



# LOCAL GOVERNMENT COUNCILS' PERFORMANCE AND PUBLIC SERVICE DELIVERY IN UGANDA

**MPALE DISTRICT COUNCIL SCORE-CARD REPORT 2011/2012**



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**COVER PHOTOS**

**ABOVE:** A temporary classroom block at Buzalangizo P/S and a new classroom block on the right being constructed at the same school

**BELOW:** Children fetch water from a pipe destroyed during road works in Bubyangu S/C.

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# ABBREVIATIONS

<b>ACODE</b>	Advocates Coalition for Development and Environment
<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>CDD</b>	Community Driven Development
<b>CEFORD</b>	Community Empowerment for Rural Development
<b>CSOs</b>	Civil Society Organizations
<b>FAL</b>	Functional Adult Literacy
<b>FGDs</b>	Focus Group Discussion
<b>FY</b>	Financial Year
<b>HC</b>	Health Centre
<b>HIV</b>	Human Immune Virus
<b>Hon</b>	Honorable
<b>LC</b>	Local Council
<b>LG</b>	Local Government
<b>LLG</b>	Lower Local Government
<b>NAADS</b>	National Agriculture Advisory Services
<b>NFA</b>	National Forestry Authority
<b>O&amp;M</b>	Operation and Maintenance
<b>OPD</b>	Out-Patient Department
<b>PAC</b>	Public Accounts Committee
<b>PAF</b>	Poverty Alleviation Fund
<b>PRDP</b>	Poverty Reduction Development Programme
<b>PWDs</b>	Persons with Disability
<b>TC</b>	Town Council
<b>UBOS</b>	Uganda Bureau of Statistics
<b>UPE</b>	Universal Primary Education

## ACKNOWLEDGEMENTS

This score-card was prepared as part of the Local Government Councils' Score-card Initiative (LGCSCI). The Initiative is a partnership between the Uganda Local Government Association (ULGA) and the Advocates Coalition for Development and Environment (ACODE) - an independent public policy research and advocacy think-tank based in Kampala, Uganda. This report is an output of consultations with district technical and political leadership in Mbale District as well as community members in selected sub-counties in the district. We acknowledge the contributions of the LGCSCI project team at ACODE and researchers from across the country who gathered information upon which this report is premised. The production of this report would not have been possible without the contributions of several institutions and persons. We are particularly indebted to the offices of: the District Chairperson, the District Speaker, the Chief Administrative Officer, the District Clerk to Council and, especially, the District Councilors (the prime focus of this score-card) for the support accorded to the assessment process. The team is grateful to Drake Rukundo for peer reviewing and Mukotani Ruyendo for technical editing of this report.

We are indebted to the Democratic Governance Facility (DGF) and its contributing partners: United Kingdom (UK), Denmark, Norway, Ireland, Sweden, The Netherlands, Austria and the European Union (EU) for providing financial support for this Initiative. Finally, it is important to recognize that there still remain considerable gaps of information and data required to fully assess the performance of district councils and councilors in the district. However, we have taken due care to ensure that where information is available, it is presented as accurately as possible. Ultimately though, we take responsibility for any errors of omission.

## 1

# INTRODUCTION

This is the Score-card Assessment Report for Mbale District Local Government for the Financial Year (FY) 2011/12. The district is being assessed for the third time under the Uganda Local Government Councils' Score-card Initiative (LGCSCI), a project being implemented by ACODE in partnership with ULGA. LGCSCI is a long-term initiative of ACODE with the goal of strengthening citizens' demand for good governance and effectiveness in the delivery of public services as well as boosting the professionalization and performance of local government councilors. The initiative was launched in 2009 with the assessment covering 10 district councils. The second assessment for FY 2009/10 was conducted in 20 districts. The third assessment conducted during FY 2011/12 covered 26 districts,<sup>1</sup> including Mbale.

Using the score-card, we seek to improve the performance of these local governments by making annual assessments of the District Council, the Chairperson, the Speaker and individual councilors. The assessment includes interviews, focus group discussions, document review and field visits, among others. Findings from the score-card are widely disseminated at both national and district levels. At district level, the findings are presented at an interactive workshop that brings together the assessed political leaders, district technical officials, lower local government leaders, civil society organizations and the community.

This is the third score-card performance assessment report for Mbale District and it covers findings about the performance of the district during FY2011/12. This FY is the first of a five-year government term (2011 – 2016) and will therefore be a basis for subsequent comparative analysis on the performance of the district's political leadership.

## 1.1 Methodology

The score-card assessment used a combination of qualitative and quantitative methods of data collection and analysis.<sup>2</sup> The assessment largely relied on a score-card tool for data collection. The research methods mainly included:

- a) **Literature Review:** The study involved a comprehensive review of background documents and reports on Mbale District. Box 1 shows the different categories of official district documents that were reviewed to compile and collate data and information on public service delivery in the district.

1 Agago, Amuria, Amuru, Bududa, Buliisa, Gulu, Hoima, Jinja, Kabarole, Kamuli, Kanungu, Lira, Luwero, Mbarara, Moroto, Moyo, Mpigi, Mukono, Nakapiripirit, Nebbi, Ntungamo, Rukungiri, Soroti, Tororo and Wakiso.

2 For a detailed Methodology, See Godber Tumushabe, E. Ssemakula, and J. Mbabazi, (2012). Strengthening the Local Government System to Improve Public Service Delivery Accountability and Governance ACODE. Policy Research Series, No. 53, 2012, Kampala.

### **Box 1: Categories of Official District Documents used in the Assessment**

#### **Planning Documents**

- Mbale District Development Plan (DDP) 2010/11 - 2014/2015
- Mbale District Local Government Revenue Enhancement Plan
- Mbale District Local Government Approved Capacity Building Plan

#### **Budgeting Documents**

- Budget framework Paper FY 2011/12
- Budget framework Paper FY 2012/13
- Budget FY 2011/12

#### **Reports**

- Quarterly Monitoring Reports for FY 2011/12
- NAADS Monitoring Reports for FY 2011/12
- Committee Monitoring Reports for FY 2011/12

- b) Minutes of the District Council and Committee Sitzings:** Another important source of information for the score-card was the district council minutes, reports of committees of council as well as monitoring reports.
- c) Face-to-face interviews:** The scoring for the report was conducted through face-to-face-interviews with the leaders and then backed up with information from district reports in Box 1 and the analysis of responses from FGDs. For this report, the scoring of the respective leaders took place during the months of July and August 2011.
- d) Focus Group Discussions (FGDs):** In all, 36 FGDs were conducted during the period July – August 2011.

The score-card has been periodically reviewed by a task force comprising academicians, officials from the Ministry of Local Government (MoLG), representative from the Parliamentary Committee on Local Governments, district technical and political leaders and representatives of civil society. The rationale for periodic review has been to make the tool more robust and avoid the possibility of the research results being challenged.

## **1.2 District Profile**

Mbale District lies between the longitudes of 34° E, 35° E and latitudes 00° 45° N with land area coverage of 534.4 sq km. It is bordered by Sironko District to the north, Bududa District to the north-east, Manafwa District to the south-east, Tororo District to the south, Butaleja District to the south-west and Bududa District to the west. Pallisa and Kumi districts lie to the north-west of Mbale. Its central town and commercial centre is Mbale, which is also the location of the district headquarters. It is estimated that the population of the district was approximately 410,300 as of 2010.

**Table 1: Demographic characteristics of Mbale District**

Factor	Mbale
Total Population	410, 300
Population density	166.3/km <sup>2</sup>
Annual Growth Rate	3.2%
Urbanization Level	1.9%
Infant population below 1 year	-
Population under 5 years	-
Children of primary school age(6-12 yrs)	-
Population under 18 years	53.7%
Youth(18-29 years)	-
Elderly(60+years)	-

**Source:** Mbale District Development Plan (2011/2012)

### 1.3 Political Leadership

During the year under review, Mbale District comprised 23 sub counties<sup>3</sup> and one municipality.<sup>4</sup> It was headed by the Chairperson, Mr Benard Mujasi, working with 39 elected councilors including the district speaker. In terms of gender, 24 of the councilors were male while 16 were female. At Parliamentary level, the district is represented by four Members of Parliament as indicated in Table 2 below.

**Table 2: Mbale District Leadership**

Designation	Name
Chairperson	Bernard M. Mujasi
District Vice Chairperson	Hon. Robert Wandwasi
District Speaker	Hon. Muhammed Mafabi
Members of Parliament	Hon. Jack Wamai Wamanga
	Hon. Connie Galiwango
	Hon. Yahaya Gudo
	Hon. Michael G. Werikhe
Chief Administrative Officer	Benard Otim
D/CAOs	Edmond Dimba
Resident District Commissioner	Paul Nangoli
D/RDCs	Emmanuel Mitala

**Source:** Mbale District Council Minutes (2011-2012)

The district council conducted its business through Standing Committees as shown in Table 3 below. These committees do not only plan but also undertake monitoring of the government's priority programme areas on behalf of the council.

3 Sub-counties include: Northern Division, Industrial Division, Wanale Division, Mbale Municipality, Namanyonyi, Nakaloke, Bukonde, Bufumbo, Bubyangu, Lwasso, Busiu, Bumasikye, Busano, Busoba, Bumbobi, Budwale, Wanale, Bungokho, Bungokho-Mutoto, Nyondo, Bushiende, Lukhonje, Bukasakya

4 Nakaloke Town Council, Mbale Municipality.

**Table 3: Secretaries of Council Standing/Sectoral Committees**

Sectoral Committee	Secretary	Constituency
Finance, Planning and Administration	Hon. Robert Wandwasi	Lukhonje Sub-county
Education, Sports, Health and Sanitation	Hon. Michael Kisolo	Nakaloke Sub-county
Works and Production	Hon. Wanga Karim Muliro	Busano Sub-county
Community Based Services	Hon. Prossy Nadunga	Northern Division

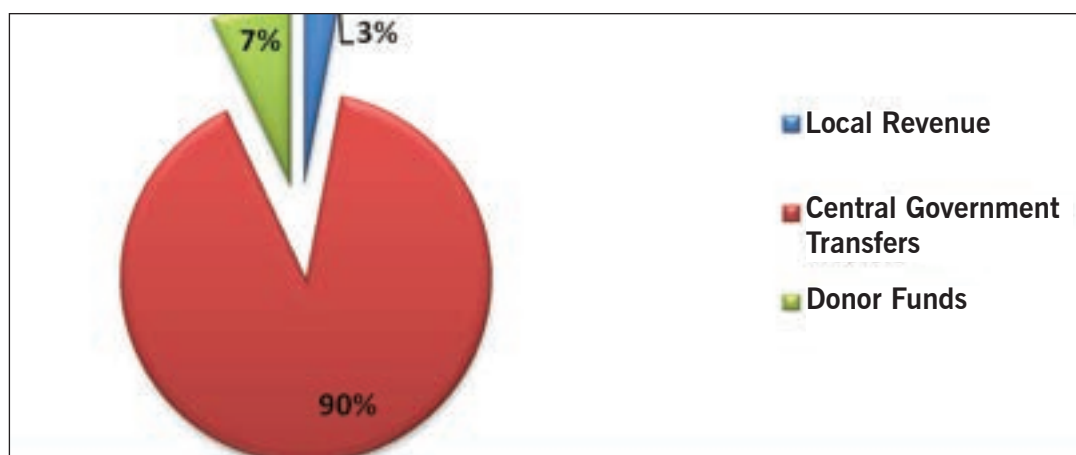
**Source:** *Mbale District Council Minutes (2011/12)*

## 2

## BUDGET ARCHITECTURE AND SERVICE DELIVERY IN MBALE DISTRICT

The primary function of government is to provide public services to its citizens. Under decentralization, this function was devolved to LGs to provide some services like education, health, agricultural advisory services, among others. Effective delivery of such services, however, depends on the amount of financial resources available. This section presents information on the sources of funds to finance the district budget and the state of service delivery in Mbale District.

**Figure 1: Sources of Funds for Mbale District Budget FY 2011/12**

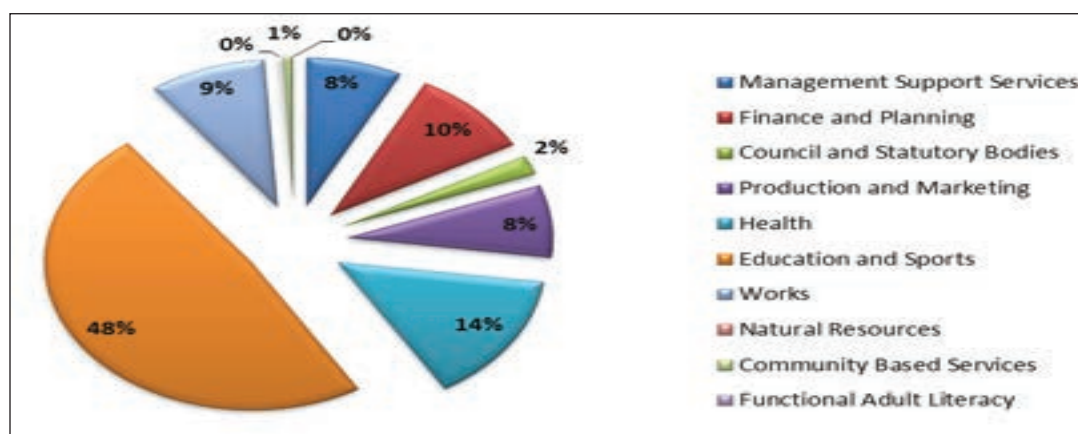


**Source:** District Progress Report FY 2011/2012.

Mbale District is heavily dependent on central government transfers which account for over 90% of district revenue. Locally-generated revenue and donor contributions were projected to be 7 % and 3% respectively.<sup>5</sup> The resource envelope for Mbale District was projected to be UGX 26,892,539,078 billion for FY 2011/12. However, by the close of May 2012, the district had absorbed a total UGX 19,343,452,654 – indicating a 72% budget performance.

<sup>5</sup> See, Mbale District Progress Report, Annual Work Plan and Budget for FY 2011 – 2012

**Figure 2: Sectoral Allocation of the Budget**



**Source:** District Progress Report FY 2011/2012.

From the approved budget of 2011/2012, the Education and Sports sector still consumed 48% of the total district budget. Despite the fact that the education sector received the biggest proportion of the budget, most of these funds were spent on salaries of teachers and not to improve the functionality of schools or purchase of scholastic materials. It was therefore not surprising that many primary schools in Mbale District had hardly produced a single candidate in Division 1 in the Primary Leaving Examinations (PLE) in the last 8 years.

The drop-out rates were worrying and yet a close examination of deliberations in Council did not show efforts on the part of the elected leaders to debate this problem and find practical solutions for it. The Natural Resources sector received the least budgetary allocation for the past two financial years. In both FYs it was allocated about 1% of the total district budget. This perhaps explains the limited efforts on the part of the district leadership to monitor and ensure protection as well as conservation of natural and environmental resources in the district.

## 2.1 State of Service Delivery in Mbale District

Basic public services such as education, health, roads and agricultural advice are essential to the local and national economies. The quality of these services provided to citizens is the ultimate measure of the performance of government. A review of selected service delivery indicators for Mbale District shows that despite advances made in various areas, service provision remains below target levels as shown in Table 4.



Table 4: Service Delivery Indicators in Mbale District (2011/12)

Sector	Indicators	National Standard/ NDP target	District Target 2010/11	Level of achievement 2011/12
<b>Education -Primary Education</b>	Children of primary school age going (6-12 yrs)	-	-	Not Known
	Enrolment	-	No target	Total: 84,092
	Pupil Classroom Ratio (PCR)	55:1	-	126:1
	Pupil Teacher Ratio (PTR)	55:1	55:1	52:1
	Latrine stance-pupil ratio	40:1	No target	90:1
	Pupil-to-Desk Ratio (PDR)	3:1	No target	6:1
	PLE Performance : Div. 1 % Pass in Div 11 % Pass in Div 111 % Pass in Div 1V % Pass in Div V		No target	4.03% 35.01% 19.08% 16.99% 20.30%
<b>Health Care services</b>	ANC 4 <sup>th</sup> Visit	60%	-	6.4%
	% Deliveries in Health Centres	35%	No target	50%
	Pit Latrine Coverage	-	-	65%
	IMR			76/1,000
	MMR			680/100,000
	% of pregnant women received 2 <sup>nd</sup> dose Fansider IPT	-	No target	45%
	District average HIV sero-prevalence rate by ANC			6.4%
<b>Road Sub-Sector</b>	Staffing Levels	-	-	47%
	Kms of District Roads Maintained using Road Gangs	-	Not known	206km
	District Roads periodically maintained	-	-	18.2km
	Km of roads under periodic maintenance	-	-	30.4km
	Proportion of roads in good condition	-	-	80%
	Construction of bridges	-	-	2
	Proportion of roads in fair Condition	-	-	15%
	Proportion of roads in poor condition	-	-	5%
<b>Water and Sanitation</b>	Opening up new community roads	-	No target	38Km
	Water coverage		-	62%
	Number of Boreholes drilled			16
	Number of new tap stands			25
	Number of boreholes rehabilitated	-	No target	7
	Functionality of water sources	80%	-	89%
<b>Agriculture</b>	Proportion of the population within 1km of an improved water source	-	No target	62%
	Number of extension workers per sub-county	-	Not known	-
	Number of service points	-	Not known	-
	Number of demonstration farms	-	Not known	-
	Technical back-up visits	-	Not known	-

<b>Functional Adult Literacy (FAL)</b>	Number of instructors	-	-	122
	Number of participants	-	No target	Not Known
	Number of service centres	-	-	20
	Refresher Trainings Conducted	-	-	90
	Level of coverage	-	52%	Not known
<b>Environment and Natural Resources</b>	Staffing Level	-	No target	-
	Conduct Environmental monitoring and assessment	-	-	Not known
	Production and update District State of the Environment Report (DSOER)	-	-	-
	District Environment Action Plan	-	Not available	Not seen
	Preparation of District Wetland Ordinance	-	Not known	1 ordinance proposed in six sub-counties
	Compliance Monitoring field trips	-		2
	Number seedlings planted with support from FIEFOC	-	-	115,000

**Source:** Mbale DDP 2011-2016; FAL Monitoring Report 2011/12; District Health Staff inventory (December 2010); Mbale District HMIS Report 2011; Progress Report 2011-2012.

### 2.1.1 Primary Education Services

Education is important for socio-economic transformation because it provides the means through which skills are imparted and attitudes and practices altered. Primary education is part of what is referred to as basic education and is often used as an indicator of literacy. Mbale District performance on key primary education indicators can be described as positive. Enrolment and staffing has continued to improve. The recent recruitment of 103 teachers has greatly improved the teacher-pupil ratio.<sup>6</sup>

**Figure 3:** A temporary classroom block at Buzalangizo P/S and a new classroom block on the right being constructed at the same school



**Source:** ACODE Digital Library, August 2012

<sup>6</sup> See, Mbale District Progress Report, Annual Work Plan and Budget for FY 2011 – 2012

**Figure 4: A new teachers' house being constructed at Nanyunza Primary School, Bukonde Sub-county under the NUSAF 2 Project**



*Source: ACODE Digital Library, August 2012*

### 2.1.2 Health Services

Health directly impacts the population's productivity. Mbale District boasts of 48 health facilities of which 43 are government-owned while two are private not for profit (PNFPs)<sup>7</sup>. OPD utilization in Health facilities in Mbale District in Government and PNFP facilities was 0.9 visits per person per year during 2010/11. In addition, 50% of mothers still delivered without supervision of qualified health professional which put the lives of both the mothers and babies at risk. Maternal mortality rates were high in Mbale District at 680/100,000. There were persistent stock-outs of drugs, inadequate health facilities, given that sub-counties like Bushiende and Bufumbo still lacked health centres, while Bufumbo Health Centre IV did not have water supply. Inadequate staff was also identified as an overarching challenge. However, in an attempt to improve access to health care services, construction of maternity wards in Bubyangu, Busiu, Budwale, Namawanga sub counties was ongoing.

<sup>7</sup> The government owns: 1 general hospital; 3HC IVs; 19 HC IIIs, 10 HCIs, 1 Referral hospital; 2 PNFP-General Hospitals, 1 Private Hospital, 1 NGO HC III.

**Figure 5: Area Councilor Hon. Sulait Mumeya on a dry tap stand at Bufumbo Health Centre IV**



*Source: ACODE Digital Library, August 2012*

### **2.1.3 Road Network**

Mbale District has a total road network of 823<sup>8</sup>km of which 236km are district roads, 120km are national roads, while 467km are community access roads. During the period under review: 206 km of district roads were maintained using road gangs; 18.2km of district roads were maintained under periodic maintenance e.g., Buwalula – Nabumali Road, Jewa - Kama Road 6.7km, Siira – Musoto road 6.8km and 15.2km of roads rehabilitated in Nakaloke Sub-county under CAIIP 2. One of the most outstanding road maintenance works was that on Kangungulu drive that was captioned as a dilapidated road during the first assessment but was repaired during the year under review. Figure 6 presents a contrast of the old impassable road and the newly rehabilitated one.

---

8 Many community access roads in Bubyangu, Lwasso, Lukhonje, Busiu and Namanyoni sub-counties have been graded.

**Figure 6: Kakungulu Drive which was in a poor state in 2010 has now been rehabilitated**



*Source: ACODE Digital Library, September 2012*

#### **2.1.4 Water and Sanitation**

**Figure 7: Children fetch water from a pipe destroyed during road works in Bubyangu S/C.**



It is estimated that 62% of the people have access to safe water. The access rates vary from 33% in Bufumbo S/C to 95% in Busono S/C. The functionality rates in urban and rural areas is 94% and 89% respectively. According to the Directorate of Water Development,<sup>9</sup> Mbalé District had a total of 997 domestic water points in the FY 2010/2011, of which 11 had not been functional for more than 5 years and were considered abandoned.

In FY 2011/12, the district undertook to extend the Busano gravity flow scheme to Bushiende and as a result, 25 boreholes were sunk across the district to serve the villages of Mukanga, Kisenyi, Kanikwa B, Kadebede, Namanyonyi, Nabitende, Namabasa IV,

<sup>9</sup> See Directorate of Water Development Statistics , Ministry of Water and Environment Report 2010/2011

Sukura, Siira, Kilulu Upper among other villages. In Bufuya Parish, Bumbobi Sub-county, the gravity flow scheme was extended to Naiku Health Centre and Naiku Primary School through Bufuya.

### **2.1.5 Agriculture**

In Mbale district, the programme introduced and promoted a number of enterprises like mushroom growing, rearing of exotic cows, bee keeping, goat rearing, poultry, oranges, cassava, coffee and banana growing, during the year under review. As a result there have been a number of registered success stories in the district in mushroom growing, poultry, coffee and banana farming. By the close of May 2012, the sector expenses summaries indicated that UGX 1,834,662,861 had been spent out of the budgeted UGX 2,122,558,595, representing budget performance of 86.4%. Under the NAADS programme, UGX 1,893,570,000 was received by the district, out of which UGX 1,409,909,000 was transferred to 23 lower local governments while UGX 483,661,000 (26%) remained at the district. Most of the sub-counties received merely 3% of the total budget (about UGX 50,000,000 on average). This amount does not benefit many farmers who apply for NAADS support services. This is mainly due to widespread corruption that surrounds the programme in the district.

### **2.1.6 Functional Adult Literacy (FAL)**

FAL is designed to impart literacy and numeric skills to the poor and vulnerable groups to enable them to effectively participate in the economic growth and development process at the community level. The course content is comprised of numeracy, reading, writing and basic knowledge. FAL is implemented in all the sub-counties in Mbale district. Despite the high level of enrolment of participants, increased number of instructors and service centers, the program is constrained by lack of adequate funding and high dropout rates of trainers and learners. The high dropout rate of trained instructors is usually attributed to the little pay of Ushs. 5,000 per quarter. Further, the instructors decried lack of instructional materials. There is also limited follow-up of the participants who have graduated from the FAL classes to assess use of attained knowledge and actual practice.

### **2.1.7 Environment and Natural Resources**

The Natural Resources Department is mandated to: promote and ensure sustainable natural resource use and management;<sup>10</sup> and to guide the utilization of all the natural resources in the district. The department consists of the following sub-sectors: Environment and Wetlands Sub-sector; Land Management Sub-Sector (survey, physical planning, cartography, valuation, and registration of titles) and Forestry Sub-sector. Other challenges were mainly: inadequate funds for planned activities; lack of understanding by all stakeholders of the need for sustainable environmental management; and, political interference in the management of gazetted areas.

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<sup>10</sup> The natural resources include land, water/wetlands, savannah woodland and plantation, and forest in specific reserves.

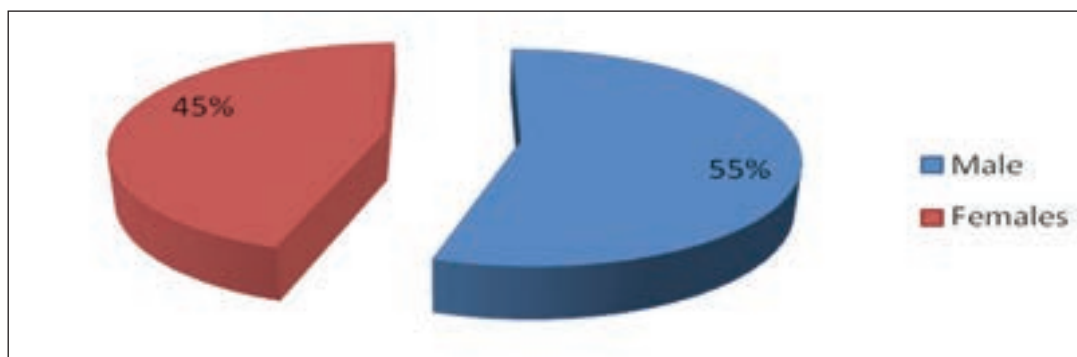
## 3

## SCORE-CARD PERFORMANCE

The score-card is premised on a set of parameters which guide the assessment of the extent to which local government council organs and councilors perform their responsibilities.<sup>11</sup> The parameters in the score-card are based on the responsibilities of the local government councils. The organs assessed are the District Local Government Council, District Chairperson, District Speaker and individual Councilors. The performance of the Local Government Council is based on the assessment of responsibilities of the councils categorized under the following parameters: legislation; contact with the electorate; planning and budgeting; participation in lower local governments; and, monitoring of service delivery.<sup>12</sup>

The assessment in Mbale District was conducted over a period of 4 months (May – August 2011). The research methods used included: review of district documents; face-to-face interviews with councilors; focus group discussions (FGDs); and, verification visits at sub county level. In the year under review, 36 FGDs were conducted involving a total of 349 participants, 45% of whom were female while 55% were male.

**Figure 8: FGD participants by gender**



This being the third year of assessment for Mbale District, no major challenges were encountered with regard to meeting the leaders and accessing official documents. Record keeping has also improved as many councilors were found to have contact offices either in their sub-counties or in their homes, complete with file folders, visitors' books and calendars all well arranged. Some minor challenges that were encountered included high expectation of hand-outs in form of allowances from FGD participants.

<sup>11</sup> See Third Schedule of the Local Governments Act , Section 8.

<sup>12</sup> See, Godber Tumushabe, E. Ssemakula, and J. Mbabazi (2012) Strengthening the Local Government System to Improve Public Service Delivery Accountability and Governance, ACODE Policy Research Series, No. 53, 2012, Kampala.

### 3.1 Performance of the District Council

The Local Government Council is the highest authority within a local government; with political, legislative, administrative and executive powers. The score-card for the council is derived from the functions of the local government councils as stipulated under the Local Government Act. The assessment of the local government councils is aimed at establishing the extent to which a council uses its political, legislative, administrative and planning powers to address the issues that affect the electorate within their jurisdiction. The council is the platform where councilors can raise issues affecting their electorate and ensure that appropriate plans are put in place and the fiscal and other assets of the local government channelled towards addressing those issues. Table 5 shows the details of the council performance on each assessed parameter.

**Table 5: Performance of Mbale District Council in FY 2011/12**

Performance Indicators	Year	Actual Score	Maximum Scores	Remarks
<b>1. LEGISLATIVE ROLE</b>		<b>17</b>	<b>25</b>	
Adopted model rules of procedure with/without debate (amendments)		2	2	Receipts seen to back-up the report of payment of annual subscription to ULGA.
Membership to ULGA		1	2	Some action was taken on key resolutions from ULGA during the year under review.
Functionality of the Committees of Council		3	3	The council had the required legislative resources including a library, an office for the Clerk to Council, council chambers but no councilors' lounge.
Lawful motions passed by the council		1	3	
Ordinances passed by the council		0	3	
Conflict Resolution Initiatives		1	1	
Public hearings		0	2	
Evidence of legislative resources		4	4	Council had undertaken focused tours, presented appropriate reports but no action taken on discussed actionable points throughout the financial year under review.
Petitions		2	2	
Capacity building initiatives		3	3	
<b>2. ACCOUNTABILITY TO CITIZENS</b>		<b>14</b>	<b>25</b>	
Fiscal Accountability		3	4	Public funds received were not displayed on notice boards. Procurement notices, ongoing projects were displayed on public notice boards. There was no evidence of popularizing ULGA's Charter on Accountability.
Political Accountability		6	8	No evidence of discussing major issues such as Audit and Public Accounts Committee (PAC) reports.
Administrative Accountability		3	8	The council had a chamber with a citizens' gallery which enabled interested citizens to witness council proceedings. There were functional DSC, Land Board and standing committees.
Involvement of CSOs, CBOs, Citizens private sector, professionals, and other non-state actors in service delivery		2	2	There was no evidence of timely action on internal audit reports. Some councilors are not committed to the principles of good governance and accountability in Mbale District.
Commitment to principles of accountability and transparency		0	3	



<b>3. PLANNING &amp; BUDGETING</b>	<b>13</b>	<b>20</b>	Plan, vision and mission were in place. The district budget had been approved. The District Budget Framework Paper; the 5-year district development plan; the district capacity building plan; and the district revenue enhancement plan were available. There were very limited initiatives for boosting local revenue.
Existence of Plans, Vision and Mission Statement	5	5	
Approval of the District Budget	4	4	
Local Revenue	4	11	
<b>4. MONITORING SERVICE DELIVERY ON NPPAs</b>	<b>11</b>	<b>30</b>	It was reported that council was monitoring service delivery but there were very limited pieces of evidence to support such.
Education	2	5	
Health	2	5	
Water and Sanitation	2	4	
Roads	2	4	
Agriculture and Extension	2	4	
Functional adult Literacy	0	4	
Environment and Natural Resources	1	4	
<b>TOTAL</b>	<b>55</b>	<b>100</b>	<b>Performance is Average</b>

Mbale District Council scored a total of 55 out of 100 possible points. The best performed parameter was legislative role (17 out of 20) while the least marks obtained were in the council's role of monitoring service delivery (11 out of 30). A comparison of all district council's performance in the 25 districts is presented in Annex 1.

### 3.2 District Chairperson

The Chairperson of Mbale District Local Government during the financial year under review was Mr Bernard Mujasi. The chairman subscribes to the National Resistance Movement political party. This was Chairman Mujasi's third term in office. Table 6 provides a detail of his performance across the assessed parameters.

**Table 6: Chairperson's Score-card**

Name	Bernard Mujasi	Political Party	NRM
District	Mbale	Gender	Male
Region	East	Number of Terms	3
		Total	70
ASSESSMENT PARAMETER	Actual Score	Maximum Score	Comments
<b>1. POLITICAL LEADERSHIP</b>	<b>15</b>	<b>(20)</b>	The Chairperson presided over Executive Committee meetings. Had made a report on state of the district. There was no evidence of report on actions taken on issues that arose from the state of the district report of 2010/11.
Presiding over meetings of Executive Committee	3	3	
Monitoring and administration	4	5	
Report made to council on the state of affairs of the district	2	2	
Overseeing performance of civil servants	3	4	
Overseeing the functioning of the DSC and other statutory boards/committees(land board, PAC,)	2	2	
Engagement with central government and national institutions	3	4	
<b>2. LEGISLATIVE ROLE</b>	<b>11</b>	<b>(15)</b>	There were motions and bills presented by the executive to council.
Regular attendance of council sessions	2	2	
Motions presented by the Executive	6	6	
Bills presented by the Executive	3	7	
<b>3. CONTACT WITH ELECTORATE</b>	<b>7</b>	<b>(10)</b>	The chairperson had held community meetings with electorate in Kilai Parish to resolve a land conflict with Uganda Wildlife Authority
Programme of meetings with electorate	5	5	
Handling of issues raised and feedback to the electorate	2	5	
<b>4. INITIATION AND PARTICIPATION IN PROJECTS IN ELECTORAL AREA</b>	<b>9</b>	<b>(10)</b>	Had initiated projects at Busiu Sub-county including a power project which local residents protested against due to limited consultation and involvement of locals.
Projects initiated	3	3	
Contributions to communal projects/activities	1	2	
Linking the community to Development Partners/ NGOs	5	5	
<b>5. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>26</b>	<b>(45)</b>	The chairperson reported to have carried out monitoring of government programmes but there was limited evidence in form of reports to that effect.
Monitored Agricultural services	7	7	
Monitored Health Service delivery	3	7	
Monitored schools in every sub-county	3	7	
Monitored road works in the district	5	7	
Monitored water sources in every sub-county	3	7	
Monitored functional Adult literacy session	2	5	
Monitored Environment and Natural Resources protection	3	5	
<b>TOTAL</b>	<b>70</b>	<b>100</b>	

Chairman Mujasi scored 70 out of 100 possible points. This score is attributed to a number of aspects. First, the chairperson initiated, provided leadership to the district and the standing committees, and tried to keep contact with the electorate in the district. A comparison of all district chairpersons' performance in the 25 districts is presented in Annex 2.

### 3.3 District Speaker

The effective functioning and output of a district local government council is highly dependent on the expertise of the District Speaker. Hon. Muhamed Mafabi was the District Speaker during the year under review. This was his second term in office, having been elected to Council in the 2011 general elections. Table 7 provides details of his performance during FY 2011/12.

**Table 7: Speaker's Performance in FY2011/12**

Name	Mafabi Muhamed	Level of Education	Degree
District	Mbale	Gender	Male
Sub County	Bubyangu	Number of Terms	2
Political Party	Independent	Total	75
ASSESSMENT PARAMETER	Actual Score	Maximum Score	Comments
<b>1. PRESIDING AND PRESERVATION OF ORDER IN COUNCIL</b>	<b>20</b>	<b>(25)</b>	Chaired council sittings and delegated to the deputy. Record book was available with issues from electorate clearly written. Speaker regularly presented a written paper to guide council or committees
Chairing lawful council/ meetings	3	3	
Rules of procedure	9	9	
Business Committee	3	3	
Records book with Issues/ petitions presented to the office	2	2	
Record of motions/bills presented in council	3	3	
Provided special skills/knowledge to the Council or committees.	0	5	
<b>2. CONTACT WITH ELECTORATE</b>	<b>20</b>	<b>(20)</b>	There was evidence of meetings held with the electorate. A coordinating office was available at the constituency
Meetings with Electorate	11	11	
Office or coordinating centre in the constituency	9	9	
<b>3. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>10</b>	<b>(10)</b>	Councilor regularly attended Municipal council or other sub-county council sessions
Attendance in sub-county Council sessions	10	10	
<b>4. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>25</b>	<b>(45)</b>	The speaker visited most of the service delivery units in his sub county. He went on to produce Division bit Councilor produced monitoring reports for the field visits made.
Monitoring Health Service delivery	3	7	
Monitoring Education services	5	7	
Monitoring Agricultural projects	5	7	
Monitoring Water service	3	7	
Monitoring Road works	7	7	
Monitoring Functional Adult Literacy	0	5	
Monitoring Environment and Natural Resources	2	5	
<b>TOTAL</b>	<b>75</b>	<b>100</b>	

The total score for Hon. Mafabi was 75 out of 100 possible points. The major contributory factor to the score was the fact that the Speaker was able to steer Council and manage Council business, and performed his roles as a Councilor representing Bubyangu Sub-county. The Speaker also participated in meetings of lower local governments in the district. The Speaker was also found to have a functioning contact office in the constituency. At

this office, a file folder, visitors' book, calendar and an office attendant to support the functioning of the office was found on the ground.

### **3.4 District Councilors**

District councils are vested with wide-ranging powers and responsibilities as stipulated in the Local Government Act. The performance of a district council, therefore, may as well be directly related to the quality and performance of the individual councilors. During the year under review, councilors were assessed on the four performance parameters: (i) legislative role; (ii) contact with the electorate; (iii) participation in the lower local government; and (iv) monitoring of service delivery on NPPAs. Mbale District Local Government Council had a total of 39<sup>13</sup> councilors,<sup>14</sup> all of whom were assessed.

The best male councilor in the district was Hon. Sam Wojega, representing Industrial Division who scored 72 out of 100 possible points, while the best female councilor was Hon. Teddy Khaita Waira, representing Bungokho and Bumbobi, who scored 55 points. The best performed parameter was the legislative role where, on average, councilors scored 15 points out of 25. The majority of the councilors did not actively participate in council debates and hardly had evidence on monitoring activities conducted. Table 8 below provides a detailed analysis of all the assessed councilors and their performance.

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<sup>13</sup> See Mbale District Council Minutes 2011/2012

<sup>14</sup> This total excludes the chairperson and speaker who have been assessed separately in accordance with their unique roles and responsibilities under the LGA.

Table 8: Score-card performance for Mbale District Councillors in FY 2011/12

Name	Sub-county	Political Party	Gender	Number of Terms	Scores/Totals	Legislative role					Contact with electorate			Participation in LLGs		Monitoring service Delivery on NPPAs								
						Plenary	Committees	Motion	Special Knowledge	Sub Total	Meeting Electorate	Office	Sub Total	LLG Meeting	Sub Total	Health	Education	Agriculture	Water	Roads	FAL	Environment	Sub Total	
Sam Wojega	Industrial Div	FDC	M	1	72	8	8	5	1	22	7	9	16	10	10	1	5	5	5	5	5	3	0	24
Fred Mike Maumbe	Bukiende	IND	M	1	71	8	8	5	1	22	9	9	18	10	10	0	5	7	5	1	0	3	21	
Henry Manana	Northern Div	NRM	M	1	70	8	8	5	4	25	11	2	13	10	10	1	7	1	1	5	3	4	22	
Nasuru Mabanja	Namanyonyi	FDC	M	2	67	8	8	5	3	24	8	2	10	10	10	7	5	3	1	6	1	0	23	
Muliro Wanga Karim	Busano	NRM	M	3	64	1	8	5	1	15	11	5	16	10	10	1	7	1	5	5	3	1	23	
Alfred Namasa	Busiu	FDC	M	1	64	8	8	5	1	22	11	9	20	6	6	1	7	5	1	0	1	16		
Robert Wandwasi	Lukhonje	NRM	M	2	63	8	8	3	3	22	10	2	12	5	5	5	5	3	4	1	1	24		
Robert Mabonga	Bungokho	IND	M	1	62	8	7	0	0	15	6	9	15	4	4	5	5	1	3	7	3	4	28	
Alex Napokoli	Bumasikye	IND	M	1	61	8	8	5	0	21	7	5	12	6	6	0	5	4	5	3	0	22		
Sam Mutenyo	Bumbobi	NRM	M	1	60	1	8	0	0	9	6	9	15	6	6	5	5	5	5	3	2	30		
Abdu Zac Mubajje	Wanale Div	NRM	M	2	59	8	8	5	1	22	7	9	16	4	4	5	3	7	1	1	0	0	17	
Ahamed Bisigwa	Lwasso	IND	M	1	58	8	8	3	0	19	2	9	11	8	8	0	7	5	5	1	0	2	20	
Micheal Kisolo	Nakaloke	NRM	M	2	57	8	8	0	0	16	11	9	20	2	2	7	1	7	1	3	0	0	19	
Abdallah Boola	Bukasakya	NRM	M	1	56	8	1	0	0	9	7	9	16	6	6	0	1	5	5	7	3	4	25	
Sulai Mumeya	Bukonde	NRM	M	1	56	1	8	0	1	10	9	9	18	2	2	5	5	1	5	5	1	4	26	
Teddy Khaitsa Waira	Bungokho/Bumbobi	NRM	F	1	55	1	8	2	0	11	11	9	20	6	6	3	5	7	1	1	0	1	18	
Margret Manita	Mutoto/Bukasakya	NRM	F	3	54	8	8	4	1	21	7	9	16	0	0	5	1	1	7	1	1	1	17	
Honny Wegosasa	Wanale Div	NRM	F	1	53	8	8	0	1	17	8	9	17	2	2	1	1	5	5	1	3	1	17	

Name	Sub-county	Political Party	Gender	Number of Terms	Scores/Totals	Legislative role					Contact with electorate			Participation in LLGs		Monitoring service Delivery on NPPAs							
						Penary	Committees	Motion	Special Knowledge	Sub Total	Meeting Electorate	Office	Sub Total	LLG Meeting	Sub Total	Health	Education	Agriculture	Water	Roads	FAL	Environment	Sub Total
Aaron Siu	Busoba	NRM	M	1	53	1	8	0	0	9	3	9	12	10	10	5	1	5	7	1	3	0	22
Tom Shisiabale	Wanale	IND	M	1	53	8	8	0	0	16	2	9	11	2	2	5	5	1	5	1	3	4	24
Sarah Nambuya Khaitsa	Busiu/Bumasikye	NRM	F	1	53	1	5	0	0	6	11	9	20	2	2	1	7	1	5	5	1	5	25
Martin Walela	Youth	NRM	M	1	51	8	8	5	1	22	8	9	17	0	0	1	1	1	1	5	3	0	12
Micheal Mafabi	Bufumbo	NRM	M	3	50	4	8	0	0	12	6	9	15	10	10	1	1	1	1	5	3	1	13
Jonathan Nagwere	Budwale	NRM	M	2	49	8	8	0	0	16	4	9	13	6	6	1	0	5	1	7	0	0	14
Emmanuel Natseli	Bungokho/Mutoto	FDC	M	1	48	5	8	0	1	14	7	9	16	6	6	1	1	5	1	1	3	0	12
Aisha Mwanakaro	Nakaloke/Namanyonyi	FDC	F	1	44	1	8	0	0	9	9	2	11	2	2	5	5	5	1	3	3	0	22
Joseph Wasikye	Nyondo	NRM	M	2	43	8	8	0	1	17	2	2	4	0	0	5	5	5	1	5	0	1	22
Barbara Lumonya Kooba	Busoba/Nyondo	IND	F	1	42	1	4	0	0	5	9	5	14	6	6	1	1	1	5	5	3	1	17
Fazila Nambozo	Industrial Div	FDC	F	1	42	1	8	0	0	9	6	9	15	2	2	1	1	0	5	5	0	4	16
Betty Nabukyabo	Bukiende/Lukhonje	NRM	F	1	41	1	0	0	0	1	6	9	15	10	10	1	1	5	5	1	1	1	15
Penina Namasa	PWD	NRM	F	1	41	8	8	0	0	16	11	2	13	2	2	1	0	5	0	0	1	3	10
Aidah Wolayo Kimasi	Bukonde/ Lwasso	NRM	F	1	38	1	1	2	1	5	5	9	14	0	0	1	5	5	1	5	1	1	19
Kulusumu Khisa	Wanale/Budwale	NRM	F	3	37	1	1	0	0	2	11	5	16	2	2	1	5	1	5	1	3	1	17
Kainza Baturuu	Bufumbo/Bubyangu	NRM	F	1	27	1	1	0	0	2	4	0	4	2	2	1	1	4	5	5	3	0	19
Absolom Nabende	PWD	NRM	M	2	26	1	1	0	0	2	7	9	16	2	2	1	1	1	1	1	1	0	6
Lunyolo Juliet Catherin	Busano	NRM	F	1	25	1	1	0	0	2	8	0	8	5	5	2	2	2	2	2	0	0	7
Sylvia Baluka	Youth	NRM	F	1	22	1	1	0	0	2	2	6	8	4	4	5	1	0	0	0	1	1	8
Prossy Nadunga	Northern Div	FDC	F	1	20	1	4	0	0	5	5	2	7	0	0	1	0	1	1	0	0	5	8

# 4

## FACTORS AFFECTING PERFORMANCE OF MBALE DISTRICT LOCAL GOVERNMENT AND IMPLICATIONS FOR SERVICE DELIVERY

### 4.1 Internal Factors

#### 4.1.1 Contact with electorate

The majority of elected leaders did not organize community meetings to meet with their electorate. This implies that it would be difficult for them to collect concerns of the people they represent and table them in council. Consequently, service delivery issues in their electoral areas would never be known.

#### 4.1.2 Low civic awareness among the councilors

Despite the fact that all the district councilors in Mbale had undergone leadership orientation by the Ministry of Local Government soon after their election, a number of them exhibited inadequate understanding of their job roles. Many councilors were shocked to learn that they would not directly be the ones building roads, health centres, and schools as promised in their manifestos but would instead do monitoring and lobbying for development projects for their communities.

#### 4.1.3 Poor participation at the lower local government level

Although it is good practice for councilors to provide feedback to the sub-county council meetings, findings from the study revealed poor participation across the board. In the year under review, there was limited interface between councilors at the district and those at division, sub-county, or municipal levels. Many councilors reported that they were not invited to attend council meetings for their sub-counties, while others did not know when such meetings were held. It was also noted that there was a communication lapse between the councilors and the lower local governments.

#### 4.1.4 Poor record keeping among councilors

While the majority of the district councilors reported to have undertaken monitoring in their sub-counties, record keeping was a major challenge. They did not have any personal records of most of the activities they reported to have undertaken, which undermined their performance.

## **4.2 External Factors**

### **4.2.1 Low civic awareness among community members**

For community members to hold their leaders accountable, they should be knowledgeable about not only their roles and responsibilities but also those of the elected leaders. However, findings from the assessment showed that there was a relatively low level of awareness among community members regarding their leaders' roles and responsibilities as well as the roles of citizens. This partly explains the laxity on the part of the local people and political leaders.

### **4.2.2 High dependence on Central Government funding**

Mbale District Local Government is highly dependent on Central Government to finance its budget. As discussed in Section 2 of this report, 90% of the budget revenue is financed by Central Government grants. The funds sent to the district do not match the financial needs to meet the decentralized mandate as per the Local Governments Act, and this severely affects service delivery and overall performance of the district. Most grants from the Central Government are conditional and therefore earmarked for specific services. Only a slight degree of flexibility (10% across sector budgets) is permissible, but even so with restrictions. The unconditional grant, which is the only one that LGs may use as part of their revenues, is mainly used to pay salaries. Thus the district does not have adequate finances to cater for service delivery needs at the local level.

### **4.2.3 Inadequate Staffing**

Districts are mandated to plan, recruit and deploy staff. However, the Central Government limits the local governments on the number of staff to be recruited and deployed mainly through staff ceilings for various departments. Findings from the assessment revealed that the problem of understaffing was cross-cutting. At the time, only 54% of approved structures in Mbale district were filled. The district was also unable to attract high calibre staff due to low and unattractive salaries and conditions of work. As a result, people seeking services could not be attended to in a timely manner by qualified and professional staff.



# 5

## RECOMMENDATIONS

### 5.1 Strengthen Monitoring of Government Programmes

Political leaders (district chairperson and councilors) in Mbale should strengthen their service support supervision and activity monitoring in order to ensure that the right quality and quantity of services expected are delivered to the electorate. Provision of monitoring indicators per sector, and availing financial resources will be instrumental in aiding this process.

#### 5.1.1 Mandatory quarterly reports from councilors

Mbale District Local Government Council should introduce a mandatory requirement for councilors to produce individual monitoring reports from their constituencies. These reports should reflect an individual councilor's work in a sub-county regardless of the committee on which they serve. This will deal with the problem of councilors who usually associate their monitoring solely with committee monitoring and neglect individual monitoring in their sub-counties. In addition, the Speaker needs to provide an opportunity for all councilors to present something from their electoral areas instead of letting a few of them dominate.

#### 5.1.2 Improve civic awareness and engagement between local communities and political leaders

Civic awareness and engagement of communities should be improved through developing and popularizing the district-specific client charter in line with guidelines provided by the relevant ministries. On the part of the political leaders, continuous orientation is central in this agenda. In addition, there is need for efficient communication especially between district councils and lower local government councils.

#### 5.1.3 Advocacy for a changed budget architecture

For Mbale District Local Government to have financial autonomy, it must have a large part of its budget funded from its own local revenue. As explained in Section 2 of this report, this is still a far cry. Under the leadership of the Uganda Local Government Association, the district should work closely with other local governments to lobby to change the current provision in the law for sources of local revenue, and desist from a tendency of over depending on the central government.

#### 5.1.4 Increase local revenue sources

Local revenue sources in Mbale should be increased through popularizing the Local Economic Development (LED) agenda. While the district has a lot of potential to generate local revenue, this remains untapped. In that respect, the local government leadership

should be oriented in the local economic development agenda in order for them put in place and support initiatives that provide a conducive environment for local economies to flourish.

### **5.1.5 Improve contact with the electorate**

Contact with the electorate should be improved in order to enhance downward political accountability. Mbale District Council and the Technical Team should make deliberate efforts to create joint platforms where the service providers (technical team), political leaders and the citizens can interface and receive feedback from each other about milestones achieved, plans in the offing, service delivery challenges faced and planned interventions to address them. Barazas provide such an opportunity. This will infuse more ideas into how the district should be run and help build confidence and trust among the district leadership and the residents. It will also provide opportunities to educate the communities about their roles and responsibilities as well as the roles of their elected leaders, so that the community members and other stakeholders can use such benchmarks to assess their leaders' performance.

### **5.1.6 Introduce an 'Accountability Day'**

'Accountability Day' should be introduced at least once a year. On this day, all Sub-county leaders, District leaders, Members of Parliament would come together to explain to the citizens what they have achieved in a financial year, what they have not achieved and the plans they have to improve service delivery in the district. At such a gathering, local citizens would get the opportunity to interact with their leaders, contractors and technical staff both at district and sub-county levels and ask any questions regarding service delivery in their localities.

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# ANNEXES

**Annex 1: Summary of District Councils' Performance**

District	Legislative Role													Accountability To Citizens					Planning & Budgeting				Monitoring NPPAs							
	Total	Rules of procedure	Membership ULGA	Functionality of committees	Lawful motions	Ordinances	Conflict resolution	Public hearings	Legislative resources	Petitions	Capacity building	Sub Total	Fiscal accountability	Political accountability	Administrative accountability	Involvement of CSOs	Principles of accountability	Sub Total	Planning and budgeting	District budget	Local revenue	Sub Total	Education	Health	Water	Roads	Agriculture	FAL	Environment	Sub Total
Gulu	82	2	2	2	3	0	1	0	4	2	1	17	3	7	6	2	3	21	5	4	9	18	5	5	4	4	2	4	2	26
Amuria	78	2	2	0	2	0	1	2	1	2	2	14	4	6	4	2	2	18	5	4	11	20	5	5	4	4	0	4	4	26
Mukono	78	2	1	2	2	1	1	2	4	2	2	19	4	5	3	2	2	16	5	4	9	18	5	5	4	3	0	4	25	
Kabarole	75	2	1	2	1	0	1	0	1	2	3	13	4	4	4	2	0	14	5	4	9	18	5	5	4	4	4	4	30	
Wakiso	71	2	1	3	1	0	1	1	2	2	1	14	3	7	2	2	2	16	5	4	9	18	5	5	4	2	0	3	4	23
Luweero	70	2	2	2	2	0	1	0	1	1	0	11	4	5	7	2	1	19	5	4	9	18	2	4	4	3	4	2	3	22
Rukungiri	69	1	2	3	2	1	1	0	3	2	3	18	4	5	5	2	1	17	5	4	4	13	5	5	2	3	4	0	2	21
Soroti	68	1	1	1	2	0	1	0	3	1	1	11	4	8	8	2	1	23	5	4	1	10	5	5	4	4	4	0	2	24
Kanungu	67	1	2	3	2	0	1	2	2	2	1	16	4	5	5	2	2	18	5	4	2	11	5	5	2	4	3	0	3	22
Mpigi	67	2	1	3	2	0	1	0	4	1	1	15	3	5	7	2	0	17	5	4	4	13	4	5	2	4	2	1	4	22
Ntungamo	64	2	2	3	2	1	0	0	4	1	0	15	4	4	4	2	1	15	5	4	7	16	3	5	0	3	4	3	0	18

District	Legislative Role												Accountability To Citizens					Planning & Budgeting				Monitoring NPPAs									
	Total	Rules of procedure	Membership ULGA	Functionality of committees	Lawful motions	Ordinances	Conflict resolution	Public hearings	Legislative resources	Petitions	Capacity building	Sub Total	Fiscal accountability	Political accountability	Administrative accountability	Involvement of CSOs	Principles of accountability	Sub Total	Planning and budgeting	District budget	Local revenue	Sub Total	Education	Health	Water	Roads	Agriculture	FAL	Environment	Sub Total	
Bududa	60	2	1	3	1	1	1	0	3	2	3	17	4	8	6	2	0	20	5	3	4	12	2	2	2	2	2	2	0	1	11
Buliisa	57	1	1	3	3	0	1	1	2	0	2	14	3	6	4	2	0	15	5	4	4	13	5	5	0	4	0	0	1	15	
Nakapiripirit	56	2	1	3	2	3	1	0	2	0	2	16	3	2	3	1	1	10	5	4	4	13	4	2	2	4	0	2	3	17	
Mbale	55	2	1	3	1	0	1	0	4	2	3	17	3	6	3	2	0	14	5	4	4	13	2	2	2	2	2	0	1	11	
Moroto	55	2	1	0	2	0	0	2	2	0	2	11	2	4	1	2	1	10	5	4	9	18	3	3	3	0	3	2	2	16	
Moyo	55	1	2	3	2	0	1	0	2	1	1	13	4	5	3	2	3	17	5	4	2	11	2	2	2	2	2	0	4	14	
Mbarara	53	1	1	3	1	0	0	1	3	0	1	11	4	4	4	2	1	15	5	4	2	11	4	3	2	2	2	0	3	16	
Nebbi	51	2	2	3	1	0	1	0	2	1	1	13	3	3	3	2	3	14	5	4	2	11	2	2	2	2	2	0	3	13	
Lira	49	2	1	2	2	1	0	0	4	0	1	13	1	3	3	2	0	9	5	4	9	18	4	2	2	1	0	0	0	9	
Hoima	48	2	2	3	1	0	0	0	1	0	0	9	3	3	3	2	0	11	5	4	2	11	1	5	2	3	3	0	3	17	
Jinja	44	2	2	2	2	0	1	0	2	0	2	13	2	3	5	2	1	13	5	4	2	11	1	0	4	0	1	0	1	7	
Kamuli	40	2	1	1	0	0	1	0	2	1	2	10	4	3	3	2	0	12	5	4	9	18	0	0	0	0	0	0	0	0	
Tororo	40	2	0	3	1	1	1	1	3	0	3	15	3	5	6	2	0	16	5	4	0	9	0	0	0	0	0	0	0	0	
Amuru	30	0	0	0	0	0	1	0	2	0	3	6	1	4	2	2	0	9	5	4	6	15	0	0	0	0	0	0	0	0	

**Annex 2: Summary of District Chairpersons' Performance**

Name	District	Party	Gender	Terms	Political Leadership										Legislative Role				Contact With Electorate			Development Projects				Monitoring Service Delivery On NPPAs								
					Total	Executive	Monitoring Admin	State of affairs	Civil Servants	DSC and Boards	Central Govt	Sub total	Council session	Motions executive	Bills executive	Sub Total	Program meetings	Handling issues	Subtotal	Project initiated	Contributions	Dev't partners	Sub Total	Agriculture	Health services	Schools	Roads	Water	FAL	Environment	Sub Total			
Martin Ojara M.	Gulu	FDC	M	1	91	3	5	2	4	2	4	2	4	20	2	4	3	9	5	5	10	2	2	5	9	7	7	7	7	7	7	3	5	43
Gregory M.Egunyu.	Soroti	NRM	M	1	82	3	4	2	4	2	4	2	4	19	2	6	2	10	5	5	10	1	1	5	7	7	7	7	7	6	0	2	36	
Richard Rwabihunga	Kabarole	Ind	M	1	80	3	5	2	4	2	4	2	4	20	2	2	0	4	5	5	10	2	2	3	7	7	7	7	7	7	5	3	39	
John M. Luwakanya	Mpigi	NRM	M	1	80	3	5	2	4	0	4	4	18	2	6	0	8	5	2	7	3	2	5	10	7	7	7	7	7	0	2	37		
Francis Lukooya M.	Mukono	NRM	M	2	80	3	6	2	4	2	4	2	4	21	2	6	5	13	3	5	8	2	2	4	8	3	7	6	2	2	4	30		
Emmanuel Osuna	Tororo	NRM	M	2	78	3	2	2	2	0	4	4	13	2	2	0	4	5	5	10	3	2	5	10	7	6	7	7	7	2	5	41		
Mark AolMusooka	Moroto	NRM	M	1	76	3	5	2	3	1	3	17	2	6	5	13	4	2	6	3	1	5	9	7	6	6	7	0	5	0	31			
John Francis Oluma	Amuria	NRM	M	1	74	3	5	2	3	1	4	18	2	6	7	15	3	2	5	1	1	5	7	7	2	5	7	5	0	3	29			
Bernard Mujasi	Mbale	NRM	M	3	70	3	4	2	3	2	3	17	2	6	3	11	5	2	7	3	1	5	9	7	3	3	5	3	2	3	26			
Deusedit Tumusiime	Mbarara	NRM	M	1	70	2	4	1	4	2	4	17	2	0	0	2	5	3	8	0	1	3	4	7	7	7	7	2	2	39				
Mathias Bwanika L.	Wakiso	DP	M	1	70	3	5	2	4	1	2	17	2	2	2	0	4	5	10	3	2	3	8	5	5	5	5	5	3	3	31			
John Lorot	Nakapiripit	NRM	M	2	69	3	4	2	3	2	3	17	2	0	0	2	5	5	10	3	1	3	7	5	5	5	5	7	5	1	33			
Denis Singahakye	Ntungamo	NRM	M	1	69	3	5	2	3	2	4	19	2	6	0	8	3	5	8	2	1	4	7	3	7	1	7	7	0	2	27			
Fredrick G Ngobi	Jinja	NRM	M	1	66	2	5	1	3	2	4	17	2	6	7	15	5	5	10	3	1	5	9	3	2	2	2	2	2	2	15			
George Tinkamanyire	Hoima	NRM	M	3	65	3	4	2	4	2	2	17	2	6	0	8	5	2	7	2	1	3	6	5	5	5	7	3	0	2	27			
Robert Okumu O.	Nebbi	NRM	M	1	65	3	5	2	3	2	3	18	2	0	0	2	4	5	9	1	2	5	8	6	3	6	7	6	0	0	28			
Abdul Nadduli	Luwero	NRM	M	3	63	3	4	2	4	1	3	17	2	2	0	4	2	5	7	3	2	3	8	4	5	5	5	5	0	3	27			

Name	District	Party	Gender	Terms	Political Leadership										Legislative Role				Contact With Electorate			Development Projects				Monitoring Service Delivery On NPPAs							
					Total	Executive	Monitoring Admin	State of affairs	Civil Servants	DSC and Boards	Central Gov't	Sub total	Council session	Motions executive	Bills executive	Sub Total	Program meetings	Handling issues	Subtotal	Project initiated	Contributions	Dev't partners	Sub Total	Agriculture	Health services	Schools	Roads	Water	FAL	Environment	Sub Total		
John B Nambeshe	Bududa	NRM	M	1	62	3	4	1	4	1	4	1	4	17	2	2	3	7	5	5	10	1	1	3	5	6	7	3	3	2	0	2	23
Fred Lukumu	Buliisa	NRM	M	2	56	3	5	1	3	2	4	4	18	2	2	0	4	4	5	3	8	3	2	0	5	3	6	3	3	3	0	3	21
Anthony A Omach	Amuru	NRM	M	2	54	2	4	0	3	1	4	4	14	2	2	0	4	4	4	5	9	3	2	5	10	7	2	2	2	0	2	17	
Samuel Bamwole	Kamuli	NRM	M	3	53	1	4	1	1	0	3	3	10	2	2	0	4	5	5	10	3	1	0	4	2	6	6	7	2	0	2	25	
Josephine Kasya	Kanungu	NRM	F	3	53	3	0	2	4	2	2	2	13	2	0	0	2	4	5	9	3	0	4	7	6	7	2	7	0	0	0	22	
Jimmy Vukoni	Moyo	Ind	M	1	52	3	5	2	4	2	4	4	20	2	6	0	8	0	2	2	3	1	3	7	7	0	6	2	0	0	15		
Charles Byamukama	Rukungiri	NRM	M	1	44	3	5	2	3	2	3	3	18	2	2	3	7	4	2	6	2	0	5	7	0	2	2	2	0	0	6		
Alex OremoAlot	Lira	UPC	M	1	40	2	5	1	2	2	3	3	15	2	0	3	5	5	2	7	3	1	3	7	0	2	0	2	0	2	6		

**Annex 3: Summary of District Speakers' Performance**

Name	District	Constituency	Party	Gender	Terms	Total	Presiding and Preservation Of Order in Council										Contact with Electorate		Participation in LLG NPPAs		Monitoring Service Delivery on					
							Chairing Council	Rules of procedure	Business committee	Records of issues	Record of petition	Special skills	Sub Total	Meetings electorate	Office	Sub Total	LLGs meetings	Sub Total	Health	Education	Agriculture	Water services	Road works	FAL	Environment	Sub Total
Douglas P. Okello	Gulu	Lalogi	NRM	M	1	89	3	9	3	2	3	0	20	11	9	20	8	8	7	5	5	7	5	5	41	
Mohammed Mafabi	Mbale	Bubyangu	Ind	M	2	75	3	9	3	2	3	0	20	11	9	20	10	10	3	5	3	7	0	2	25	
Daudi Byekwaso Mukibi	Wakiso	Kakiri	NRM	M	3	75	2	9	3	2	3	0	19	11	9	20	10	10	4	4	7	0	5	1	26	
James Kunobwa	Mukono	Nagojje	NRM	M	2	73	3	9	3	0	3	0	18	11	9	20	10	10	7	7	1	3	1	5	25	
Richard Mayengo	Jinja	Mafubira B	NRM	M	3	68	2	9	0	2	3	0	16	11	9	20	4	4	7	1	7	1	3	2	28	
Ida Fuambe	Nebbi		NRM	F	3	68	3	9	3	2	0	0	17	11	9	20	10	10	3	5	3	5	1	0	21	
Dan Nabimanya	Ntungamo	Ntungamo	NRM	M	1	66	3	9	3	2	3	0	20	9	6	15	10	10	5	5	1	5	0	4	21	
Proscovia Namansa	Luweero	Wobulenzi /Katikamu	NRM	F	3	64	3	9	0	0	0	0	12	11	9	20	10	10	4	4	0	5	5	3	22	
Henry Ndyabahika	Rukungiri	Buhunga	NRM	M	2	64	3	8	3	2	0	0	16	7	9	16	10	10	5	5	1	5	1	4	22	
Jotham Loyor	Nakapiripi	Namalu	NRM	M	2	62	2	9	3	2	3	0	19	11	0	11	10	10	4	4	3	0	5	1	22	
Charles Beshesya	Kanungu	Kirima	NRM	M	1	61	2	8	3	2	3	0	18	6	6	12	10	10	5	5	1	0	5	1	21	
Andrew Odongo	Soroti	Soroti	FDC	M	1	61	3	9	3	2	3	0	20	9	9	18	4	4	1	5	5	0	5	0	19	
William Tibamanya	Mbarara	Rugando	NRM	M	1	58	3	8	2	0	0	0	13	7	9	16	6	6	5	5	1	5	1	1	23	
Clovice Mugabo B	Kabarole	Mugusu	NRM	M	2	54	3	5	1	2	3	0	14	11	6	17	2	2	1	5	5	1	0	4	21	
Christopher Odongkara	Amuru		NRM	M	1	51	2	0	3	0	0	0	5	9	9	18	6	6	7	2	7	0	6	0	22	
Cesar Lomoto L	Moroto	Youth	NRM	M	1	49	3	7	3	2	3	0	18	7	9	16	2	2	1	5	1	1	1	0	13	
Martin Chaiga	Moyo	Moyo	NRM	M	2	44	3	8	3	0	0	0	14	5	9	14	10	10	1	1	0	0	0	0	6	





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