We are considering the new health staffing structure</p> <p>Depending on availability of wage</p> <p>Delay to receive clearance from MoPS.</p>



Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
		Score X or else			
	11.	<p><u>Critical staff have valid practicing licenses</u></p> <p>Evidence that DHO and HR has ensured that all critical staff have valid practicing licenses to meet standards of practice by various regulating bodies to improve quality of service outcomes.</p>	<ul style="list-style-type: none"> <li>Review staff file to establish whether the critical staff have valid practicing license form MDPC, AHPC, NMC</li> </ul>	<ul style="list-style-type: none"> <li>Valid practicing licenses in staff files</li> </ul>	
	12.	<p><u>Continuous Medical Education/ Continuous Professional Development</u></p> <p>Evidence that the LG has ensures that:</p> <ol style="list-style-type: none"> <li>All HC IVs and District Hospitals were certified as CME/CPD centers in the previous FY</li> <li>All HC IVs and District Hospitals submitted the report to the Medical Council in the previous FY score X</li> </ol> <p>All HC IVs and District Hospitals provided at least 7 CME/CPDs to each of HC IIIs in the previous FY score X</p>	<p>Obtain and review the CME/CPD reports to establish whether</p> <ol style="list-style-type: none"> <li>All HC IVs and District Hospitals were certified as CME/CPD centers in the previous FY</li> <li>All HC IVs and District Hospitals submitted the report to the Medical Council in the previous FY</li> </ol> <ul style="list-style-type: none"> <li>HC IVs and District Hospitals provided at least 7 CME/CPDs to each of the HC IIIs under their jurisdiction</li> </ul>	<ul style="list-style-type: none"> <li>CME/CPD Certificate</li> <li>CME/CPD Reports</li> </ul>	
Management and functionality of amenities	13.	<p>a) <u>Functionality of Infection Prevention and control amenities</u></p> <p>Evidence that health facilities in the LG have functional infection prevention and control amenities.</p>	<ul style="list-style-type: none"> <li>Sample one (1) Health Centre IV/District Hospital; and two (2) Health Centre IIIs</li> <li>Observe existence of <u>the listed necessary</u> infection prevention and control facilities and supplies</li> </ul>	<ul style="list-style-type: none"> <li>Field observation</li> </ul>	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
		(i) Handwashing facilities with soap or alcohol based sanitizer at all work stations; (ii) 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 color code (iii) Clean human waste disposal facilities for patients and staff segregated between male and female with hand washing facility with water and soap			
	14.	<u>Existence of Sign Post with relevant information</u>  i. Evidence that the health facilities has visible sign posts listing all available services in common local language <u>offered free of charge.</u>  ii. Evidence the health facilities compound and service units have clear signs for directions in common local language.	Sample one (1) Health Centre IV/District Hospital; and two (2) Health Centre IIIs <ul style="list-style-type: none"> <li>Observe existence of the signposts and labels</li> <li>Obtain list of services offered from in-charge and compare with those on the sign-posts.</li> </ul>	<ul style="list-style-type: none"> <li>Observation</li> </ul>	
	15.	<u>Basic examination equipment (triage)</u>	<ul style="list-style-type: none"> <li>Sample one (1) Health Centre IV/District Hospital; and two (2) Health Centre IIIs</li> </ul>	<ul style="list-style-type: none"> <li>Observation</li> </ul>	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
		<p>Evidence that the health facilities have the basic examination equipment.</p> <ul style="list-style-type: none"> <li>i. Digital Thermometer</li> <li>ii. Weighing scale</li> <li>iii. Blood pressure machine (automatic and/or manual)</li> <li>iv. Stethoscope</li> <li>v. Height meter</li> <li>vi. MUAC Tapes</li> </ul>	<ul style="list-style-type: none"> <li>• Observe existence and functionality of the listed basic examination equipment.</li> </ul> <p>to score all equipment listed must be available</p>		
	16.	<p><u>Basic Laboratory equipment</u></p> <p>Evidence that the health facilities have the basic laboratory equipment.</p> <ul style="list-style-type: none"> <li>i. Microscope</li> <li>ii. Blood Glucose machines</li> <li>iii. Hemoglobin machine (digital pam and/or CBC machine).</li> <li>iv. Refrigerator</li> </ul>	<ul style="list-style-type: none"> <li>• Observe existence and functionality of the listed basic equipment.</li> </ul> <p>to score all equipment listed must be available</p>	<ul style="list-style-type: none"> <li>•</li> </ul>	
Management of financial resources	17.	<p><u>Use of PHC NWR grant to improve health outcomes ( at facility level)</u></p> <p>Evidence that the LG has supported <u>all health facilities</u> to:</p> <ul style="list-style-type: none"> <li>i. Make a bottleneck analysis;</li> <li>ii. Design work plans to address the bottlenecks</li> <li>iii. Allocate a funds to activities intended to address the bottlenecks; and</li> </ul>	<ul style="list-style-type: none"> <li>• Review annual work plan HMIS 001</li> <li>• Review annual budget report HMIS 020</li> <li>• Narrative Activity Report</li> </ul>	<ul style="list-style-type: none"> <li>• work plan HMIS</li> <li>• annual budget report HMIS 020</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
		iv. Produced reports which describe the activities conducted and explains what has been achieved in relation to improving health outcomes			
	18.	<p><u>Use of Health Management grant to improve health outcomes ( at facility level)</u></p> <p>Evidence that the <u>DHO</u></p> <ol style="list-style-type: none"> <li>Make a bottleneck analysis;</li> <li>Design work plans to address the bottlenecks</li> <li>Allocate a funds to activities intended to address the bottlenecks; and</li> <li>Produced reports which describe the activities conducted and explains what has been achieved in relation to improving health outcomes</li> </ol>	<ul style="list-style-type: none"> <li>Review annual work plan HMIS 001</li> <li>Review annual budget report HMIS 020</li> <li>Narrative Activity Report</li> </ul>	<ul style="list-style-type: none"> <li>work plan HMIS</li> <li>annual budget report HMIS 020</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Oversight and support supervision</b>	19.	<p>a) <u>Quality of monitoring and support supervision of health facilities</u></p> <ol style="list-style-type: none"> <li>Evidence that HUMCs approved work plans and budgets in all facilities</li> <li>Evidence that LGHT supervised and mentored all facilities in relation to <u>Data Quality Assurance (DQA)</u></li> <li>Evidence that LGHT supervised and mentored all facilities in relation to <u>Expanded Programme of Immunization (EPI)</u></li> </ol>	<ul style="list-style-type: none"> <li>Sample one (1) Health Centre IV/District Hospital; and two (2) Health Centre IIIs</li> <li>Obtain and review HUMC minutes to establish that they approved work plans and budgets</li> <li>Obtain and review LGHT supervision and mentorship reports</li> <li>Obtain and review LGHT Minutes</li> </ul>	<ul style="list-style-type: none"> <li>HUMC minutes</li> <li>LGHT supervision and mentorship reports</li> <li>LGHT Minutes</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
		iv. Evidence that the LGHT discussed supervision findings and followed-up on the recommendations made.			
	20.	<u>Data availability and completeness</u> Evidence that the LG has submitted timely and complete <u>HMIS 108 monthly summary data</u>	<ul style="list-style-type: none"> <li>Review HMIS monthly summaries</li> <li>Confirm with DHIS2</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

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

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
Service Outcomes					
Quality of water supply services	1.	<p>a) <u>Quality of water facilities</u></p> <p>i. Evidence that the water officer carried out routine water quality analysis (bacteriological and physical) for at least 25% of existing water facilities quarterly.</p> <p>ii. Evidence that the water officer conducted 100% quality analysis for new water sources in previous FY and</p> <p>iii. Evidence that the LG conducted household sanitation surveys before connection to the new piped water facilities in the previous FY</p> <p>iv. 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.</p> <p>v. Evidence that the water office followed up implementation of recommended remedial actions</p> <p><i>If (i) to (v) met score xx or else 0</i></p>	<p>From the DWO:</p> <ul style="list-style-type: none"> <li>Obtain and review the water quality analysis reports of the existing and new water facilities</li> <li>Obtain and review household sanitary reports for new piped water facilities.</li> <li>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.</li> <li>Check for follow up reports on implementation of recommended remedial action</li> </ul>	<p>Water quality test results certificates. Household sanitary survey reports</p> <p>Feedback reports</p> <p>Reports</p>	<ul style="list-style-type: none"> <li>Operational challenges: Most districts lack skills, water quality testing kits and laboratories</li> <li>To qualify the indicator, the MWE should provide water testing kits to LGs and train LG staff in water quality testing.</li> </ul>
Access	2.	<p><u>Functionality of water facilities</u></p> <p>Evidence that the LG has ensured that existing rural water facilities are functional.</p>	<p>From the Ministry MIS for the current FY:</p> <ul style="list-style-type: none"> <li>Obtain and check data on functionality of water facilities</li> </ul>	<p>Ministry MIS</p> <p>Sample facilities</p>	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
Functionality of water facilities		<ul style="list-style-type: none"> <li>If above xx% score</li> <li>xx% -xx% score</li> <li>xx% -xx% score</li> </ul>	<ul style="list-style-type: none"> <li>Sample xx facilities to determine functionality of water facilities.</li> </ul>		
	3.	<u>Functionality of water &amp; sanitation oversight committees</u>  Evidence that the LG has ensured that XX% water facilities have functional water & sanitation oversight committees <i>Score xx or else 0</i>	From the Ministry MIS for the current FY: <ul style="list-style-type: none"> <li>Check data on functionality of water &amp; sanitation committees</li> <li>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 of O&amp;M funds regularly with good record keeping, undertake minor repairs and maintaining adequate sanitation around the water source and receive and respond to the grievances.</li> </ul>	Ministry MIS  Sampled facilities	
Efficient Water Supply Services  <i>Water quantity</i>	4.	<u>Adequate water yield</u>  Evidence that the LG has ensured that the installed water facilities provide water of adequate yield	From the DWO: <ul style="list-style-type: none"> <li>Obtain drilling reports and check whether installed facilities meet the water quantity standards.</li> <li>Sample xx water facilities and determine whether the yield meets the design capacity as per the drilling and design reports</li> </ul>	Drilling reports Sample facilities	
Investment Management Process					

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
Human Resource	5.	<p><u>Appraisal of the water office staff</u></p> <p>Evidence that the Water Officer appraised the water office staff in the previous FY.</p> <p>Score xx or else 0</p>	<p>From the DWO/HR:</p> <ul style="list-style-type: none"> <li>Obtain Appraisal Forms to determine whether the water office staff were appraised</li> </ul>	Appraisal reports	
Management and functionality of amenities	6.	<p><u>Existence of basic functional amenities at water facilities</u></p> <p>Evidence that the constructed water facilities have basic functional amenities. i) fence around the borehole; ii) soak-away pit; iii) storm water diversion channel; area around facility v) label etc.)</p> <p>Score xx or else 0</p>	<p>From DWO:</p> <p>Sample xx water sources to ascertain that the water facilities have fences, soak-away pits, storm water diversion channels and grass.</p> <p>For the piped water facility check for: fence around main infrastructure; xxx; xxx</p>	Sample facilities	
<p>Management of financial resources</p> <p><i>The DWO allocated and spent funds as per the sector grant &amp; budget guidelines.</i></p>	7.	<p>a) <u>Allocation and spending the NWR grant in line with the sector grant &amp; budget guidelines</u></p> <p>i. Evidence that the water officer allocated and spent the NWR grant in line with the sector grant &amp; budget guidelines.</p> <p>ii. Evidence that the water officer submitted quarterly reports to MWE</p>	<p>From the district water office:</p> <ul style="list-style-type: none"> <li>From the Planner obtain and review a copy of the sector AWP for previous FY and the progress report and check whether allocations and expenditures for the sector NWR grant were done as per the sector guideline<sup>7</sup>s.</li> </ul> <p>From MWE:</p> <ul style="list-style-type: none"> <li>Obtain a schedule for submission of the LG reports and check whether the DWO submitted quarterly progress reports in time</li> </ul>	<p>Sector Grant &amp; Budget Guidelines</p> <p>Annual workplans for previous FY</p> <p>Progress reports</p> <p>Schedule for report submission</p> <ul style="list-style-type: none"> <li>Acknowledgement letter</li> </ul>	

<sup>7</sup> The eligible activities include: to; i) operational costs of the water office, ii) coordination activities and iii) routine monitoring of water sector activities



Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
		<p>on the 10th day of the first month of the subsequent quarter.</p> <p><i>Score xx or else 0</i></p>			
Environment & Social Safeguards	8.	<p><u>Implementation of actions in water source protection plans</u></p> <p>i. Evidence that the EO supported WSCs and communities to implement actions in water source protection plans for water sources constructed last FY.</p> <p>ii. Evidence that the LG conducted training and sensitization of the water and sanitation committees on the protection measures</p> <p>iii. Evidence that the LG Water Office and Community Development Office have trained the Water User Committee on grievance management and stakeholder engagement</p> <p><i>If (i) to (iii) met score xx or else 0</i></p>	<ul style="list-style-type: none"> <li>From the District Water Office obtain and review <ul style="list-style-type: none"> <li>Water source protection plans for water sources constructed in the previous FY.</li> <li>Training reports for the water and sanitation committees</li> </ul> </li> <li>Sample xxx water facilities to ascertain that water catchment protection measures are in place</li> <li>From the LG Water Department, obtain and review: Water sub-programme AWP and check whether the LG has included</li> </ul>	<ul style="list-style-type: none"> <li>Training, sensitization reports</li> <li>Water source protection plans</li> <li>Minutes of meetings</li> <li>Grievance Log</li> </ul>	
Oversight and support <i>Monitoring and follow up of WSS facilities</i>	9.	<p><u>Monitored public sanitation facilities and water supply facilities</u></p> <p>i. Evidence that the water officer has monitored 100% of public sanitation</p>	<p>From the district water office:</p> <ul style="list-style-type: none"> <li>Obtain the list of water facilities in the LG</li> <li>Obtain and review the monitoring plans previous FY</li> </ul>	List of water projects Monitoring plans & reports for previous FY	The requirement to monitor all water facilities in a quarter is unrealistic due to

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
		<p>facilities and <b>at least 25%</b> of water supply facilities per quarter</p> <p>ii. 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.</p> <p><i>Score xx or else 0</i></p>	<ul style="list-style-type: none"> <li>Check the monitoring reports of each project and establish whether the water officer monitored the WSS projects (including E&amp;S aspects, water quality, etc<sup>8</sup>).</li> </ul> <p>From the DWO:</p> <ul style="list-style-type: none"> <li>Obtain the DWSCC minutes, DWO progress reports and AWP</li> <li>Check whether key issues were from quarterly monitoring</li> </ul> <p>Check whether remedial actions were incorporated in the AWP.</p>	<p>DWSCC minutes DWO progress reports AWP</p>	<p>financial constraints at the LG level.</p>

<sup>8</sup> Key areas to include: functionality of facilities, environment & social safeguards, water quality, etc..

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

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
Service Outcomes					
Quality of micro-scale irrigation services	1.	<p><u>Farmer adoption of good field management practices.</u></p> <p>Evidence that the Local Government has trained all micro-scale irrigation beneficiary farmers on good field management practices, and the farmers are implementing these practices score X or else o</p>	<p>From the SAE, obtain and review the list of farmers that benefited from micro-scale irrigation funds in the previous FY</p> <p>Sample at least X beneficiary farmer.</p> <p>Visit the Sampled farmers to establish, if they are implementing the following practices:</p> <ul style="list-style-type: none"> <li>• Trenching</li> <li>• Mulching</li> </ul>	<ul style="list-style-type: none"> <li>• List of irrigating farmers</li> <li>• Field verification.</li> </ul>	•
Access	2.	<p>a) <u>Increase in Uptake of Irrigation technology</u></p> <p>(i) Evidence that the LG has achieved MSI MAAIF installation targets in the previous FY.</p>	<p>From MAAIF obtain the installation targets for the LG.</p> <p>From the DPO, obtain the list of completed installations in the previous FY.</p> <p>Sample 3 listed beneficiary farmers to verify that the facilities were installed.</p>	<ul style="list-style-type: none"> <li>• MAAIF data</li> <li>• List of beneficiary farmers</li> <li>• Field verifications</li> </ul>	•

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
	3.	<p><u>Increase in acreage of land under irrigation</u></p> <p>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</p> <p>Micro-scale irrigation grant beneficiaries by X% score X or else 0</p> <p>Non- Micro-scale irrigation grant beneficiaries by X% score X or else 0</p>	<p>From the DPO, obtain and review data on irrigated land for the last two FYs.</p> <p>Calculate the percentage increase for micro-scale irrigation grant beneficiaries and non-beneficiaries.</p>	<ul style="list-style-type: none"> <li>Data on irrigated land up to the last FY</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
	4.	<p><u>Establishment and operationalisation of farmer field schools</u></p> <p>Evidence that the LG has established and run Farmer Field Schools (FFS) as per the guidelines:</p> <ul style="list-style-type: none"> <li>Eligible number of participants (20 -30 farmers)</li> <li>Not more than 15km from the FFS.</li> <li>Proportion of male, female, and youth farmers.</li> </ul>	<p>From the DPO, obtain and review reports on FFS to determine whether they are established and run as per the guidelines.</p> <p>Sample X farmer field schools to verify that they comply with the guidelines:</p> <ul style="list-style-type: none"> <li>Eligible number of participants (20 -30 farmers)</li> <li>Not more than 15km from the FFS.</li> <li>Proportion of male, female, and youth farmers.</li> </ul>	<p>Report on FFS establishment and functionality.</p> <ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
Efficient micro-scale irrigation Services	5.	<p><u>Increase in crop yield due to installation of irrigation system</u></p> <p>Evidence that farmers who received and are currently utilizing MSI facilities have registered an increase in crop yield between the previous FY but one and the previous FY by X% score</p>	<ul style="list-style-type: none"> <li>From the DPO, obtain the list of beneficiary micro-scale beneficiary farmers.</li> <li>Sample and visit X farmers and check their records for the last two FYs to determine the percentage increase in yield</li> </ul>	<ul style="list-style-type: none"> <li>List of irrigating farmers</li> <li>Farmers' records</li> </ul>	Assuming farmers will provide accurate data
Investment Management Process					
Human Resource Management	6.	<p><u>Technical support to extension workers in MSI.</u></p> <p>Evidence that the SAE has provided technical support and mentoring to extension workers in the LLG in MSI component</p>	<p>From SAE obtain and review the supervision and mentoring reports</p> <p>Interview extension workers in a sample of X LLGs to verify the support provided</p>	<ul style="list-style-type: none"> <li>Mentoring and supervision reports</li> <li>Interview extension workers</li> </ul>	
Management of financial resources	7.	<p><u>Allocation and spending MSI funds as per the sector grant &amp; budget guidelines.</u></p> <p>i. Evidence that the LG has appropriately allocated the micro-scale irrigation grant between capital development (micro-scale irrigation equipment (75%) and complementary services (25%)</p> <p>ii. Evidence that the development component of MSI grant has been used on eligible activities (procurement and installation irrigation equipment including accompanying supplier manuals and training</p>	<p>From the planner's office obtain and review: The budget performance report to establish whether the micro-scale irrigation grant has been used as per guidelines.</p>	<ul style="list-style-type: none"> <li>The budget performance report</li> </ul>	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
		iii. Evidence that budget allocations have been made towards complementary services in line with the sector 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 X or else 0			
	8.	<u>Management of co-funding as per the sector grant &amp; budget guidelines</u>  i. Evidence that the LG has ensured that farmers meet their co-funding <u>IN FULL</u> before equipment installation ii. Evidence that 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 iii. Evidence that co-funding funds were reflected in the LG budgets for the coming FY If (i) to (iii) met score X or else 0	From the SAE obtain and review the beneficiary project file to determine the projected farmers' contribution and review the receipt 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 utilized as per the guidelines.	<ul style="list-style-type: none"> <li>Beneficiary project files</li> <li>Budget performance reports for the previous FY.</li> </ul>	
Environment & Social Safeguards	9.	<u>Monitoring Irrigation Impacts.</u>  Evidence that the LG has monitored irrigation impacts e.g. efficiency of system in terms of water conservation, use of agro-chemical waste containers among the beneficiary farmers score X or else 0	From the National Resource department/Environment officer, obtain and review environment monitoring and compliance reports to determine whether the SAE ensured that farmers conduct:	<ul style="list-style-type: none"> <li>Environment and Social Monitoring reports</li> <li>Farmer visits</li> </ul>	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
			a) Proper water conservation; and b) Proper agrochemicals and management of resultant chemical waste containers. Sample and visit X farmers and verify what is in the reports		
	10.	<u>Establishment and functionality of the grievance redress mechanisms.</u>  a) 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 score X or else 0	From the Designated Grievance Redress Officer obtain and review the Log of grievances and check whether grievances were recorded, investigated and responded	Log of grievances	
Oversight and support	11.	<u>Monitoring and technical support to farmers.</u>  Evidence that the LG has monitored on a monthly basis installed MSI equipment (key areas to include: functionality of the equipment, environment and social safeguards including adequacy of water source; efficiency of MSI in terms of water conservation etc..) score X or 0	From SAE obtain and review the monthly reports for the previous FY to establish the number of MSI equipment that were monitored  Sample and visit X farmers and verify what is in the reports	Mentoring and supervision reports	
	12.	<u>Collection of information and reporting</u> i. Evidence that the LG collects information quarterly on newly irrigated land, functionality of irrigation equipment installed, provision of	From the SAE obtain and review quarterly supervision and monitoring reports to determine whether they are compiled and cover LLG irrigated land, functionality of	Quarterly supervision and monitoring reports  MIS report  Quarterly reports	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
		<p>complementary services and farmer expression of interest.</p> <p>ii. Evidence that the LG has entered up to-date LLG information into the MIS</p> <p>iii. Evidence that the LG has prepared quarterly reports using information compiled from LGs in the MIS</p> <p>If (i) to (iii) met score X or else 0</p>	<p>of irrigation equipment installed, provision of complementary services and farmer expression of interest</p> <p>From the MIS report determine whether up to-date LLG performance information is submitted</p>		

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

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
Service Outcome					
Quality	1.	<p><u>Farmer and farmer institutional capacity building.</u></p> <p>Evidence that the production department has trained and met MAAIF farmer and farmer's institutional (farmer field schools and enterprise groups) training targets for the previous FY score X or else 0</p>	<p>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.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• Conducted capacity needs assessment of farmers</li> <li>• Delivered training to a set number of farmers</li> <li>• Availled knowledge products to farmers eg brochures, informative videos, flyers, manuals.</li> </ul> <p>From the list of farmers' institutions (farmer field schools and enterprise groups) trained sample at least X to ascertain that they were trained by:</p> <ul style="list-style-type: none"> <li>• Interviewing the farmers on whether the training was</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly agriculture extension grant report (submitted to MAAIF)</li> <li>• Needs assessment report</li> <li>• Training schedule</li> <li>• Training report</li> <li>• Farmer database</li> <li>• Department meeting minutes</li> <li>• Farmer field visitors book</li> <li>• Field investigation and observation</li> </ul>	<p>MAAIF allocates funds for farmer training quarterly and sets targets for each of the districts on the number of farmers to be trained.</p>

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
			<p>conducted and the training content</p> <ul style="list-style-type: none"> <li>• Reviewing the knowledge product shared</li> <li>• Reviewing the visitors book to confirm the extension worker's visit.</li> </ul>		
	2.	<p><u>Technical support to farmers by extension workers</u></p> <p>Evidence the LG has increased the Percentage of farmers reached and supported by the extension workers between the previous FY and the previous FY but one.</p>	<p>From MAAIF obtain the quarterly Agriculture extension grant reports</p> <p>From DPO, Obtain and review quarterly reports of the previous FY to establish the number of farmers reached out and supported by extension officers in the following areas:</p> <ul style="list-style-type: none"> <li>• Enterprise selection,</li> <li>• Value chain production,</li> <li>• Harnessing post-harvest handling,</li> <li>• Market linkages, processing and value addition,</li> <li>• Pest and disease surveillance</li> </ul> <p>Calculate the percentage increase between the previous FY but one and the previous FY.</p>	<ul style="list-style-type: none"> <li>• Quarterly Agriculture extension grant report – submitted to MAAIF.</li> <li>• Sector monthly reports</li> </ul>	<p>LGs should know and have figures of the farmers they are serving (under PMG)</p> <p>These reports are submitted by all LG to MAAIF</p> <p>The reports are submitted to MAAIF in hard copy.</p>

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
	3.	<p><u>Submission of agricultural data to MAAIF.</u></p> <p>Evidence that LG collects and submits agricultural data and statistics on acreage and production, and submits reports to MAAIF using standard tools</p> <p>i. Daily Capture fisheries ii. Monthly livestock iii. Crop Seasons</p>	<p>From DPO obtain and review the following reports</p> <p>a) Capture fisheries b) Monthly livestock c) Crop Seasons</p> <p>Verify if this data is collected and submitted to MAAIF (evidence of stamped copy)</p>	<p>Reports on; capture fisheries, livestock, and crops.</p>	<p>There is currently no MIS for agriculture.</p>
	4.	<p><u>Pest, vector, and disease surveillance</u></p> <p>Evidence the LG has conducted surveillance on pest and disease occurrence and took corrective actions based on finding from the surveillance score X or else 0</p>	<p>From DPO check obtain and review the quarterly performance report to determine whether the respective units within the department conducted pests, vector and disease surveillance in the previous FY.</p> <p>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</p>	<ul style="list-style-type: none"> <li>• EMAi App (for livestock)</li> <li>• Quarterly crop surveillance report</li> <li>• Quarterly department reports</li> <li>• Incidence reports</li> <li>• Council committee minutes</li> </ul>	<p>EMAI app is used to collect disease data daily for livestock</p> <p>For crop they manually conduct quarterly crop pest and disease surveillance report</p>

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
Access	5.	<p>a) <u>Functionality of the 'results demonstration' and trial sites</u></p> <p>Evidence that LG has functional results demonstration and trial site, has conducted farmer training at each of these sites, and farmers have utilized these sites for learning purposes in previous FY_score X or else 0</p>	<p>From the DPO, obtain and review the inventory of 'Results demonstration' and trial sites.</p> <p>From the list obtained, sample at least X demonstration sites to ascertain whether</p> <ul style="list-style-type: none"> <li>• The demonstration site is functional</li> <li>• Farmer visits took place by reviewing the visitors' book</li> <li>• Attendance sheets to verify participation in the training</li> </ul>	<ul style="list-style-type: none"> <li>• Inventory of demonstration facilities.</li> <li>• Visitors book at the demonstration sites</li> <li>• Status report on functionality</li> <li>• Attendance sheets and pictorial evidence</li> <li>• Field verification</li> </ul>	<p>Part of the Production and Management Grant is to establish demonstration sites.</p> <p>However, in this FY it was reported that the development component of the PMG was not allocated to the LG thus they cannot establish demonstration sites hence limiting assessment to functionality.</p>
	6.	<p><u>Up-to-date data and information on key players/service providers</u></p> <p>Evidence that the production department has collected and compiled up-to-date data and information on key players/service providers.</p>	<p>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 included:</p> <ul style="list-style-type: none"> <li>• Research organizations,</li> <li>• Profile of genuine agro-dealers, agro-processors,</li> <li>• Private extension service providers, and</li> <li>• Agriculture finance institutions and insurance, in the LG.</li> </ul> <p>From the register, verify whether it is up-to-date by reviewing new entries made in the previous FY.</p>	<ul style="list-style-type: none"> <li>• List Service providers</li> <li>• Registers of service providers</li> <li>• Valid Memoranda of Understanding (MOU) with service providers</li> </ul>	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
	7.	<u>Organization of awareness events</u>  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 sector actors together.	From the DPO, obtain and review reports on awareness events such as agricultural shows and exhibitions that bring together farmers and other sector players/actors together to verify: <ul style="list-style-type: none"> <li>• Theme of the event</li> <li>• When the event took place</li> <li>• Where it took place</li> <li>• The targeted participants</li> <li>• The participants that attended</li> </ul>	<ul style="list-style-type: none"> <li>• Reports on agricultural shows and exhibitions with photos and attendance lists.</li> <li>• Attendance register of farmers and farmer organizations</li> <li>• List of agro-exhibitors</li> </ul>	
Investment Management Process					
Human Resource	8.	<u>Equitable deployment of agricultural extension workers.</u>  Evidence of that LG ensured at least 2 extension workers were deployed in each of the LLG during the previous FY score X or else 0	From the PHRO, obtain and review the; approved LG structure, and personnel files of extension workers to ascertain the staff ceiling and the status of recruitment of extension staff.  Obtain the staff list to verify the deployment of extension staff per LLG	<ul style="list-style-type: none"> <li>• Personnel files.</li> <li>• Staff list</li> <li>• Posting instructions.</li> </ul>	
	9.	<u>Attendance to duty</u>  Evidence that the extension workers are providing extension services in the LLGs where they are deployed	Sample and visit XX number of LLG <ul style="list-style-type: none"> <li>• Review the notice board for verify the names of extension workers in the LLG</li> <li>• Review the attendance book</li> <li>• Review the quarterly reports submitted by the extension workers in the sampled LLG</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance book</li> <li>• Quarterly reports</li> <li>• Notice boards</li> </ul>	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
	10.	<p><u>Facilitation of the extension workers to perform their roles.</u></p> <p>Evidence that the LG has facilitated, and adequately equipped extension staff in the previous FY.</p>	<p>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.</p> <p>Obtain the asset register to confirm the equipment allocated to extension services</p> <p>From the sampled LLG interview the extension staff to verify whether they the have the basic equipment including; motorcycles, tablets/phones, tools, and extension kits.</p>	<ul style="list-style-type: none"> <li>• Annual budget performance reports</li> <li>• Assets registers.</li> <li>• Verification from sampled LLG</li> </ul>	
	11.	<p><u>Capacity building and staff development</u></p> <p>Evidence that LG has provided capacity building to extension workers.</p>	<p>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</p>	<ul style="list-style-type: none"> <li>• Capacity Needs Assessment Reports</li> <li>• Training reports</li> <li>• List of trainees</li> </ul>	
Management and functionality of amenities	12.	<p><u>Functionality of public production facilities.</u></p> <p>Evidence that public production facilities are functional and have proper management structures score X or else 0</p>	<p>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, and slaughter slabs.</p> <p>Sample and visit X facilities to establish their functionality.</p>	<ul style="list-style-type: none"> <li>• Inventory or production facilities.</li> <li>• Supervision of the facilities.</li> <li>• Observation at sampled facilities</li> </ul>	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
	13.	<p><u>Operation, maintenance and management of production facilities</u> (e.g. markets, communal watering points, slaughter slabs, value addition facilities etc..)</p> <p>Evidence that the LG had provided technical support on O&amp;M and management of the agricultural infrastructural facilities to the beneficiaries of these facilities through training</p>	<p>From the DPO obtain the evidence of training (training reports) undertaken on O&amp;M and management of the infrastructure facilities.</p> <p>At the sampled facilities obtain and review the site book to ascertain supervision and support to verify if support and O&amp;M were provided</p> <p>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</p>	<ul style="list-style-type: none"> <li>• List of production infrastructure</li> <li>• Training reports</li> <li>• Site books</li> <li>• Minutes of the management structures/committees</li> </ul>	
Management of financial resources	14.	<p><u>Adherence to the work plans and budget guidelines</u></p> <p>Evidence that the LG ensured the production department's budgets and work plan adhered to MAAIF planning and budgeting guidelines during the previous FY.</p>	<p>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.</p>	<ul style="list-style-type: none"> <li>• Annual work plan</li> <li>• Budgets</li> <li>• Budget performance reports</li> <li>• Planning and budgeting guidelines</li> </ul>	
Transparency, Oversight and support	15.	<p><u>Monitoring, supervision, and oversight by the LG.</u></p> <p>Evidence that the LG has conducted multi-stakeholder monitoring of Agricultural Extension Services score X or else 0</p>	<p>From the DPOs 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 &amp; Subject Matter Specialists (SMSs) and NGOs participated in the multi-stakeholder monitoring.</p>	<ul style="list-style-type: none"> <li>• Quarterly monitoring reports</li> <li>• Monitoring checklist and tools.</li> </ul>	

Performance Measure	No	Indicator of Performance	Assessment Procedure	Means of Verification	Status and remarks
	16.	<p><u>Mentoring and support supervision.</u></p> <p>Evidence that the DPO has supported, supervised, mentored, and provided technical to the agriculture extension workers.</p>	<p>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.</p> <p>At the sampled LLG obtain and review the training reports, feedback notes and recommendations from DPO to the extension staff to verify the support provided.</p>	<ul style="list-style-type: none"> <li>• Supervision reports</li> <li>• Feedback notes</li> <li>• Training and mentoring reports</li> <li>• Field verification</li> </ul>	

DRAFT AS AT JULY 11, 2019