



The Prime Minister's Office (PMO)
Policy, Parliament and Coordination



The 2nd Tanzania Monitoring, Evaluation and Learning Week

STRENGTHENING MONITORING, EVALUATION, AND LEARNING FOR IMPROVING GOVERNMENT PERFORMANCE

Boosting Service Delivery through Strengthened Local Government Assessments: Insights from Uganda's LGMSD Framework

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Abstract Overview

○ Objective

Examined LGMSD framework in Uganda under Intergovernmental Fiscal Transfer Reforms (IGFTR): LG Performance Assessments

○ Focus Areas

Crosscutting, Water, Education, Health, Micro-Irrigation

○ Key Findings

1. Enhances administrative practice, resource management, and accountability
2. Identifies functional capacity gaps in local governments
3. Role of Independent Assessments
4. Adds credibility and effectiveness to LGMSD evaluations

○ Lessons & Strategies

Lessons for continuous improvement and strategies like capacity-building

○ Implications

Insights for policymakers, M&E professionals, and academics





Abstract ctd.....

- The abstract concludes with an analysis of the lessons learned and proposed strategies to improve this approach, offering a comprehensive understanding of how to replicate and tailor the LGMSD model in similar contexts in Africa to enhance LG service delivery. This study contributes to the ongoing discourse on improving governance and service delivery through enhanced monitoring and evaluation systems and provides insights for policymakers, M&E professionals, academics, and practitioners in local government administration and service delivery.





Introduction

- Local governments as the backbone of governance in developing countries like Uganda.
- Challenges hindering effectiveness: inadequate resources, lack of capacity, and bureaucratic red tape.
- Importance of Monitoring & Evaluation (M&E) for aligning local governments with national developmental goals.
- Introduction of LGMSD as an innovative approach for enhancing local governance.





The LGMSD Framework in Uganda's Conte

- Constitutional and legal requirements for local governments (LGs) in Uganda.
- The LGMSD framework as a comprehensive system: planning, implementation, monitoring, evaluation, and learning.
- Objectives of Intergovernmental Fiscal Transfers Reform Program (IGFTR):
 - I. Restore adequacy in financing
 - II. Ensure equity in fund allocation
 - III. Improve efficiency in service delivery
- The role of LGMSD in revolutionizing governance and accountability.

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Local Government Performance Assessments (LGPA) System

- Role within the IGFT reform process: promoting effective behavior, systems, and procedures.
- Specific Objectives: Providing incentives for good practice, sanctioning bad practices, and identifying functional capacity gaps.
- Key Dimensions:
 1. Accountability and expenditure linkage
 2. Management of service delivery and development projects
 3. Incentivizing service delivery results and processes





Collaborative Approach in LGMSD Assessments

- Inclusivity in LGMSD framework assessments.
- Collaboration with Ministries, Departments, and Agencies (MDAs).
- Engagement of local governments and development partners.
- Holistic assessments considering diverse challenges and opportunities.





Research Methodology and Limitations

- *Data Sources:* Official reports on Uganda's LGMSD framework and comparative frameworks from South Africa, Kenya, Ghana, and Nigeria.
- *Analytical Approach:* Thematic analysis focusing on performance indicators, challenges, and recommendations.
- *Comparative Perspective:* Identification of common trends, challenges, and best practices across different governance frameworks in Africa.
- *Limitations:* Reliance on secondary data, potential gaps in capturing contextual nuances.





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Impact and Improvements

Impact of LGMSD Framework on Local Governance

- Notable strides in administrative practices since 2014/15.
- Improvement in planning and budgeting domains.
- Challenges: Sub-optimal performance in some indicators like filling of departmental heads and pension payroll timelines.
- Iterative nature of the framework leading to continuous improvement.





Impact and Improvements

Holistic Evaluation and Financial Improvements

- Collaborative approach involving various stakeholders for comprehensive evaluation.
- Significant improvements in adequacy, equity, and efficiency of local government financing.
- Comparison across assessment areas showing marked improvements in performance.
- LGMSD as a beacon of transformation towards efficiency, transparency, and excellence.





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Administrative Practices and Resource Management

- Efficiency in Reporting
- Planning and Budgeting Discipline
- Cooperative Governance
- Fiscal Discipline and Optimal Utilization

Overarching Impact on Administrative Practices and Resource Management





Enhancing Accountability Accountability in Local Governance

- Transparent Evaluations
- Public Participation
- Feedback Mechanisms





Assessment Across Key Areas

Multi-sectoral Assessment and Findings

- Crosscutting Measures
- Water and Environment
- Education
- Health and Micro Scale Irrigation





Enhancing Accountability Accountability in Local Governance

- Transparent Evaluations
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Functional Capacity Gaps

Identifying and Addressing Capacity Gaps

- Human Resource Management
- Infrastructure Development
- Service Delivery
- Financial Management





Strategies and Interventions

Proposed Strategies for Performance Enhancement

- Capacity Building Programs
- Infrastructure Development Grants
- Decentralized Service Delivery
- Financial Management Workshops





Role of Independent Assessment

Importance of Third-party Evaluations

- Quantitative and Qualitative Analysis
- Stakeholder Engagement
- Credibility and Objectivity in Assessments





Challenges and Proposed Solutions

- Human Resource Gaps: Unfilled positions at the departmental level impact efficiency.
- Financial Constraints: Delays in pension payroll due to limited resources.
- Environmental Concerns: Weak enforcement of environmental and social clearances.
- Sanitation Issues: Lack of clear guidelines for inclusive service delivery.
- Actionable Recommendations: Stricter adherence to safeguards, bolstering reporting mechanisms, and human resource development.





Lessons Learned & Strategies for Improvement

- **Expanding the Framework:** Integrate additional sectors and region for comprehensive coverage.
- **Strengthening Collaborations:** Enhance synergy between stakeholders through regular engagement.
- **Capacity-building Initiatives:** Invest in training programs for local government officials.
- **Robust Data Management:** Develop systems for accurate and time reporting.
- **Strategic Implementation:** Internalize lessons and apply enhancements for future effectiveness.





Comparative Analysis of African Frameworks

- **South Africa's MPMS:** Holistic approach covering various facets of governance.
- **Kenya's Performance Contracting:** Promotes competition among counties.
- **Ghana's District League Table:** Enhances transparency and accountability.
- **Nigeria's States Fiscal Program:** Encourages fiscal responsibility.
- **Common Themes:** Accountability, Service Delivery, Transparency, and Competition.





Conclusion and Implications

- **Decentralization:** Empowers local governments for context-specific solutions.
- **Standardized Metrics:** Allows objective evaluation across local governments.
- **Collaborative Approach:** Engages multiple stakeholders for a holistic view.
- **Continuous Monitoring:** Encourages an iterative cycle of improvement.
- **Global Applicability:** Provides a model for other contexts and highlights the role of structured M&E in governance.





Role of government partners in local government M&E systems

- Government works with various social partners to realise development
- Evaluation capacity development entities and peer-learning programs like Twende Mbele are important partners that work with Government to promote subnational M&E systems through learning platforms such as webinars and conferences
- Twende Mbele is setting up a community of practice of M&E professionals deployed in national and subnational levels across the Twende Mbele network, as part of the on-going learning and sharing of M&E best practices
- Building an evidence-based governance culture at all levels of government requires consistent learning and sharing platforms for M&E professionals





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THE END

