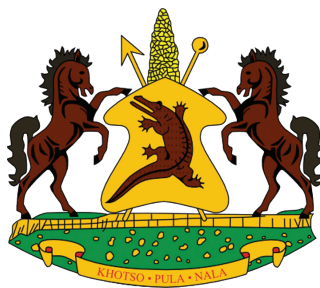


February 2014



**KINGDOM OF LESOTHO**

**MINISTRY OF LOCAL GOVERNMENT, CHIEFTAINSHIP AND  
PARLIAMENTARY AFFAIRS**

# **GUIDELINE FOR ASSESSMENT OF LOCAL GOVERNMENTS ON THE MINIMUM CONDITIONS AND PERFORMANCE MEASURES TO ACCESS THE LDG**

**Deepening Decentralization Programme (DDP)**

*"Strengthening Local Authorities for Sustainable Local Development"*



EUROPEAN UNION





# Abbreviations

<b>DAP</b>	District Annual Plan
<b>DDP</b>	Deepening Decentralization Programme
<b>DCS</b>	District Council Secretary
<b>EU</b>	European Union
<b>FY</b>	Financial Year
<b>GoL</b>	Government of Lesotho
<b>LDG</b>	Local Development Grant
<b>IPF</b>	Indicative Planning Figures
<b>LG</b>	Local Government
<b>MC</b>	Minimum Conditions
<b>MoCST</b>	Ministry of Communications, Science and Technology
<b>MoF</b>	Ministry of Finance
<b>MoGYSR</b>	Ministry of Gender, Youth, Sports and Recreation
<b>MoLG</b>	Ministry of Local Government, Chieftainship and Parliamentary Affairs
<b>MoP</b>	Ministry of Planning
<b>NGOs</b>	Non Governmental Organizations
<b>OPM</b>	Office of the Prime Minister
<b>PM</b>	Performance Measures
<b>UNCDF</b>	United Nations Capital Development Fund
<b>UNDP</b>	United Nation Development Programme

# Table of Contents

Contents	Page
Map of Lesotho.....	i
Abbreviations.....	ii
Table of contents and List of Annexes.....	iii
Forward.....	1
Introduction.....	2
Objectives of the Assessment of MCs and PMs.....	3
Assessment Team.....	3
Timing of the Assessment.....	3
Introductory Meetings .....	4
Withholding and/or provision of inadequate and inaccurate information.....	4
Report Preparation, feedback and approval of the assessment report.....	4
Quality Assurance.....	5
Compliant and Appeal Process.....	5
Publishing Results of the Assessment.....	5
Assessment of MCs and Scoring of PMs.....	6
<b>LIST OF ANNEXES</b>	
Annex 1 Minimum Conditions for accessing LDG.....	7
Annex 2 Result of the Minimum Conditions and its effect on LDG.....	8
Annex 3 Performance Measures for LDG.....	8 - 11
Annex 4 Result of the Performance Measures and its effect on the LDG.....	12
Annex 5 Sample District Assessment Reporting Format.....	13 - 15

## Foreword

I would like to take this opportunity to inform you that the Ministry of Local Government, Chieftainship and Parliamentary Affairs (MoLG) in its attempts to improve the functioning, accountability and delivery of services by Local Authorities is introducing minimum conditions and performance measures for Local Authorities to be able to access the Local Development Grant (LDG). By linking the level of fiscal transfers to performance, Local Authorities will improve in areas of planning and budget execution, downward, upward and horizontal accountability, financial management and good governance among others.

Local Authorities will be subjected to annual assessments to ensure compliance to the provisions of the laws and regulations in particular Public Procurement Regulations 2007; Public Financial Management and Accountability Act, 2011; and the Local Government Act 1997 as amended. The main areas of focus are on development planning and budgeting, financial management and internal audit, local administration and functioning of councils, local revenue generation, horizontal and vertical communication.

This assessment guideline is prepared to facilitate the process of determining the Local Authorities that have the minimum safeguards to manage public funds and therefore are eligible to access the LDG which is a discretionary fund under the Deepening Decentralization Programme (DDP). The process will provide incentives for the Local Authorities performance through rewarding good performing Local Authorities and sanctioning those that don't comply with the regulations. This is expected to enhance transparency and accountability, service delivery and overall resource management efficiency at the Local level.

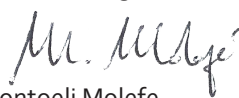
The functional areas and indicators for both the Minimum Conditions and Performance Measures have been carefully selected taking into consideration the mandates of Local Authorities

and existing regulations/laws to avoid inconsistencies. Quality assurance mechanisms have been adequately covered to ensure that the assessment results are of high quality and there is room for addressing grievances/appeals. The findings of the assessment will be disseminated nationwide to ensure upward and downward accountability and better local governance.

The production of this guideline has been made possible through financial support from the European Union under the Deepening Decentralization Programme (DDP) implemented by the Ministry of Local Government, Chieftainship and Parliamentary Affairs in partnership with the United Nations Development Programme (UNDP) and the United Nations Capital Development Fund (UNCDF).

The process of preparing this guideline was supported by the DDP Technical team who provided invaluable contribution. The team is commended for the excellent work done. Special thanks to Ms. Jenifer Bukokhe Wakhungu (PhD), Technical Specialist, UNCDF and Mr. Hoolo Nyane, Programme Manager DDP, UNDP for drafting the guidelines and pulling all the various inputs together.

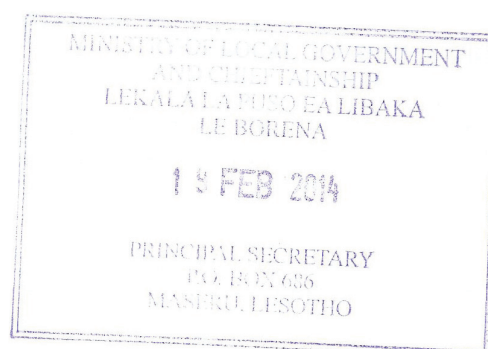
Finally, this document benefited from meetings organized with the Local Authorities in particular the technical staff and political leaders from all the districts in Lesotho whom we cannot mention individually. Their active involvement and useful input during the preparation and pre-testing of the guidelines is acknowledged.



Montoeli Molefe

Principal Secretary

Ministry of Local Government, Chieftainship and Parliamentary Affairs



## Introduction

The Government of Lesotho (GoL) through the Ministry of Local Government, Chieftainship and Parliamentary Affairs (MoLG) with funding from the European Union (EU), in partnership with United Nations Development Programme (UNDP) and United Nations Capital Development Fund (UNCDF) has embarked on implementing the Deepening Decentralization Programme (DDP). The main purpose of the programme is to promote decentralized service delivery for social and economic growth through the development of transparent funding mechanisms and by improving the accountability of local authorities. Specific components of the programme are: 1) improving development funding through local authorities, 2) promoting decentralization and accountability systems at the local level and 3) enhancing capacities of line ministries and local authorities to decentralize functions.

Under the DDP, the GoL will receive a Local Development Grant (LDG) to be accessed by the Local Authorities to assist them successfully undertake assigned functions and deliver public services to community members as defined by the Constitution, 1993 and the Local Government Act, 1997 as amended. The main purpose of the LDG is to improve public service delivery through demonstrating and testing improved financial management procedures and systems.

### **The specific objectives are as follows:**

**a)** To develop the capacity of Local Authorities to plan, budget and provide resources for implementation of local develop-

ment and basic service delivery.

**b)** To Pilot a discretionary capital fiscal transfer system from central to local level.

**c)** To act as incentive for decentralisation reforms as the lessons and experiences are documented and systematically fed into the reform process to improve service delivery.

However, before the Local Authorities access the LDG, which is discretionary, they will have to meet a set of minimum requirements that would ensure proper utilization of public resources. In addition an assessment of performance will be done in retrospect to reward Local Authorities that perform well in line with the legal and policy provisions by giving them 20% more and sanction Local Authorities that do not comply with the regulations by giving 20% less on their LDG allocation. This will provide an incentive for improving administration of service delivery and resource management. Twenty percent (20%) of the LDG will be assigned to capacity building support to weak Local Authorities to assist them attain the indicators.

The minimum conditions and performance measures are derived from the GoL laws and regulations in particular the Constitution, 1993; Local Government Act, 1997 as amended; Public Financial Management Act, 2011; Financial Regulations 1973; and Public Procurement regulations, 2007.



## Objectives of the Assessment of the Minimum Conditions and Performance Measures

- a) To determine the Local Authorities that have the capacity to manage discretionary LDG and therefore eligible to access the LDG under the DDP.
- b) To provide incentives for the Local Authorities performance through rewarding good performing Local Authorities and sanctioning the poor performing.
- c) To verify compliance of Local Authorities to the provisions of the laws and regulations in the Public Procurement Regulations 2007; Public Financial Management Act 2011; and the LG Act 1997 as amended.
- d) Assist the Local Authorities to identify functional capacity gaps and needs that can be used to prepare a targeted capacity development plan.
- e) To establish information that will strengthen the monitoring and evaluation processes.
- f) To enhance transparency and accountability, service delivery and overall resource management efficiency.
- g) To create a sense of competition between Local Authorities and facilitate more transparent and accountable local development process by widely disseminating the results of the assessment

## Assessment Team

In the first and second year of the LDG, the assessment of Local Authorities against the minimum conditions and performance measures shall be conducted by an independent service provider. The service provider will assign at least two persons one having good expertise in LGs and the other with a good inclination towards financial management preferably a qualified accountant. The assessment will be supported by the MoLG who will monitor adherence to the schedule of the assessment while UNCDF and UNDP will ensure the quality of the assessment.

The assessment guidelines shall be reviewed every year and updated and with time this function will be institutionalized in

the Department of Decentralization under inspection.

MoLG in partnership with the UNCDF and UNDP will conduct a detailed orientation for the Assessment Team to ensure uniform interpretation of the indicators and the processes. The content of the orientation should include objectives of the assessment, the minimum conditions and their indicators, performance measures and their indicators, information sources, assessment procedure and scoring system, analysis and reporting guidelines, a quick recap of the common problems/constraints in the assessment process and the skills required for the assessment.

## Timing of the Assessment

The Assessment will be conducted between October and November every year. This will allow incorporation of the LDG into Annual work plans and budget for the following year. If the minimum conditions are not met during the assessment time in October and November, the affected Local Authorities will be given the month of December to comply or to raise any complaints/concerns. The re-assessment in December will focus on the requirements not met.

However, due to unforeseen challenges experienced in 2013, the first assessment of Local Authorities will be conducted in

January to February 2014. If the minimum conditions are not met during the assessment time in January and February, the affected Local Authorities will be given the month of March 2014 to comply or to raise any complaints/concerns. The re-assessment in March will focus on the requirements not met.

The Local Authorities which are unable to meet the minimum conditions shall be given capacity building support through the DDP to assist them in the areas where they failed to meet the minimum requirements so long as they have produced a capacity building plan as part of the approved annual work plan.

## Introductory Meetings

The MoLG will announce the assessment and convene a briefing meeting with the Local Authorities to inform them about the assessment process. Thereafter, the Assessment Team will meet the District Council Secretary/Town Clerk to discuss and agree on the modus operandi and the programme that will be

followed. The meeting will request the District Council Secretary/Town Clerk to re-confirm appointments with Key Informants to be met by the assessment team and also to provide documents that will be reviewed to facilitate the assessment of minimum conditions and performance measures.

## Withholding and/or provision of inadequate and inaccurate information

In cases where the Assessment Team cannot get access to specific information from the Local Authority, the scoring on

the indicator will be zero. The affected Local Authority will be given one month to comply in order to change the rating.

## Report preparation, feedback and approval of the assessment report

The Assessment Team will be given a maximum of two days per Local Authority to complete the assessment and a week after to submit the report.

a) Each day the Assessment Team meets to discuss and agree on the results and interpretation using the reporting formats attached on this guide. At this stage results on the same indicators but from different sources will be reconciled.

b) After each Local Authority assessment, the assessment team debriefs the Local Authority on the assessment results including performance status per indicator, strengths and weakness but not the qualification. The debriefing session will include both the technical and political leadership of the Local Authority. The Local Authority can use this opportunity to clarify or complement information gathered by the assessment team.

c) The assessment team will compile the Local Authority re-

port and submit to the MoLG. The members of the assessment team must discuss the report; ensure accuracy, completeness and comprehensiveness before submission to MoLG. The Local Authorities will get copies of the reports. All members of the Assessment Team will sign the Local Authority report.

d) The overall Team Leader will convene the assessment team to consolidate the Local Authority reports into one national report. The report will be discussed by the DDP Technical Committee that will identify capacity building gaps and actions before presentation to the key stakeholders and members of the DDP Steering Committee.

e) The Principal Secretary MoLG endorses the results and makes pronouncements by in January every year except in the case of the first assessment where the results will be announced in March 2014.



## Quality Assurance of the Assessment

To ensure quality, the DDP Technical committee will be responsible for this function. Quality assurance is done in the best way to ensure there is thorough documentation and errors should be considered as lessons to improve the next assessment. The

MoLG with support from the DDP Technical Team may select a random sample of Local Authorities to check for quality assurance for purposes of creating trust for the process.

## Complaint and Appeal process if a Local Authority is dissatisfied with results of the Assessment

It is important to note that all minimum conditions have to be complied with at the time of the assessment, unless otherwise mentioned. There are - as a general rule - no exemptions for the Minimum Conditions, and there is no "half-way" compliance, as these Minimum Conditions are basic safeguards for handling of public funds.

If a Local Authority is not satisfied with the assessment results, it can appeal. The Local Authority will prepare and present an

appeal letter to the MoLG indicating areas of disagreement and attach the evidence for verification. MoLG reviews the submitted appeal in consultation with the DDP Technical Team. If the situation necessitates another independent assessment of that district, a separate team will be constituted to conduct another assessment to verify the report. If the appeal is found to be genuine upon review or by a 2nd assessment then the result will be corrected by MoLG and accordingly inform the DDP Partners.

## Publication of Results

Results should be published in the public media through the media including radio, T.V, MoLG website and print. This is important to strengthen upward and downward transparency and accountability.

## Scoring of Minimum Conditions and Performance Measures

The Assessment Team will be given a score sheet for Minimum Conditions and Performance Measures. A simple response of either **Met** or **Not Met** is on the score sheets. Any justifications, observations or comments during the assessment or even after that period should be put in the remarks column. Refer to Annex 1.

Scoring of Performance Measures ranges from zero (0) to a maximum point of ten (10) for each indicator. The score for regular council meeting in the previous year is for instance allocated respective points of 10-6-3-0. If a Local Authority organized monthly council meetings in the previous year with written minutes available, it will receive maximum point ten (10). On the contrary, if the Local Authority did not organize any council meetings in the previous year it is given no point.

The most important aspect in measuring Performance is that the scores should be specific and must conform to the given

scores only. This is given to reduce subjectivity and enhance comparison across local authorities. The Assessors are not allowed to give any other score in between the specified points except if it is mentioned in the format or in this guideline. Please see Annex 1 sample score sheet for Minimum Conditions, Annex 2 implication of the results, Annex 3 sample score sheet for Performance Measures and Annex 4 implications of the results.

The Minimum Conditions listed below, are the basic minimum requirements for Local Authorities to access the LDG. Local Authorities that fail to meet the indicators of the Minimum Conditions may only qualify for the Capacity Building Grant i.e. 20% of their LDG. The number of Minimum Conditions will be reviewed over time and necessary adjustments made to respond to the growth in the LG system. There are 10 indicators for Minimum conditions and 15 indicators for performance measures phase over the DDP life cycle.

## Annex 1: Minimum Conditions (MCs) for accessing the LDG

Functional Area	Indicators of MC	Source of information	Met	Not Met	Remarks
Local Government Development Planning and Budgeting.	1) District Annual Development Plan (DAP) for the current financial year (FY) approved by council.	A copy of the DAP for the current FY endorsed by the District C/P and DCS. <b>Source:</b> Planning Department			
	2) District council in place and have met monthly in the current financial year.	Minutes of the District Council meeting for the current FY. <b>Source:</b> District Council Secretary			
	3) Existence of a functional Procurement Office.	Latest procurement report preferably for the current FY. Approved procurement plan for the current FY. <b>Source:</b> District Council Secretary			
Financial Management and internal Audit.	4) Complete Final Accounts for the previous FY produced and submitted to the MoLG within the given time.	A copy of the complete Final Accounts for the previous FY submitted to MoLG. <b>Source:</b> Finance Department			
	5) Internal Audit function operational.	Quarterly internal audit reports for the previous FY. <b>Source:</b> Finance Department			
	6) Final audit of accounts for the previous FY audited and not qualified (if not the previous FY, then the latest but not more than 2 years back).	A copy of final audited financial report for the previous FY or the latest year but not more than two years old. <b>Source:</b> Finance Department			
Capacity Building	7) Annual Capacity Building Plan in place and approved by council.	A copy of the annual capacity building plan endorsed by the District C/p & the DCS. <b>Source:</b> HR Department			
Local Administration	8) Fulltime District Council Secretary, Finance Manager, Human Resource Manager, Principal Technical Officer (engineer), Procurement officer and Administration Manager with written job descriptions	Staff attendance register, pay roll, copies of appointment letters and job descriptions. <b>Source:</b> Human Resource Department			
Local Revenue Generation	9) The District Local revenue collection has not decreased in nominal figures from the previous FY.	A copy of the Final Accounts from the previous FY and the final accounts from the previous FY but one. <b>Source:</b> Finance Department			
Project Specific Conditions	10) LDG cash book established.	LDG Cash book. <b>Source:</b> Finance Department			

**There are only 10 indicators and all indicators must be met to qualify for the LDG.**

In the first year of the LDG, Local Governments will only be assessed on three indicators (1, 4 and 8). During the second assessment, indicators 2, 6 and 10 will be introduced. The rest will come in the 3rd assessment.

## Annex 2: Results of the Minimum Conditions and its effects on the LDG

Year	Result of Minimum Conditions	Effects on LDG
First and subsequent Years of LDG	LAs that do not meet the indicators of Minimum Conditions	Have no access to LDG but qualify for Capacity building support.
First and subsequent years of LDG	LAs that met all the indicators of Minimum Conditions	Have access to LDG

## Annex 3: Performance Measures for the LDG

Functional Area	No	Indicators of Performance Measures	Means of verification	Score	Remarks
<b>Functioning of the District Council &amp; Implementation of the Annual Work Plan</b>  No. Indicators= 5 Max Score= 40	1	Regular meeting of District council in the Previous FY.	Minutes of the District Council meeting for the previous FY. <b>Source:</b> District Council Secretary	<b>Monthly</b> meetings were organized, written minutes and attendance of the meetings are available <b>Score =10</b> Six meetings conducted and minutes and attendance are available <b>Score = 6</b> Three meetings were organized, and no written minutes available <b>Score =3</b> No meetings were organized <b>Score =0</b>	
	2	Quality of the District Annual plan in terms of linkages with the overall LG vision, development goals and objectives. Clear description of the development planning process with evidence of wide consultations with community councils/members	A copy of the DAP for the current FY endorsed by the District C/P and DCS. Copies of Urban/ community councils' priorities and plans submitted to the District. <b>Source:</b> Planning Department	All prioritized projects in DAP are from Urban/ Community councils priorities <b>Score= 5</b> Less than half of prioritized projects from Urban and Community councils priorities <b>Score =2</b> No link between DAP and Urban and Community priorities <b>Score =0</b>	

	3	Level of LDG projects completed and made operational	Project Implementation Report. <b>Source:</b> Planning Department	All LDG supported projects completed are operational <b>Score =10</b> More than 70% of LDG supported projects completed are operational <b>Score =5</b> Less than 70% of LDG supported projects completed are operational <b>Score =0</b>	
	4	Adherence to LG procurement thresholds for goods and services	Latest procurement report preferably for the current FY. <b>Source:</b> District Council Secretary	All procurements in the FY complied with rules and regulations. <b>Score =10</b> More than 70% compliance with procurement rules and regulations <b>Score =5</b> Less than 70% compliance with procurement rules and regulations <b>Score =0</b>	
	5	Level of Gender responsiveness of LDG sponsored projects. Annual budget reflects budgetary allocations for gender specific interventions to address gender issues identified during the planning, monitoring and mentoring.	Project Implementation Reports and the work-plan/budget. <b>Source:</b> Planning Department	Project facilitates economic opportunities for women and other vulnerable categories <b>Score =5</b> Projects facilitates women and other vulnerable categories access to social facilities <b>Score = 2</b> Project neutral to gender consideration <b>Score = 0</b>	

<b>Financial Management and Internal Audit</b>  No. Indicators= 3 Max Score = 24	6	Quarterly financial and narrative Reports for the previous FY prepared and submitted to MoLG.	Quarterly and Annual Financial and narrative reports. <b>Source:</b> Planning Department	In the Previous year all reports were timely submitted and copies are available at MoLG <b>Score=10</b> Most of the reports are submitted and copies are available at MoLG <b>Score= 5</b> More than 50% reports are not submitted on time and also do not have copies at MoLG <b>Score =0</b>	
	7	Quality of the Final financial Audit results for the previous FY.	A copy of the financial audit report for the previous FY or the latest FY but not more than two years old. <b>Source:</b> Finance Department	Not qualified <b>Score= 8</b>  Qualified <b>Score = 0</b>	
	8	Response to queries raised in the financial audit report for the previous FY within a month.	Review the audit report, response and actions taken upon previous FY audit queries.	All the queries responded to, taken actions or corrections made <b>Score = 6</b> More than 50% but less than 80% response made <b>Score= 3</b> Less than 50% action. <b>Score= 0</b>	
<b>Local Revenue performance efforts</b>  No. Indicators= 2 Max Score=16	9	Actual local revenue collection has increased for previous FY compared to previous FY but one.	A copy of the Final Accounts from the previous FY and the final accounts from the previous FY but one or Ledger of local revenue collection or bank statement <b>Source:</b> Finance Department	More than 15% actual local revenue collection is increased in last year compare to previous year but one. <b>Score = 8</b> Actual collection was less than 15% but more or equal to 5% <b>Score= 4</b> Less than 5% increment or no increment <b>Score= 0</b>	



	10	Percentage of collected local revenue against the planned revenue for the previous FY.	A copy of the Final Accounts from the previous FY and the final accounts from the previous FY but one or Ledger of local revenue collection or bank statement <b>Source:</b> Finance Department	Last year, more than 80% actual local revenue was collected as per planned for the same year. <b>Score =8</b> Less than 80% but more than or equal to 50% actual collection. <b>Score= 4</b> Less than 50% <b>Score= 0</b>	
<b>Communication, transparency and accountability to the Public</b>  No of Indicators= 2 Max Score= 8	11	Posting of the Indicative Planning Figures (IPF) and approved projects of LGs for the current FY at the respective District headquarters and other public places such as churches, mosques, markets etc.	Copies of notices on the file/check the notice board. <b>Source:</b> District Council Secretary	All IPF and projects publicized on noticed boards and other public places <b>Score=4</b> IPFs and projects not publicized anywhere <b>Score 0</b>	
	12	Marking completed LDG projects, LG name, DDP and year of completion.	Sample physical sites and project inventory <b>Source:</b> Planning Department	All the projects sampled named, marked DDP and year of completion <b>Score =4</b> Projects not marked, named <b>Score= 0</b>	
<b>Staff functional capacity and monitoring</b> Indicators= 3 Max Score= 12	13	Evidence that the district technical staff have been visiting the Urban/community councils for mentoring purposes.	A copy of the Mentoring Report. <b>Source:</b> Human Resource	At least one mentoring visit organized and notes are available <b>Score =4</b> No mentoring visit conducted <b>Score= 0</b>	
	14	Capacity building Grant progress report for the previous financial year	Capacity building reports <b>Source:</b> Human Resource	Capacity building reports and available <b>Score: 4</b> Capacity building reports not available <b>Score =0</b>	
	15	Project Monitoring reports prepared and submitted to MoLG for all LDG projects.	Project Monitoring Reports <b>Source:</b> Planning Department	Project Monitoring visits conducted on a regular basis and reports available <b>Score= 4</b> Project Monitoring visits not conducted <b>Score= 0</b>	

Performance measures will be introduced during the second assessment of local governments. Six indicators will be assessed (1, 5, 6, 11, 12 and 13). Indicators number 3, 8 and 15 will be introduced during the 3rd assessment and the rest during the 4th assessment.

## Annex 4: Result of Performance Measures and its effects on the LDG

Year	Result of Performance Measures	Effects on LDG
First Year of Performance Assessment	LAs that score less than 30% in indicators of Performance Measures	20% reduction in eligible LDG.
First Year of Performance Assessment	LAs that score more than 30% but less than 50% score in indicators of Performance Measures	Remain static and receive full eligible LDG but no reward or sanction.
First Year of Performance Assessment	LA that score 50% or more in indicators of Performance Measures	20% increase in eligible LDG
Second Year of Performance Assessment	LAs that score less than 40% in indicators of Performance Measures	20% reduction in eligible LDG.
Second Year of Performance Assessment	LAs that score more than 40% but less than 60% score in indicators of Performance Measures	Remain static and receive full eligible LDG but no reward or sanction.
Second Year of Performance Assessment	LA that score 60% or more in indicators of Performance Measures	20% increase in eligible LDG
Third Year of Performance Assessment and subsequent years	LAs that score less than 50% in indicators of Performance Measures	20% reduction in eligible LDG.
Third Year of Performance Assessment and subsequent years	LAs that score more than 50% but less than 80% score in indicators of Performance Measures	Remain static and receive full eligible LDG but no reward or sanction.
Third Year of Performance Assessment and subsequent years	LA that score 80% or more in indicators of Performance Measures	20% increase in eligible LDG

## Annex 5: Sample District Assessment Reporting Format

- i. Cover page: name of the District, Date of assessment, Names of the Assessors, Name of the District Chairperson and the District Council Secretary and their telephone contacts.
- ii. Table of contents: List of main headings in the report and page numbers
- iii. Abbreviations
- iv. Acknowledgement: Names of people met categorized per department
- v. Executive summary: To include status of the District in terms of meeting the minimum conditions, performance measures (eligible for a reward, static and penalized) summary of findings per functional area and recommendations.

**1. Introduction:** Include issues like objectives of the assessment, the assessment process in a particular district, process challenges and mitigation measures.

### 2. Summary of Assessment Results

#### 2.1 Summary of Minimum conditions

**Table 1: Minimum Conditions (MC) for accessing the LDG**

Functional Area	Indicators of MC	Met	Not Met	Remarks
<b>A)</b> Local Government Development Planning and Budgeting.	<b>1)</b> District Annual Development Plan (DAP) for the current financial year (FY) approved by council.			
	<b>2)</b> District council in place and have met at least once in the current financial year.			
	<b>3)</b> Existence of a functional Procurement Unit and Tender Panel.			
<b>B)</b> Financial Management and internal Audit.	<b>4)</b> Complete Final Accounts for the previous FY produced and submitted to the MoLG within the given time.			
	<b>5)</b> Internal Audit function operational.			
	<b>6)</b> Final audit of accounts for the previous FY audited and not qualified (if not the previous FY, then the latest but not more than 2 years back).			
<b>C)</b> Capacity Building	<b>7)</b> Annual Capacity Building Plan in place and approved by council.			
	<b>8)</b> Fulltime District Council Secretary, Economic Planner, Finance Manager, HR officer, Principal Technical Officer (engineer), Physical Planner, procurement officer, Administration Manager and Senior Legal Officer with written job descriptions			
<b>D)</b> Local Revenue Generation	<b>9)</b> The LG revenue collection has not decreased in nominal figures from the previous financial year.			
<b>E)</b> Project Specific Conditions	<b>10)</b> LDG vote book established and 10% (central) and 5% (District LDG co-financing in the current FY recorded.			

## 2.2 Summary of Performance Measures

**Table 2: Performance Measures for the Local Development Grant**

Functional Area	Performance Measures	Total Score	Actual Score	Remarks/ Observations
<b>Functioning of the District Council &amp; Implementation of the Annual Work Plan</b>  No. Indicators= 5 Max Score= 40	Regular meeting of District council in the ensuing year	10		
	Quality of the District Annual plan in terms of linkages with the overall LG vision, development goals and objectives. Clear description of the development planning process with evidence of wide consultations with community councils/members	5		
	Level of LDG projects completed and made operational	10		
	Adherence to LG procurement thresholds for goods and services	10		
	Level of Gender responsiveness of LDG sponsored projects. Annual budget reflects budgetary allocations for gender specific interventions to address gender issues identified during the planning, monitoring and mentoring.	5		
<b>Financial Management and Internal Audit</b>  No. Indicators= 3 Max Score = 24	Quarterly financial and narrative Reports for the previous year prepared and submitted to MoLG.	10		
	Quality of the Final financial Audit results for the previous year.	8		
	Timely response to queries raised in the financial audit report for the previous year	6		
<b>Local Revenue performance efforts</b>	Actual local revenue collection has increased for previous year compared to previous year but one.	8		

Functional Area	Performance Measures	Total Score	A c t u a l Score	R e m a r k s / Observations
No. Indicators= 2 Max Score=16	Percentage of collected local revenue against the planned revenue for the previous year.	8		
Communication, transparency and accountability to the Public No of Indicators= 2 Max Score= 8	Posting of the Indicative Planning Figures (Annual and Quarterly) and approved projects of LGs for the current financial year at the respective District headquarters and other public places such as churches, mosques, markets etc.	4		
	Marking completed LDG projects, LG name, DDP and year of completion.	4		
Staff functional capacity and monitoring Indicators= 3 Max Score= 12	Evidence that the district technical staff have been visiting the Urban/community councils for mentoring purposes.	4		
	Capacity building progress report for the previous financial year	4		
	Output Monitoring report prepared and submitted to MoLG for all LDG projects.	4		
<b>Total</b>		<b>100</b>		

**Comment:** Insert results on whether the District qualifies for a reward, it is static or penalty.

### 3. Presentation and Analysis of the Assessment Results

For each of the Minimum Conditions and Performance Measures including their indicators, the assessment team is expected to:

- a) Describe the situation as it pertains on the ground giving examples of where evidence can be found. Like referring to documents.
- b) Explain the possible causes of the existing situation/performance

### 4. Recommendations and way forward

- a) The recommendations should be tailored to addressing the challenges unearthed from the assessment
- b) These recommendations should be categorized per thematic area and the responsibility centre indicated.

**Ministry of Local Government, Chieftainship and Parliamentary Affairs**

4th floor, Moposo House

Ms. Maselemeng Mokose

Director Planning

Telephone: (+266) 59002516 / (+266) 22327575

Email: selly.mox@gmail.com

**United Nations Development Programme (UNDP)**

Mr. Hoolo Nyane

Programme Manager

Telephone: (+266) 62773320 / 22313790

Email: hoolo.nyane@undp.org

Website: [www.undp.org](http://www.undp.org)

**United Nations Capital Development Fund (UNCDF)**

Jenifer Bukokhe Wakhungu, PhD

Technical Specialist

Telephone (+266) 560 48 530 / 22313790

Email: [jenifer.bukokhe@uncdf.org](mailto:jenifer.bukokhe@uncdf.org)

Website: [www.uncdf.org](http://www.uncdf.org)