



LOCAL GOVERNMENT COUNCILS' PERFORMANCE AND PUBLIC SERVICE DELIVERY IN UGANDA

Kamuli District Council Score-Card Report 2011/2012



**Naomi Asimo
Lillian Muyomba-Tamale
Leo Mmerewoma Waibi
George Dhenga**

LOCAL GOVERNMENT COUNCILS' PERFORMANCE AND PUBLIC SERVICE DELIVERY IN UGANDA

Kamuli District Council Score-Card Report 2011/2012

**Naomi Asimo
Lillian Muyomba-Tamale
Leo Mmerewoma Waibi
George Dhenga**

Published by ACODE
P. O. Box 29836, Kampala
Email: library@acode-u.org; acode@acode-u.org
Website: <http://www.acode-u.org>

Citation:

Asimo, N., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Kamuli District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.8, 2013. Kampala.

© ACODE 2013

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without the prior written permission of the publisher. ACODE policy work is supported by generous donations and grants from bilateral donors and charitable foundations. The reproduction or use of this publication for academic or charitable purposes or for purposes of informing public policy is excluded from this restriction.

ISBN 978-9970-07-027-5

Cover Photos:

Above: An overcrowded classroom and a 3-unit classroom block in Mbulamuti Sub-County in Kamuli District

Below: Children pump water from the community borehole in the same Sub-County

Contents

LIST OF TABLES AND FIGURES	i
ACRONYMS	iii
ACKNOWLEDGEMENTS.....	v
EXECUTIVE SUMMARY	vi
1. INTRODUCTION	1
1.1 METHODOLOGY.....	1
1.2 KAMULI DISTRICT PROFILE.....	2
1.3 POLITICAL LEADERSHIP	3
2. BUDGET ARCHITECTURE AND SERVICE DELIVERY IN KAMULI DISTRICT	5
2.1 KAMULI DISTRICT LOCAL GOVERNMENT RESOURCE ENVELOPE	5
2.2 SECTORAL ALLOCATIONS	5
2.3 STATE OF SERVICE DELIVERY IN KAMULI DISTRICT LOCAL GOVERNMENT.....	6
2.3.1 PRIMARY EDUCATION SERVICES	8
2.3.2 HEALTH SERVICES	8
2.3.3 ROAD NETWORK.....	9
2.3.4 WATER AND SANITATION	9
2.3.5 AGRICULTURE AND NAADS	10
2.3.6 FUNCTIONAL ADULT LITERACY (FAL)	10
2.3.7 ENVIRONMENT AND NATURAL RESOURCES	11
3 DISTRICT SCORE-CARD PERFORMANCE.....	12
3.1 PERFORMANCE OF THE DISTRICT COUNCIL.....	12
3.2 DISTRICT CHAIRPERSON.....	13
3.3 DISTRICT SPEAKER	14
3.4 DISTRICT COUNCILORS	16
4. FACTORS AFFECTING PERFORMANCE OF KAMULI DISTRICT.....	18
4.1 INTERNAL FACTORS FOR POOR PERFORMANCE AND SERVICE DELIVERY	18
4.1.1 INTERNAL CONFLICTS	18
4.1.2 LOW LEVEL OF EDUCATION OF COUNCILORS	18
4.1.3 MONITORING OF GOVERNMENT PROJECTS.....	18

4.1.4 CONTACT WITH THE ELECTORATE.....	19
4.2 EXTERNAL FACTORS FOR POOR PERFORMANCE AND SERVICE DELIVERY	19
4.2.1 INCREASING DEPENDENCY ON CENTRAL GOVERNMENT FUNDING	19
4.2.2 LOW CIVIC AWARENESS AMONG COMMUNITY MEMBERS	19
5. RECOMMENDATIONS	20
5.1 RECOMMENDATIONS	20
5.1.1 CAPACITY BUILDING FOR DISTRICT COUNCILORS	20
5.1.2 ADVOCACY FOR CHANGE IN THE NATIONAL BUDGET ARCHITECTURE	20
5.1.3 CONFLICT RESOLUTION AND MANAGEMENT	20
5.1.4 MANDATORY QUARTERLY MONITORING REPORTS.....	21
REFERENCES	22
ANNEXES.....	23
ANNEX 1: SUMMARY OF DISTRICT COUNCILS' PERFORMANCE	23
ANNEX 2: SUMMARY OF DISTRICT CHAIRPERSONS' PERFORMANCE	24
ANNEX 3: SUMMARY OF DISTRICT SPEAKERS' PERFORMANCE.....	25
PUBLICATIONS IN THIS SERIES	26

List of Tables

Table 1: Demographic characteristics of Kamuli District Local Government 3

Table 2: Kamuli District Leadership FY2011/12..... 3

Table 3: Secretaries of Council Sectoral Committees..... 4

Table 4: Service delivery indicators in Kamuli District (FY 2011/12) 6

Table 5: Performance of Kamuli District Council in FY 2011/12..... 13

Table 6: District Chairperson’s Score-card 15

Table 7: Summary performance of Kamuli District Councilors for FY 2011/12 17

List of Figures

Figure 1: Composition of Kamuli District Local Government Resource Envelope
FY 2011/12 5

Figure 2: Budget allocations by sector for financial year 2011/12..... 6

Figure 3: An overcrowded classroom and a 3- unit classroom block in Mbulamuti
subcounty. 8

Figure 4: A ward in Bupadhengo HCIII, Nawanyago S/c 9

Figure 5: Rain water harvesting at Bupadhengo HCII 10

Figure 6: 2011/12 FGD participants by gender 12

LIST OF ACRONYMS

ACODE	Advocates Coalition for Development and Environment
Ag	Acting
CAO	Chief Administrative Officer
CBO	Community Based Organization
CSO	Civil Society Organization
DCC	District Contact Committee
DDP	District Development Plan
DP	Democratic Party
DSC	District Service Commission
ENR	Environment and Natural Resource
FAL	Functional Adult Literacy
FDC	Forum for Democratic Change
FGD	Focus Group Discussion
FY	Financial Year
HC	Health Centre
KDLG	Kamuli District Local Government
LC	Local Council
LG	Local Government
LGCSC	Local Government Councils' Score-card
LGCSCI	Local Government Councils' Score-card Initiative
LGDP	Local Government Development Programme
LLG	Lower Local Government
MoLG	Ministry of Local Government
MOU	Memorandum of Understanding
NAADS	National Agriculture Advisory Services
NEMA	National Environment Management Authority
NGO	Non-Governmental Organization
NPPA	National Priority Programme Areas
NRM	National Resistance Movement
NWSC	National Water and Sewerage Corporation
PHC	Primary Health Care
PLE	Primary Leaving Examinations

P/S	Primary School
PWD	People with Disabilities
TPC	Technical Planning Committee
UBOS	Uganda Bureau of Statistics
ULGA	Uganda Local Government Association
UNEB	Uganda National Examinations Board
UNRA	Uganda National Roads Authority
UPE	Universal Primary Education

ACKNOWLEDGEMENT

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 Governments 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 Kamuli 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 Rugyendo for technical editing of this report.

We are indebted to the Democratic Governance Facility (DGF) and its contributing partners: the United Kingdom (UK), Denmark, Norway, Ireland, Sweden, The Netherlands, Austria and the European Union (EU) for providing the financial support for this Initiative. Finally, we acknowledge 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.

EXECUTIVE SUMMARY

This is the third local government score-card assessment report for Kamuli District Local Government. The score-card assesses the performance the local government council, the chairperson, the speaker and individual councilors who are vested with powers and responsibilities to ensure effective governance of the respective local governments as stipulated in the Local Governments Act. The score-card is intended to build the capacity of leaders to deliver on their mandates and empower citizens to demand for accountability from elected leaders. The objective of this report is to provide information and analysis based on an assessment conducted during FY 2011/12. The report is based on a comprehensive review of existing documents which include planning and budgeting, service delivery monitoring, and Kamuli District Local Government performance reports. In addition, a review of minutes of standing committees meetings and council sittings was undertaken to inform the report, particularly about the performance of the council, chairperson and individual councilors. Face-to-face interviews with the targeted leaders, key informant interviews at service delivery points and focus group discussions further enriched the assessment process.

A detailed analysis of the budget shows that Kamuli District Local Government continues to be heavily dependent on central government transfers which account for nearly 97% of the district revenue. Locally-generated revenue and donor contributions were 1% and 2% respectively. The education sector was allocated the highest share of the budget to the tune of 57%. Regarding service delivery outcomes in the primary education sub-sector, 4.4%, 25.7%, 20.0% and 19.5% of the pupils in the district passed in Divisions I, II, III, and IV respectively. In the health sector, staffing levels were only up to 49%, leaving a staffing gap of 51% in the entire district.

The assessment covered 24 councilors of whom 10 were female and 14 male. In terms of score-card performance, the district council scored a total of 40 out 100 possible points. The district chairperson scored 53 out of 100 points. There was no district speaker assessed for this period after the then speaker was asked to step in as district chairperson. The best male councilor in the district was Hon. Charles Mpalabule, representing Kisozi Sub-county, who scored 83 out of the possible 100 points, while the best female councilor, Hon. Monic Dongo, representing Balawoli Sub-county, scored 71 points.

The major challenges to the performance of the council and political leaders mainly arose from internal weaknesses characterized by low levels of education, internal conflicts, poor monitoring of government projects, poor record keeping, low civic awareness especially among the new councilors, and high dependence on central government funding. The report makes recommendations including capacity building for political leaders; setting of minimum educations levels; advocacy for a changed budget architecture; and, production of mandatory monitoring reports, among others

1

INTRODUCTION

This is a score-card assessment report for Kamuli District Local Government for 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 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 the financial year 2009/10 was conducted in 20 districts. The third assessment for the financial year 2011/12 covered 26 districts¹ including Kamuli District.

Using the score-card, we seek to improve the performance of these local governments through annual assessments of the district council, chairperson, speaker and individual councilors. The assessment is based on interviews, focus group discussions, document review and field visits, among others. Findings from the score-card are widely disseminated both at 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 report is presented in five sections. Section one focuses on the district profile, while Section 2 reports on the resource envelope and state of service delivery in the district. The score-card findings are presented in Section 3, while factors affecting performance are presented in Section 4. Section 5 gives the conclusion and recommendations.

1.1 Methodology

The score-card assessment tool has continuously been reviewed to cater for emerging concerns from the previous assessments. The score-card assessment used a combination of qualitative and quantitative methods of data collection and analysis.² The assessment relied largely 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 Kamuli District. Box 1 shows the different categories

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

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

of official district documents that were reviewed to compile and collate data and information on public service delivery in the district.

- b) District Council Committee Minutes and Minutes of Council Sittings.** Another important source of information for the score-card was the district council minutes,

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

Planning Documents

- Kamuli District Development Plan (DDP) 2010-2015
- Kamuli District Local Government Revenue Enhancement Plan (2010-2015)
- Kamuli District Local Government District Environment Action Plan 2010/12 (draft)

Budgeting Documents

- Budget Framework Paper FY 2011/12
- Approved Budget FY 2011/12

Service delivery Monitoring Reports

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

reports of committees of council as well as monitoring reports.

- c) Face-to-face interviews.** The scoring for the report was conducted through face-face-interviews with the leaders and then backed up with information from the literature and the FGDs. For this report, the scoring of the respective leaders took place during the months of July and August.
- d) Focus Group Discussions (FGDs).** FGDs were conducted at sub-county level during the period July – August 2012.

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

1.2 Kamuli District Profile

With a total land area of approximately 1,684.64 sq km, Kamuli District has over time reduced in territorial coverage after the creation of Kaliro and Buyende districts in 2005 and 2009 respectively. The district enjoys a water boundary from River Nile, constituting 3.9% of its total area and which has boosted its fish industry. Table 1 presents key demographic indicators for the district.

Table 1: Demographic characteristics of Kamuli District Local Government

Factor	Kamuli
Total Population	484,800
Population density	199.6p'ple per km2
Annual Growth Rate	3.2%
Urbanization Level	11.8%
Infant population below 1 year	4.3%
Population under 5 years	20.5%
Children of primary school age(6-12 yrs)	
Population under 18 years	59%
Youth(18-29 years)	
Elderly(60+years)	31,601

Source: Kamuli District Development Plan 2010/11-2014/15

1.3 Political Leadership

During the year under review, the district was under the leadership of two district chairpersons. At the time of assessment, Mr Samuel Bamwole was the Acting Chairperson, a position he held during the last four months of the year under review.³ Kamuli District Local Government comprised 13 sub-counties and one Town Council with a total of 26 councilors, 11 of whom were female and 15 male. Table 2 shows the leadership in the district.

Table 2: Kamuli District Leadership FY2011/12

Designation	Name
Chairperson (Ag.)	Hon. Samuel Bamwole
District Vice Chairperson	-
District Speaker (Ag.)	Hon. Betty Kalema
Members of Parliament	Hon. Rebecca Kadaga Alitwala
	Hon. Andrew Allen
	Hon. Asuman Kiyangi
	Hon. Mugabi Muzaale Martin Kisule
Chief Administrative Officer	Mr. Felix Cuthbert Esoku
D/CAOs	Mr. Amis Asuman Masereka
Resident District Commissioner	Mr. Jackson Asiimwe
D/RDCs	Mr. Elijah Madoi

Source: Kamuli District Council Minutes FY 2011/12

During the year under review, internal conflicts affected the district in many ways. Firstly, the conflicts were responsible for the impeachment of the duly elected chairperson who

3 According to the Local Governments Act Cap 243, section 16 sub section 2, the DEC should constitute not more than 5 members from the council including the district chairperson, vice chairperson and secretaries to standing committees. Only one secretary (for gender and community development) had been approved by council while the position of vice chairperson fell vacant following the contentious issues surrounding the then chairman-elect, Hon. Ahmed Kawugu Kawooya Mugaino. Hon. Samuel Bamwole occupied the position of chairperson provisionally pending settlement of Mr. Mugaino's case and election of a new district chairperson (Minutes of the District Council meeting held on 29th February 2012).

was later replaced by an acting chairperson. Secondly, district councilors rejected the chairperson's nominations of the committee secretaries, something that undermined the capacity and efficiency of the council to conduct its business. Over the year, four out of the five sectoral committees were non-functional without secretaries. Thirdly, as a result of the above, the District Executive Committee (DEC) could not be fully constituted.⁴ Table 3 shows the district sectoral committees and the secretaries during the year under review.

Table 3: Secretaries of Council Sectoral Committees

Committee	Secretary	Constituency
Gender and Community Development	Monic Mukasa	Butansi
Finance, Planning and Administration	-	-
Production and marketing	-	-
Works and Technical services	-	-
Education and Health	-	-

Source: Kamuli District Council Minutes (FY2011-2012)

⁴ In the absence of committee secretaries, the acting district chairperson constituted a provisional DEC composed of the district chairperson, CAO, D/CAO who acted as the minute secretary and the secretary for gender and community development who was the only approved secretary to a standing committee.

2

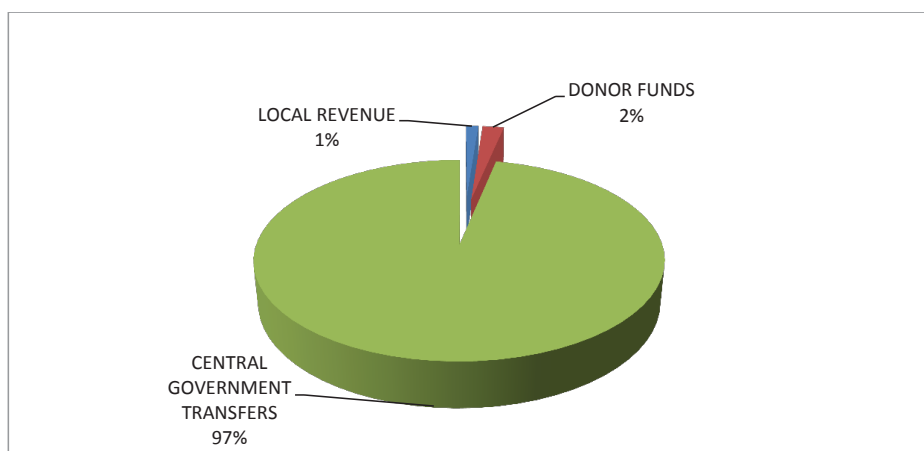
BUDGET ARCHITECTURE AND SERVICE DELIVERY IN KAMULI DISTRICT

The policy of decentralization empowers local governments to deliver services to the citizens on behalf of the central government. For this to happen, adequate resources should be made available to the districts. In this section, the district's resource envelope and the state of service delivery in Kamuli are critically analyzed.

2.1 Kamuli District Local Government Resource Envelope

A critical analysis of the resource envelope for Kamuli shows that the district was still heavily dependent on central government funding with a contribution of over 97%. Local revenue and donor funds remained meagre at 1% and 2% respectively. Figure 1 shows the district's resource envelope during the year under review.

Figure 1: Composition of Kamuli District Local Government Resource Envelope FY 2011/12



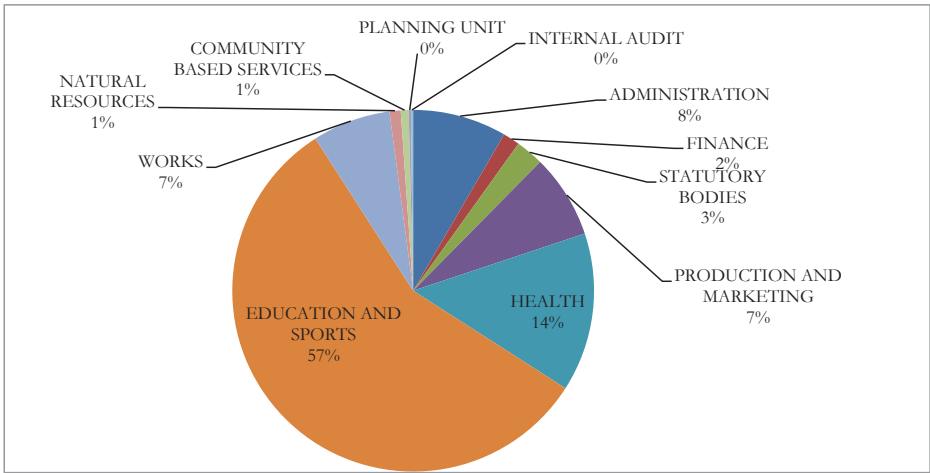
Source: Kamuli District Local Government Planning Office

2.2 Budget Allocations

During the year under review, the district allocated the biggest portion of the budget to the education sector (57%) followed by the health at 14% and works sector at 7%. The downside of this allocation was registered in the environment and natural resources sector which received the least funding at a time when the sector was grappling with

understaffing⁵ and high levels of deforestation. Figure 2 presents a breakdown of the sectoral allocations in the district.

Figure 2: Budget allocations by sector for financial year 2011/12



Source: Kamuli District Approved Budget FY2011-12

2.3 State of Service Delivery in Kamuli District Local Government

Kamuli District Local Government is part of the service delivery chain from the central government to the citizens in the district. These services are essential to the local and national economies. The quality of these services provided to citizens is the ultimate measure of the performance of any government. An assessment of selected service delivery indicators for Kamuli District shows that there is some improvement in service delivery but there are some areas that still need to be upgraded. Table 4 below shows the service delivery indicators and the level of achievement obtained in the district.

Table 4: Service delivery indicators in Kamuli district (FY 2011/12)

Sector	Indicators	National standard/ NDP target	District Target 2010/11	Level of achievement 2011/12
Education -Primary Education	Children of primary school age going (6-12 yrs)	-	-	48.4% of total population
	Enrollment	-		Total: 114,157 Boys: 56,043 Girls: 58,114
	Pupil Classroom Ratio (PCR)	55:1		85:1
	Pupil Teacher Ratio (PTR)	55:1		65:1
	Pupil to Desk Ratio (PDR)	3:1		

5 During the year under review, only two out of eight posts under the land management section were filled. Similarly, the ENR sector was functioning without a senior environment officer and forest rangers.

	PLE Performance (by percentage)	-		Div 1 -4.4 Div II- 25.7 Div III- 20.0 Div IV- 19.5 U- 26.1 X-
Health Care services	ANC 4th Visit	60%		
	Deliveries in Health Centres	35%		30% (7,248)
	Total beds	-		-
	Access to Maternity services	-		-
	MMR	-	-	347 deaths
	IMR	-	-	79 deaths /1,000
	Staffing Levels	-		49%
Road Sub-sector	Km of roads under routine maintenance	-	470kms	75%
	Km of roads rehabilitated	-	53kms	61.7kms
	Km of roads under periodic maintenance		42kms	52kms
	Proportion of roads in good condition		-	
	Construction of bridges	-	-	-
	Opening up new community roads	-		-
Water and Sanitation	Water coverage			
	Number of boreholes sunk		12	12
	Number of boreholes rehabilitated	-	16	16
	Functionality of water sources	80%		90%
	Proportion of the population within 1km of an improved water source			
	Pit latrine coverage	90%		
Agriculture	Number of extension workers per sub-county	-		
	Number of service points	-		
	Number of demonstration farms	-		
	Technical back-up visits	-		
FAL	Number of instructors		200	141
	Number of participants		No target	4205
	Number of service centres	-	-	137
	Level of coverage	-		
Environment and Natural Resources	Staffing Level	-		
	Conduct Environmental monitoring and assessment	-		
	Production and update District State of the Environment Report (DSOER)	-	Last produced in 2004	
	District Environment Action Plan	-	Seen in draft form	
	Preparation of District Wetland Ordinance	-		
	Monitor wetland systems in the district	-		-
	Establishment of Agro-forestry nurseries			-

Source: Kamuli District Local Government DDP and Department offices

2.3.1 Primary Education Services

During the year under review, Kamuli District registered considerable infrastructural development in a number of sub-counties. Despite the non-functional District Service Commission (DSC), the district was able to recruit and transfer teachers with the help of the Buyende DSC, following a resolution from the council.⁶ Despite this, a number of schools were found in a sorry state resulting from high pupil-teacher ratios, overcrowding in classrooms, inadequate teaching aids and poor performance at PLE.⁷

Figure 3: An overcrowded classroom and a 3- unit classroom block in Mbulamuti sub county.



Source: ACODE Digital Library, August 2012

2.3.2 Health Services

Although positive steps have been taken to revive the health sector in the district,⁸ the sector largely remains in an appalling situation with inadequate supply of beds, delayed drug supplies, understaffing⁹ where only 49% of the approved posts were filled. The problem of understaffing was most felt at the level of HCIIIs, where only 29% of the approved positions were filled. Efforts to address some of these challenges

6 MIN.NO 15/KDLC 2011/2012 in minutes of the District Council meeting held on 22nd December 2011, p.6.

7 An acute shortage of desks was observed in schools visited including Kiige P/S, Kagumba P/S, Nawangaiza P/S, Kikubi P/S, and Namusita P/S. P/S- Nabwigulu S/c; Mutamu P/S and Lwanyama P/S in Kisozi S/c; Bupadhengo P/S; Bugulumbya P/S in Bugulumbya S/c and Kamuli Town P/S in Kamuli TC.

8 New health units including Kamuli Hospital in Kamuli TC, Maternity ward at Namuningi in Nabwigulu S/c, staff houses at Kamuli Hospital, health centre pit latrines at Namwendwa HCIV and Nawankandulo HCIV were constructed during the year under review.

9 The district lacked radiographers, lab technicians and assistants, midwives, nurses and medical officers. Namwendwa HCIV and Nawankandulo HCIV, for instance, were being managed by clinical officers, yet they are supposed to be managed by doctors. The ambulance donated by the area MP to Namasagali HCIII was not being used by the health centre, on the pretext that the running costs were not budgeted for in the health centre budget.

by the political leadership were registered at the sectoral committee level where recommendations for follow-up were made.¹⁰

Figure 4: A ward in Bupadhengo HCIII, Nawanyago S/c



Source: ACODE Digital Library, August 2012

2.3.3 Road Network

A trends analysis of the roads sector in the district reveals a steady improvement on a number of the district roads. Although a lot has to be done, it should be noted that most of the roads in the district were motorable during the year under review. The district achieved 75% of its target with regard to routine maintenance of the 470 km that required rehabilitation and periodic maintenance. Despite this good record, a number of gaps were still sighted in the form of shoddy works, especially on the Kananage-Namuyingi swamp road section that left the road susceptible to fast deterioration.

2.3.4 Water and Sanitation

The main sources of water in the greater part of Kamuli District are boreholes, spring wells and streams whose functionality was up to 90%. This commendable rate is over and above the national minimum of 80%. The district also made attempts to extend water services through the gravity flow scheme to most sub-counties. As a result of this, most health centres had up to three water tanks, mostly serving as water reservoirs from rain water harvested. However, it should be noted that access to piped water under the National Water and Sewerage Corporation was still low as most residents could not afford it. Figure 5 shows the efforts made at rainwater harvesting at Bupadhengo HCII.

¹⁰ MIN.NO 15/KDLC 2011/2012, minutes of the district council meeting held on 22nd December 2011: The education and Health committee recommends improvement in security at health centres, and prioritization of top-up allowances for medical workers.

Figure 5: Rain water harvesting at Bupadhengo HCII



Source: ACODE Digital Library, August 2012

2.3.5 Agriculture and NAADS

Agriculture remains the major economic activity in Kamuli District with an estimated 98% of the total population dependent on subsistence farming. The government's intervention towards transforming and enhancing agriculture in rural areas in particular has been of tremendous benefit to the farmers throughout the district. By implication, therefore, the NAADS programme as an intervention strategy to scale up farming has been of benefit to many farmers within the district. However, the implementation of the programme was not devoid of challenges. Corruption was still reported among the implementers. The beneficiaries complained of persistent corruption and farmers who sold off their supplies of agricultural inputs in exchange for money. Conditions beyond the control of both the implementers and beneficiaries like inconsistency in seasons also had grave impact on the target output.

2.3.6 Functional Adult Literacy (FAL)

FAL programmes were stretched beyond the traditional provision of basic literacy in a classroom setting. Several income-generating activities had been integrated to enhance the skills of those taking part in a more practical manner. However, it was noted that the failure by the majority of councilors to relate with and acknowledge the existence of this programme was due to lack of knowledge of this integration strategy. Many councilors therefore claimed inexistence of the programme in their constituencies. The other challenges facing the programme included the lack of facilitation, transport and training manuals for the instructors, low appreciation of the value of the programme

by both the citizens and councilors and at a leadership level, poor monitoring by the councilors.

2.3.7 Environment and Natural Resources

The Environment and Natural Resources¹¹ (ENR) sector was allocated a scanty 1% of the overall district budget. Even with the efforts by the district's forestry department to promote plantation forests,¹² the district was reported to have over 60% of its forest cover depleted.¹³ Kamuli District, however, was one of the beneficiaries of the sustainable land management project¹⁴ under SLM funding from which it obtained Ug Shs 7.4 million towards the protection of wetlands for the FY 2011/12.

Encroachment on swampland continues to be a major challenge in the district. A number of farmers undermine the district authority claiming that their operations are directly under NEMA and not the district. Amidst these challenges, political monitoring of the sector has not been effective. Failure in the political leaders' oversight role therefore justifies their inability to ensure that the responsible department achieves their function of ensuring sustainable natural resource and effective utilization of the existing resources.

11 Natural resources include forests in specific reserves, land, water and wetlands, savannah woodland and plantation.

12 Kamuli district had gazetted forests in Kiwolera, Kidhiki and Mafudu.

13 The fast depletion of the forests was largely as a result of the poor selectivity of trees harvested for timber and firewood, and increasing demand for farming land following the rising population.

14 The SLM project was intended to reduce land degradation and desertification. In Kamuli District, by FY 2011/12 the project was in its first year of implementation and was being implemented in 3 sub-counties. As part of the activities under this project, Kamuli District was able to prepare and produce a PEAP, SEAP and DEAP.

3

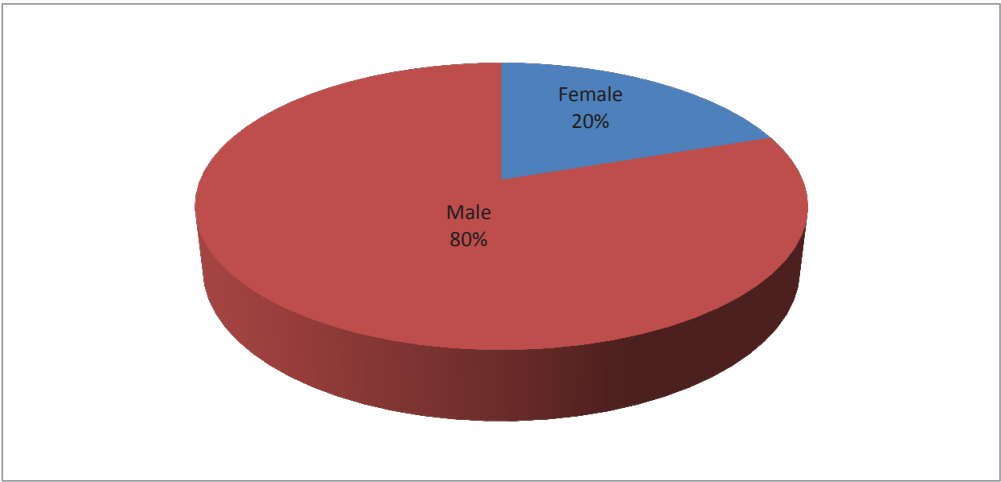
DISTRICT SCORE-CARD PERFORMANCE

3.1 Score-card Assessment

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 performed their responsibilities.¹⁵ 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 the 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.¹⁶

The score-card performance assessment for Kamuli District for FY 2011/12 was conducted over a five-month period (May - September). The assessment process involved application of numerous research methods including review of district documents; face-to-face interviews with councilors, focus group discussions (FGDs), and, verification visits at sub-county level. The team conducted 24 FGDs involving a total of 192 participants, 154 of whom were male and 38 female.

Figure 6: 2011/12 FGD participants by gender



15 See Third Schedule of the Local Governments Act , Section 8.
16 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.

It is important to point out that the research team faced some challenges during the research process, key among which was the reluctance of some councilors to be interviewed, and delay in production of updated district information.

3.2 Performance of the District Council

The Local Government Council is vested with legislative, political, administrative and executive powers to oversee the planning, budgeting, and implementation processes in the district for enhanced development and public service provision. The parameters for assessing district councils therefore are derived from their statutory functions as stipulated in the Local government Act 1997 (as amended). In assessing the different functions of a local government council, the score-card seeks to establish the effectiveness of the district council as an organ and, in effect how this translates into more effective service delivery within specific local governments. In this regard, close reference is made to the operations and effectiveness of the standing committees which oversee implementation of services and undertake monitoring on behalf of the district council. Details of the score-card parameters and performance of Kamuli District Council are presented in Table 5.

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

Performance Indicators Year	Actual Score	Maximum Scores	Remarks
1. LEGISLATIVE ROLE	10	25	<p>Councilors make reference to the rules of procedure during council meetings.</p> <p>There was a receipt of 1.5 million towards payment of annual subscription to ULGA but no evidence of actions on resolutions from the ULGA AGM. In fact councilors claimed total ignorance of the AGM and its outcomes.</p> <p>Following the political challenges surrounding the election of the district chairperson, the district was unable to constitute a legal Executive but rather was run with the help of a provisional executive comprising the district chairperson, CAO, Dep. CAO, and Secretary for Gender and CBS. Council did not pass any policy motions or ordinances.</p>
Adopted model rules of Procedure with/without debate (amendments)	2	2	
Membership to ULGA	1	2	
Functionality of the Committees of Council	1	3	
Lawful Motions passed by the council	0	3	
Ordinances passed by the council	0	3	
Conflict Resolution Initiatives	1	1	
Public Hearings	0	2	
Evidence of legislative resources	2	4	
Petitions	1	2	
Capacity building initiatives	2	3	
2. ACCOUNTABILITY TO CITIZENS	12	25	<p>PAC reports were reviewed at standing committee level.</p> <p>The council was supported by 5 standing committees though with just one secretary approved.</p> <p>The district also had a PRO.</p> <p>There was evidence of correspondence with CSOs.</p>
Fiscal Accountability	4	4	
Political Accountability	3	8	
Administrative Accountability	3	8	
Involvement of CSOs, CBOs, Citizens private sector, professionals, and other non-state actors in service delivery	2	2	
Commitment to principles of accountability and transparency	0	3	

3. PLANNING & BUDGETING	18	20	All approved district planning and budgeting documents were available and copies were obtained by the research team for purposes of the assessment. However, some of the relevant information on the district targets was not available in the DDP. To enhance local revenue, the district introduced additional taxes as presented in su-section 2.1 of this report.
Existence of Plans, Vision and Mission Statement	5	5	
Approval of the District Budget	4	4	
Local Revenue	9	11	
4. MONITORING SERVICE DELIVERY ON NPPAS	00	30	There was no monitoring conducted by the standing committees on behalf of of council due to lack of funding. On the contrary council relied on feedback from monitoring undertaken by councilors at an individual level. Quarterly sector reports were therefore based on feedback from individual councilors
Education	0	5	
Health	0	5	
Water and Sanitation	0	4	
Roads	0	4	
Agriculture and Extension	0	4	
Functional adult Literacy	0	4	
Environment and Natural Resources	0	4	
TOTAL	40	100	

Kamuli District did not obtain any score under its monitoring role, while its best performance was in the planning and budgeting function where the district got 18 out of 20 total scores. This performance, which is below average, may arguably be directly related to the conflict and political confusion that occurred during this financial year. For more details, a comparison of performance of the 25 district councils is presented in Annex 1.

3.3 District Chairperson

During the year under review, Kamuli District was under the political leadership of Hon Samuel Bamwole, who subscribed to the National Resistance Movement (NRM) political party. By the end of the financial year (June 30th 2012), Hon Bamwole had served in acting position as district chairperson for four months.¹⁷ In his role as councilor, prior to his taking office as Ag. District Chairperson, Hon Bamwole was an elected councilor representing Nawanyago Sub-county. He had also been elected district speaker, which in the absence of a district vice chairperson at the time, made him eligible for the office of Ag District Chairperson.

¹⁷ Minute of Kamuli District Council Meeting held on 29th February 2012, MIN.NO.23/KDLC/2011/2012. Hon Bamwole was sworn in as Ag. District Chairperson on 29th February 2012 following the scandal surrounding the election of Mr. Ahmed Kawooya Kawugu Mugaino, and consequently the failure by council to approve the nominee for the office of vice chairperson. Prior to this, Hon Bamwole was the district speaker.

Table 6: Chairperson's Score-card

Name	SAMUEL BAMWOLE	Political Party	NRM
District	Kamuli	Gender	Male
Region	Eastern	Number of Terms	1
	Total		53
ASSESSMENT PARAMETER	Actual Score	Maximum Score	Comments
1. POLITICAL LEADERSHIP	10	(20)	The DEC was not fully constituted. The chairperson was in acting capacity during the last 4 months of the assessment. In this time, he chaired 3 out of the 4 executive committee meetings. The DSC and DLB were also not functional following a delay in their approval
Presiding over meetings of Executive Committee	1	3	
Monitoring and administration	4	5	
Report made to council on the state of affairs of the district	1	2	
Overseeing performance of civil servants	1	4	
Overseeing the functioning of the DSC and other statutory boards/committees(land board, PAC,)	0	2	
Engagement with central government and national institutions	3	4	
2. LEGISLATIVE ROLE	04	(15)	Attended all council meetings. Within 4 months the executive committee presented 3 motions but no bill.
Regular attendance of council sessions	2	2	
Motions presented by the Executive	2	6	
Bills presented by the Executive	0	7	
3. CONTACT WITH ELECTORATE	10	(10)	Documentary evidences indicates that the chairperson conducted community meetings, guided the resolving of issues raised and was hosted for talk shows and interviews on KBS,NBS, and NTV.
Programme of meetings with Electorate	5	5	
Handling of issues raised and feedback to the electorate	5	5	The chairperson initiated the setting up of 2 projects on personal savings and eye clinic for children though all MoUs were procedurally signed by the CAO.
4. INITIATION AND PARTICIPATION IN PROJECTS IN ELECTORAL AREA	04	(10)	
Projects initiated	3	3	
Contributions to communal Projects/activities	1	2	
Linking the community to Development Partners/NGOs	0	5	The chairperson undertook monitoring as part of the DEC following a schedule develop for monitoring by the DEC.
5. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS	25	(45)	
Monitored Agricultural services		7	
Monitored Health Service delivery	6	7	
Monitored schools in every sub-county	6	7	
Monitored road works in the district	7	7	
Monitored water sources in every sub-county	2	7	
Monitored functional Adult literacy session	0	5	
Monitored Environment and Natural Resources protection	2	5	
TOTAL	53	100	

During the four months of his leadership as Ag. Chairperson, Mr. Bamwole scored 53 out of 100 possible points, a performance that he is commended for. This performance is attributed to his ability to guide the constitution of a provisional DEC to enable implementation of council decisions. However, among the gaps encountered under the leadership of Mr Bamwole was the delayed approval of the DSC and failure by the

executive to pass any bill. A comparative presentation of the performance of the district chairpersons in the 25 districts is detailed in Annex 2 of this report.

3.3 District Speaker

For the 2011/12 assessment, proceedings in the Kamuli District Council were managed by Mr. Bamwole who was speaker between July and 28 February 2012. With the scandals surrounding the then elected district chairperson, and in the absence of a vice chairperson, he was sworn in as Ag. District Chairperson on 29 February 2012, which office he took on to the end of the FY. Upon his new appointment, Ms Betty Kalema, the then deputy speaker, then took over the office of Ag. Speaker. That having been said, however, Ms. Kalema was not assessed in her capacity as Ag Speaker, for the reason that she had only served in that office for two months by the end of the FY. This therefore explains the absence of a speaker's score-card in this report. Nonetheless, a comparison of performance for the other 24 districts is presented in Annex 3 of this report.

3.4 District Councilors

A local government council is composed of elected councilors under the leadership of a district chairperson. By implication, the overall performance of a district council in its four overall functions is directly affected by the quality and abilities of the individual councilors. For purposes of the assessment, the score-card focuses on the key roles of councilors as derived from the Local Governments Act, including: (i) legislative role; (ii) participation in lower local government; (iii) contact with electorate; and (iv) monitoring of service delivery on NPPAs. In the FY, Kamuli District Council had a total of 25¹⁸ district councilors, one of whom was not assessed.¹⁹ The best performance overall for Kamuli District was by Hon Charles Mpalabule, with a total score of 83 out of 100 points, while the best female councilor was Hon Monic Dongo, who scored 71 out of 100 points. Details on the performance of the 24 councilors are presented in Table 7.

¹⁸ The total number does not include the district chairperson, and speaker.

¹⁹ Hon Thomas Kategere resigned from his role as a councillor representing Kitayungwa Sub-county in favour of his campaign for the office of district chairperson.

Table 7: Summary performance of Kamuli District Councilors for FY 2011/12

Name	Sub county	Political Party	Gender	Number of Terms	Scores/Totals	Legislative role				Contact with electorate		Participation in LLGs		Delivery on NPPA							Su Total		
						Plenary	Committees	Motion	Special Knowledge	Sub Total	Meeting Electorate	Office	Sub Total	LLG Meeting	Sub Total	Health	Education	Agriculture	Water	Roads		FAL	Environment
Charles Mpalabule	Kisozi	NRM	M	2	83	8	8	5	2	23	11	9	20	10	10	5	7	7	7	3	0	1	30
Paul Wangose	Balawoli	Ind	M	1	76	8	8	5	1	22	11	9	20	10	10	5	7	1	7	3	0	1	24
Monic Dongo	Balawoli	Ind	M	1	71	8	8	2	1	19	11	9	20	10	10	3	7	0	5	3	3	1	22
Daniel Wambuzi	Namasagali	NRM	M	1	67	8	8	2	1	19	9	9	18	10	10	7	3	3	1	1	0	5	20
Andrew Byakika	Kamuli TC	NRM	M	1	60	1	1	0	1	3	11	6	17	10	10	1	7	5	5	3	4	30	
Sarah Kizito	Kisozi/Mbulamuti	NRM	M	2	59	8	8	0	0	16	11	9	20	10	10	5	5	1	1	1	0	0	13
Racheal Bakaki	Nabwigulu/kamuli TC	NRM	F	1	58	8	8	5	0	21	11	9	20	10	10	1	0	1	0	0	0	5	7
Sanon W Kintu	Bugulumbuya	NRM	M	1	46	8	8	0	2	18	6	2	8	2	2	3	7	1	3	3	0	1	18
Monica Mukasa	Butansi	NRM	F	1	45	1	8	0	0	9	8	9	17	10	10	1	1	1	1	1	0	4	9
Tony Tuliraba T	Namwendwa	Ind	M	1	41	8	8	0	0	16	11	9	20	0	0	1	1	1	1	1	1	0	05
Betty Kalema	Namasagali	NRM	F	2	41	1	0	0	0	1	0	9	9	10	10	1	7	1	7	1	3	1	21
John Basaliwa	Wankole	NRM	M	1	38	8	8	5	2	23	2	6	8	0	0	1	5	0	0	1	0	0	7
NandoloMuwangala	Bulopa	NRM	M	1	39	8	8	2	0	18	8	0	8	6	6	1	1	0	0	0	0	5	7
Julius Wakibi	PWD	NRM	M	2	34	8	8	2	0	18	6	9	15	0	0	0	1	0	0	0	0	0	1
Paul Kitimbo	Youth	NRM	M	1	30	8	1	0	0	9	9	3	12	0	0	0	0	7	0	1	0	1	9
Ruth Makoba	Bugulumbuya	NRM	F	2	32	4	5	2	0	11	6	5	11	2	2	1	1	1	0	1	0	4	8
Moses Andrew Mutasa	Mbulamuti	Ind	M	1	32	8	8	2	0	18	0	9	9	0	0	1	0	0	0	0	0	4	5
Faridahkatalo	Kitayuniwa	NRM	F	2	30	1	1	2	0	4	6	9	15	0	0	3	3	0	0	0	0	5	11
Joyce NamugereNyago	PWD	NRM	F	1	29	8	3	2	0	13	5	2	7	2	2	1	1	1	0	0	0	4	7
Maxwell Mugude	Butansi	NRM	M	1	25	8	8	2	1	19	0	2	2	0	0	1	1	1	0	1	0	0	4
Sarah AumaMwando	Nawanyago/Wankole	NRM	F	1	21	8	1	2	0	11	4	2	6	0	0	0	1	1	1	1	0	0	4
Philemon ChukaMarhia	Nabwigulu	NRM	M	1	24	8	7	5	0	20	0	0	0	0	0	0	0	0	0	0	0	4	4
MahamNalugya	Youth	Ind	F	1	14	1	1	0	0	2	9	2	11	0	0	0	0	1	0	0	0	0	1
ErinaNdbigeza	Namwendwa/Bulopa	Ind	F	1	13	1	1	0	0	2	2	9	11	0	0	0	0	0	0	0	0	0	0

4

FACTORS AFFECTING PERFORMANCE OF KAMULI DISTRICT

4.1 Internal factors responsible for poor performance and service delivery

4.1.1 Internal Conflicts

During the year under review, political conflicts enveloped the district. Everything that could possibly go wrong on the district's political scene had gone wrong. For instance, the conflict between the office of the CAO and District Council paralyzed a number of council businesses. The conflict was so engrained that the CAO was accused of failure to implement council procedure, a situation that spilled into the 20% fine that was levied on the district. Similarly, the budget was not passed on time since the district council could not complete the mandatory sittings. Among the councilors, these conflicts were manifested in form of poor government-opposition relations. The failure of the council to approve the nominated vice chairperson and committee secretaries was a direct result of this. On the whole, these challenges greatly undermined the performance of the district council and the delivery of government services.

4.1.2 Low level of education of councilors

Statistical evidence reveals that over half of the district councilors in Kamuli had an education level below Senior Four (S.4). This was reflected in their inability to make substantive contributions during councils. Indeed, councilors with degrees or higher levels of education were seen to be more substantially engaged in the council debates. This is best explained by the general practice where particular councilors were known to present arguments on issues while others simply seconded or followed from the periphery.

4.1.3 Monitoring of government projects

The problem of ineffective monitoring was at two levels. First, the standing committees were unable to conduct monitoring, citing inadequate funding. Second, at the individual councilor level, there was a lot to be desired as the majority of district councilors did not prioritize individual monitoring in their sub-counties. Where efforts were made, councilors could not provide documentary evidence to back up their claims. This greatly undermined the progress of government programmes at the sub-county level.

4.1.4 Contact with the electorate

Suffice it to say that there has been noticeable improvement in contact with the electorate over the last three years. However, evidence from the research reveals a looming force against these efforts by citizens who insist on re-aligning councilors' roles with more social responsibilities as opposed to the legal requirements. Unfortunately, this has created fear and reluctance among the councilors.

4.2 External factors responsible for poor performance and service delivery

4.2.1 Increasing dependence on central government funding

Over the three years this assessment has been undertaken, Kamuli District's dependence on the centre has been growing rather than reducing. As usual, the majority of the grants from the central government were conditional with minimal flexibility. The unconditional grant, which is the only grant that districts may use as part of their revenues, is mainly used to pay salaries. During the year under review, these funds were not adequate and thus created a funding gap. This gap means that the district had limited capacity to cater for local priorities, however pressing the case may have been.

4.2.2 Low civic awareness among community members

Community members who are supposed to hold the elected councilors accountable exhibited low levels of awareness with regard to their councilors' roles and responsibilities. Although some slight improvement in civic awareness was registered in areas where FGDs were conducted, the majority of community members in Kamuli still expressed ignorance of councilors' roles and responsibilities.

5

RECOMMENDATIONS

Kamuli District is one of the first ten districts where the initiative has been implemented for three year now. For this reason, some improvement has been registered in some areas. However, this improvement continues to be undermined by the internal conflicts and associated challenges within the district. This situation has to change if the district leadership is to deliver quality services to the people of Kamuli. Energies should be geared towards continuous capacity building opportunities of the district council. This being the first year of the five-year term of office (2011-2016), a number of the new district councilors stand to benefit from the continuous orientation. This will in turn have a spillover effect on the quality of services in the district.

5.1 Recommendations

5.1.1 Capacity building for district councilors

Apart from the fact that the majority of councilors in the district are new, a number of these councilors have low education levels. Orientation of councilors should be undertaken on an annual basis to ensure that they appreciate their roles and responsibilities. This orientation should go beyond the customary procedure to include report writing, effective monitoring of government programmes and the general understanding of local government rules of procedure.

5.1.2 Advocacy for change in the national budget architecture

If delivery of social services in the community have to improve, more money should be allocated for government service delivery initiatives. Working under the umbrella of ULGA, Kamuli District should lobby to change the current budget architecture. The national budget should be shared equally (50/50) between the central government. Similarly, central government needs to increase the percentage under the unconditional grant to allow local governments more flexibility in prioritization to suit district-based service needs.

5.1.3 Conflict resolution and management

Particular attention should be paid to the conflicts in the districts and resolutions should be made to squarely deal with them. These conflicts have registered negative impact on the leadership as a whole and service delivery in particular. Political leaders in the district should be helped to identify the genesis of the various conflicts and deal with them. Where conflicts exist, lasting solutions should be prescribed to avoid re-occurrence.

5.1.4 Mandatory quarterly monitoring reports

The district council and the individual councilors in particular should improve their monitoring roles through the institution of mandatory quarterly reports through the office of the clerk to council. Apart from emphasizing monitoring as one of the cardinal roles of any elected leader, councilors should be encouraged to submit the reports for future response and follow-up. This will not only guide council deliberations on service delivery but will also guide the planning and budgeting process for more effectiveness.

5.1.5 Improve contact with the electorate

Elected leaders in Kamuli should desist from focusing on themselves and concentrate on their electorate. District councilors should be more concerned about attending more community meetings and sub-county meetings. Working through the office of the district chairperson, councilors should create a district town hall platform to increase interface, not only between citizens and the political leaders but also citizens and the technical leaders. This will provide for accurate and timely feedback from the citizens to their leaders and build trust among the district leadership and the residents. It will also provide opportunities to educate the communities about the roles and responsibilities of the councilors and the need for the community members to use such benchmarks to assess their leaders' performance.

REFERENCES

Kamuli District Local Government-District Development Plan 2010/11 – 2014/15

_____(2011) Budget Framework Paper.

_____(2011) Approved District Budget.

_____(2011) Annual Work Plan

_____(2011) District Local Government Revenue Enhancement Plan

_____(2011) Approved District Capacity Building Plan

_____(2011) District State of Affairs Report Kamuli District Local Government

_____(2011) Minutes for Ordinary Council Meeting held on 25th August 2011

_____(2011) Minutes for Ordinary Council Meeting held on 14th October 2011

Annex 1: Summary of District Councils’ Performance

District	Total	Legislative Role										Accountability To Citizens						Planning & Budgeting				Monitoring NPPAs								
		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	4	0	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	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	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
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	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	Total	Political Leadership						Legislative Role				Contact Electorate	Development Projects				Monitoring Service Delivery On NPPAs										
						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
Martin Ojara M.	Gulu	FDC	M	1	91	3	5	2	4	2	4	20	2	4	3	9	5	5	10	2	2	5	9	7	7	7	7	3	5	43	
Gregory M.Egunyu.	Soroti	NRM	M	1	82	3	4	2	4	2	4	19	2	6	2	10	5	5	10	1	1	5	7	7	7	7	6	0	2	36	
Richard Rwabihunga	Kabarole	Ind	M	1	80	3	5	2	4	2	4	20	2	2	0	4	5	5	10	2	2	3	7	7	3	7	7	5	3	39	
John M. Luwakanya	Mpigi	NRM	M	1	80	3	5	2	4	0	4	18	2	6	0	8	5	2	7	3	2	5	10	7	7	7	7	0	2	37	
Francis Lukooya M.	Mukono	NRM	M	2	80	3	6	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	13	2	2	0	4	5	5	10	3	2	5	10	7	6	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 FrancisOluma	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
DeusdedditTumusiime	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	2	39
Mathias Bwanika L.	Wakiso	DP	M	1	70	3	5	2	4	1	2	17	2	2	0	4	5	5	10	3	2	3	8	5	5	5	5	3	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 kamanyire	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	Luweero	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
John B Nambeshe	Bududa	NRM	M	1	62	3	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	18	2	2	0	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	14	2	2	0	4	4	5	9	3	2	5	10	7	2	2	2	2	0	2	17
Samuel Bamwole	Kamuli	NRM	M	3	53	1	4	1	1	0	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	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	20	2	6	0	8	0	2	2	3	1	3	7	7	0	0	6	2	0	0	15
Charles amukama	Rukungiri	NRM	M	1	44	3	5	2	3	2	3	18	2	2	3	7	4	2	6	2	0	5	7	0	2	2	2	0	0	0	6
Alex OremoAlot	Lira	UPC	M	1	40	2	5	1	2	2	3	15	2	0	3	5	5	2	7	3	1	3	7	0	2	0	2	0	2	0	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	Monitoring Service Delivery On NPPAs										
							Chairing Council	Rules of procedure	Business committee	Records of issues	Record of petition	Special skills	Sub Total	Meetings electorate		Office	Sub Total	LLGs meetings	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	7	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	3	5	5	3	7	0	2	25	
DaudiByekwaso Mukitibi	Wakiso	Kakiri	NRM	M	3	75	2	9	3	2	3	0	19	11	9	20	10	10	4	7	0	5	1	5	26	
James Kunobwa	Mukono	Nagojie	NRM	M	2	73	3	9	3	0	3	0	18	11	9	20	10	7	7	1	1	3	1	5	25	
Richard Mayengo	Jinja	Matubira B	NRM	M	3	68	2	9	0	2	3	0	16	11	9	20	4	4	7	1	7	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	4	21
Dan Nabimanya	Ntungamo	Ntungamo	NRM	M	1	66	3	9	3	2	3	0	20	9	6	15	10	10	5	5	1	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	1	22
Henry Ndyabahika	Rukungiri	Buhunga	NRM	M	2	64	3	8	3	2	0	0	16	7	9	16	10	10	5	5	1	1	5	1	4	22
Jotham Loyer	Nakapiripi	Namalu	NRM	M	2	62	2	9	3	2	3	0	19	11	0	11	10	10	4	4	3	0	5	1	5	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	4	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	3	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	5	1	1	23
Clovica Mugabo B	Kabarole	Mugusu	NRM	M	2	54	3	5	1	2	3	0	14	11	6	17	2	2	1	5	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	0	22
Cesar Lometo 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	4	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	4	6
Charles Engoru	Amuria	PWD	NRM	M	2	41	2	9	3	2	3	0	19	2	9	11	2	2	1	1	1	1	1	0	4	9
Juliet Jemba	Mpigi	Muduma	NRM	F	2	40	2	5	3	2	3	0	15	0	9	9	10	10	1	1	1	1	1	0	1	6
Didan Amaama R.	Bulisa	Kiringente	Ind	M	1	37	3	2	3	0	3	0	11	2	5	7	6	6	5	5	1	1	1	0	0	13
Micheal Matsyetsye	Bududa	Ngwedo	NRM	M	2	35	3	9	3	2	0	0	17	0	0	0	4	4	1	1	1	5	5	0	1	14
Isingoma Kitwe	Hoima	Bumasheti	NRM	M	1	33	3	6	3	0	3	0	15	3	9	12	2	2	1	1	0	1	0	0	1	4
James Paul Michi	Tororo	Busisi Div	NRM	M	1	32	2	2	2	2	0	0	8	9	2	11	6	6	1	1	1	1	1	1	1	7
Martin Ocen Odyek	Lira	Eastern Div	UPC	M	1	26	3	9	3	0	3	0	18	0	2	2	0	0	1	1	1	1	1	1	0	6
Martin Ocen Odyek	Lira	Railway Div	UPC	M	1	26	3	9	3	0	3	0	18	0	2	2	0	0	1	1	1	1	1	1	0	6

PUBLICATIONS IN THIS SERIES

Namara-Wamanga, S., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Luwero District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.1, 2013. Kampala.

Muyomba-Tamale, L., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Mpigi District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.2, 2013. Kampala.

Namara-Wamanga, S., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Wakiso District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.3, 2013. Kampala.

Otile, O., M., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Amuru District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.4, 2013. Kampala.

Owor, A., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Gulu District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.5, 2013. Kampala.

Egunyu, M., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Mbale District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.6, 2013. Kampala.

Mbabazi, J., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Lira District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.7, 2013. Kampala.

ABOUT THE AUTHORS

Naomi Asimo is a Research Assistant at ACODE. She holds a Bachelor's Degree in Education with training and experience in counseling and community health care. She is currently working with the Local Government Councils Score Card Initiative in the monitoring and evaluation of Local government organs.

Lillian Muyomba-Tamale is a Research Fellow at ACODE. She is a graduate of Social Work and Social Administration (MUK) and has undergone training in Project Planning and Management, Strategic Planning and Human Resource Management at Uganda Management Institute, Kampala. She has expertise in the fields of Public Accountability, Transparency and People centred advocacy.

Leo Mmerewoma Waibi is currently the District Community Development Officer for Kamuli District Local Government. He holds a Master's degree in public administration and a Bachelor's degree in Education with Post Graduate Diplomas in Project Planning and Management and Development evaluation. He has also undertaken training in administrative Law, peace and conflict resolution, result oriented management where he obtained certificates.

George Dhenga is a researcher with ACODE under the Local Government Councils' Score-Card Initiative. He holds a Bachelor of Arts Degree in Arts from Makerere University. And presently works with the Uganda Red Cross, Kamuli Branch as a Project officer.

ISBN 978-9970-07-027-5



Advocates Coalition for Development and Environment

Plot 96, Kanjokya Street, Kamwokya

P. O. Box 29836, Kampala

Tel: +256 312 812150

Email: acode@acode-u.org; library@acode-u.org

Website: www.acode-u.org