



LOCAL GOVERNMENT COUNCILS' PERFORMANCE AND PUBLIC SERVICE DELIVERY IN UGANDA

Ntungamo District Council Score-Card Report 2009/2010



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LIST OF ACRONYMS

ACODE	Advocates Coalition for Development and Environment
BBW	Banana Bacteria Wilt
CAO	Chief Administrative Officer
CBO	Community Based Organization
CSO	Civil Society Organization
DCC	District Contact Committee
DDP	District Development Plan
DLB	District Land Board
DSC	District Service Commission
FAL	Functional Adult Literacy
FGD	Focus Group Discussion
FY	Financial Year
IGG	Inspector General of Government
IPFs	Indicative Planning Figures
LC	Local Council
LDG	Local Development Grant
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
MP	Member of Parliament
NAADS	National Agriculture Advisory Services
NGO	Non Governmental Organization
NPPA	National Priority Programme Areas
PAC	Public Accounts Committee
PHC	Primary Health Care
PLE	Primary Leaving Examinations
PWD	People with Disabilities
SOWIPA	South Western Institute for Policy and Advocacy

TC	Town Council
TPC	Technical Planning Committee
UBOS	Uganda Bureau of Statistics
ULGA	Uganda Local Government Association
UNEB	Uganda National Examinations Board
UPE	Universal Primary Education
SFG	School Facilitation Grant

ACKNOWLEDGEMENT

The Local Government Councils' Score-Card Initiative (LGCSCI) was launched in 2009 with a goal of improving the quality of public service delivery by building the demand side of governance and accountability. The initiative achieves this goal by undertaking and publishing a local government councils' score-card and a robust outreach programme targeting citizens and building capacity of local government political leaders. This assessment was conducted in 20 local government councils, including Ntungamo, which was being assessed for the second time during FY 2009/10. ACODE is indebted to the Deepening Democracy Programme (DDP) and its contributing development partners for the continued financial support that makes these assessments possible.

In a special way, ACODE is indebted to Ntungamo District Local Government technical staff and councilors for their support and cooperation during the assessment. In addition, we remain grateful to the various community members who offered their time to participate in the sub-county-level FGDs. The various officials who provided information and clarifications on a wide range of issues are also acknowledged.

Finally, we are conscious that during the second assessment of Ntungamo District Local Government, a number of challenges were still encountered, though not at the same level as the first one. Indeed, the score-card has already undergone extensive review to address gaps that were cited during the first assessment of FY 2008/9, and remains a living document to be reviewed on an annual basis. In the process of conducting the assessment, the challenges encountered particularly related to record keeping and information retrieval. However, we have taken due diligence to ensure that the facts presented in this report are reasonably accurate and are a fairly objective representation of the performance of Ntungamo District Council and its constituent organs. We are confident that the findings and recommendations will go a long way to improve the workings of Council, and hence lead to improved service delivery and better governance.

EXECUTIVE SUMMARY

This is the second assessment report for Ntungamo District Local Government after the one carried out in FY 2008/9. The assessment employed qualitative and quantitative methods to collect the data. The Local Government councilors were mainly appraised using the Local Government Councils' Score-card (LGCSC), an independent assessment tool with a specific methodology and indicators to assess the performance of local government councils in Uganda. The score-card empirically assesses the extent to which local government council organs and councilors are performing their responsibilities as stipulated in the Local Government Act. It also examines whether there is a direct correlation between the score-card performance of Ntungamo District Local Government Council and the quality of service delivery in the district.

This district report provides evidence-based policy options needed to improve the role of Ntungamo District Local Government Council in the delivery of public services and the deepening of democracy and accountability in the district. By focusing on the political side of the local government system, the Local Government Councils' Score-card seeks to complement existing local government performance assessments, more particularly the Annual Assessment of Minimum Conditions and Performance Measures for Local Governments carried out by MoLG. At an individual level, the annual score-card assessment provides a civic education platform for district councilors and political leaders to improve their performance especially in areas where they have been found wanting. In the long run, the resulting impact will be the constituents' ability to demand for accountability on service delivery concerns.

For FY 2009/10, the assessment focused on the District Chairperson, the District Speaker, the 27 Councilors and the District Council as an independent corporate body. The themes of assessment were premised on political leaders' roles and responsibilities as outlined in the Local Government Act. Although the scope of the study covers FY 2009/10, effort was made to cross check for evidence from the previous financial years for comparison purposes.

A critical analysis of selected socio-economic indicators for education, health, rural roads, water and sanitation, agriculture and the environment and natural resources for the district points to a declining state of affairs. This situation is exacerbated by the district's incapacity to effectively deal with the gaps in service delivery. This arises from the district's high financial dependence on Central Government, increased tendencies of recentralization by the Central Government, and a chillingly low local revenue base. For example, during FY 2009/10, Central Government contributed 98% of all the funds in support of Ntungamo District Local Government, while local revenue and donor support contributed only 2%. This indicates that the capacity of the district to plan for

local priorities is greatly undermined since most of the central government transfers are conditional in nature with little or no room for adjustment to address local priorities.

In terms of score-card performance, the District Council garnered 69 points out of 100 total points. The Chairman, Mr. John Wycliff Karazarwe, scored 74 out of 100 total points, with his best performance registered under contact with the electorate. The District Speaker, on the other hand, scored 77 out of 100 total points, with the best performance registered in his role of presiding and preservation of order in the District Council. The performance of individual councilors was generally fair compared to the first assessment where councilors scored highly. During the second assessment (2009/10), the best councilor scored 76 points while the lowest scored 29 points out of 100 total points. In terms of gender, male councilors performed better than their female counterparts with average scores of 55 and 47 respectively. With a few exceptions, the majority of councilors registered their best performance in their legislative role and their worst in monitoring of the NPPAs, a situation that could perhaps explain the poor state of affairs of the majority of social services in Ntungamo District.

Arising from the analysis of the state of service delivery in the district and score-card performance, key recommendations are made in this report to be adopted at the national and district levels. At the national, there is need to:

- Advocate for change in the budget architecture. The national budget should be shared equally (50/50) between the central government and local governments, and financial distribution should reflect the equal importance of all districts.
- Remuneration for councilors should be given priority to enable them focus on fulfilling their roles and functions as stipulated in the Local Government Act.

At the district level, there is need to:

- Strengthen monitoring of government programmes with specific focus on the involvement of the political leaders.
- Improve civic awareness with regard to the understanding of the role of political leaders. This will go a long way in enhancing the demand for accountability.
- Political leaders need to improve contact with the electorate as this interface will enhance candid discussion on key issues in a more informal but business-like manner.

1

INTRODUCTION

This is a performance assessment report for Ntungamo District for the Financial Year 2009/2010. Ntungamo District Local Council Government is one of the 20 local governments that were assessed using the Local Government Councils' Score-card, a tool developed by the Advocates Coalition for Development and Environment (ACODE) that seeks to deepen decentralization to deliver effective governance and quality goods and services to the citizens. The local government system as provided in the Constitution of Uganda (1995), and operationalized by the Local Government Act 1997, was premised on the realization that decentralization aimed, among other things, to ensure effective governance through devolution of functions and powers to the people at appropriate levels. For quite some time, decentralization seemed to deliver on its stated objectives. However, in recent times, service delivery started to decline especially in the sectors of education, health and works. Through the Local Government Councils' Score-card Initiative (LGCSCI), ACODE seeks to contribute to improved performance of selected local governments by assessing their performance using an open and transparent mechanism. Beyond the assessment, the LGCSCI seeks to empower the communities through delivering an issue-based civic education that enables them to demand accountability from the elected leaders.

Local Government Councils' Score-card is a set of indicators that assess the performance of Local Government political leaders and Local Council organs in selected districts of Uganda. The indicators are developed based on the core mandate, responsibilities and functions as set out in the Constitution of Uganda (1995) and the Local Government Act (1997). Local government councils, chairpersons, speakers and councilors are assessed to determine how best they perform their political responsibilities and functions as set out in the Act. Based on the assessment, the major limitations to effective performance are identified and policy response options to improve performance presented. The overall objective of the assessment is to provide evidence-based policy options needed to improve the role of local government councils in the delivery of public services and the deepening of democracy and accountability in Uganda. By focusing on the political side of the local government system, the Local Government Councils' Score-card seeks to complement existing local government performance assessments and, in particular, the Annual Assessment of Minimum Conditions and Performance Measures for Local Governments.¹

1 The inspectorate division of the Ministry of Local Government undertakes an annual assessment of all local governments that focuses on measuring the extent to which they conform to the performance measurements and meet the minimum standards set by the ministry.

The first Local Government Councils' assessment covering the Financial Year 2008/09 was conducted in 10 local governments.² The second score-card assessment that was undertaken in the Financial Year 2009/10 covered 20 local government councils including Ntungamo District Local Government Council.³ This is, therefore, the second Local Government Council assessment report for Ntungamo District Local Government.

The report is organized in eight sections. Section 1 has provided the introduction; Section 2 details the methodology of the study, while Section 3 gives a summary of the district background. In Section 4, the state of service delivery in Ntungamo District is critically analyzed, while Section 5 focuses on Ntungamo's budget and revenue architecture. Section 6 presents the score-card findings and interpretation. The focus of Section 7, on the other hand, is a correlation between the district performance and the quality of public services. Finally, Section 8 provides the conclusion and succinct recommendations for the study.

2 The 2008/9 assessment focused on the districts of Amuria, Amuru, Hoima, Kampala, Kamuli, Luwero, Ntungamo, Mbale, Moroto and Nebbi.

3 In addition to Ntungamo, the following districts were covered during the second assessment: Amuria, Amuru, Bududa, Buliisa, Gulu, Hoima, Jinja, Kampala, Kamuli, Luwero, Mbale, Mpigi, Mukono, Moroto, Moyo, Nakapiripirit, Nebbi, Rukungiri and Soroti.

2

METHODOLOGY

The Local Government Councils' Score-card uses a standard methodology and a set of qualitative and quantitative indicators to assess the performance of local government council leaders. The score-card was initially developed in 2009. Following the publication of the first score-card⁴ and the feedback from the outreach process, the indicators were revised to address a number of new issues that emerged. The revised score-card departs from the original one in three fundamental ways. First, the revised indicators are more aligned to service delivery objectives where councilors are assessed by their substantive contributions to monitoring and promoting the delivery of public services across the five national priority programme areas (NPPAs). Second, local government councils are assessed on the extent to which they address national public policy issues such as corruption, governance and respect for human rights. Finally, a set of indicators that measure the extent to which councilors provide feedback to their constituencies are included in the score-card.

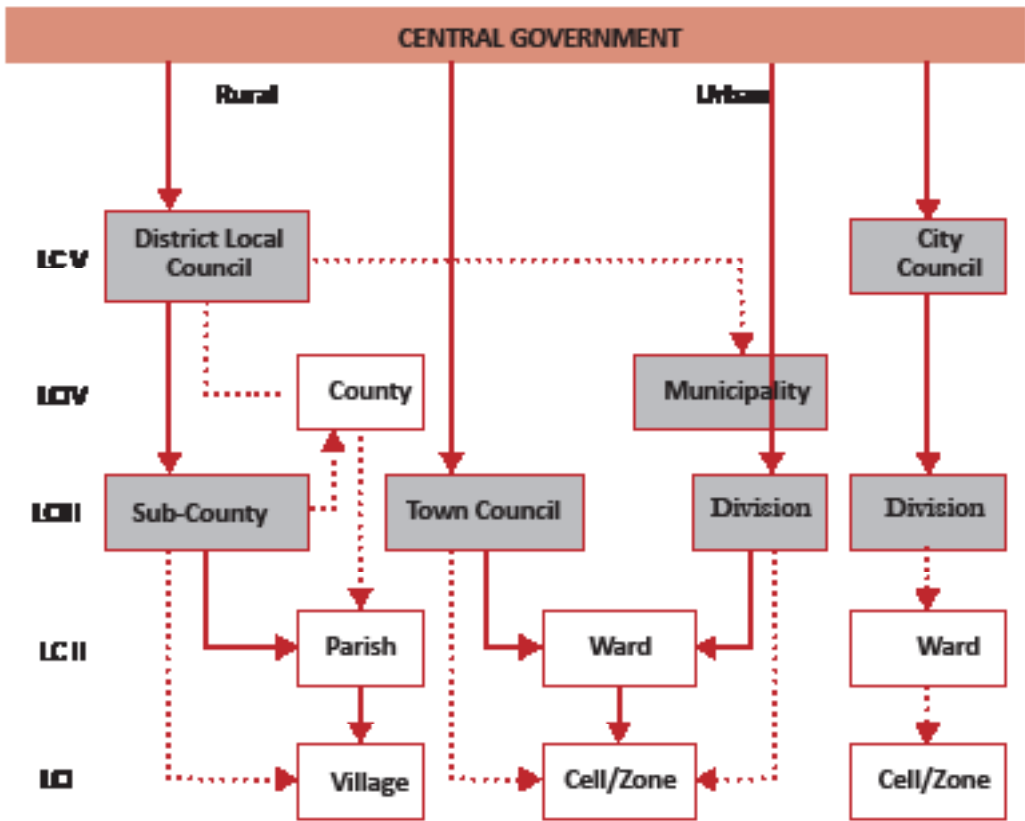
2.1 Building Block for the Score-card Indicators: Who is assessed?

The Local Government structure is the primary building block for the score-card indicators. As shown in Figure 1, the Local Government structure comprises two distinct components. First, the organs that are shown in shaded blocks are constituted under the Local Government Act 1997 as bodies corporate with power to sue and be sued.⁵ Most importantly, they can receive public funds and are primarily responsible for the delivery of public services in their local jurisdictions. Theoretically, at each level, a council is established as the local government of the area with full political, executive, legislative and administrative powers. While the score-card can be applied at each of these levels with necessary modification, the current assessment only focuses on the organs of the District Local Government Council: the Council; individual Councilors; the Chairperson; and, the Speaker. Secondly, the Local Government Council organs in the unshaded blocks are largely administrative units. With no official budgets of their own, the administrative units can hardly ensure effective public service delivery and deepen governance. This therefore becomes a responsibility of the legally mandated council organs or the central government. Figure 1 shows the structure of local governments in Uganda.

4 The 2008/09 Score-card was undertaken in 10 districts of Moroto, Amuria, Mbale, Kamuli, Kampala, Luwero, Ntungamo, Hoima, Nebbi and Amuru.

5 See Section 6 of the Local Government Act Cap.243 as amended.

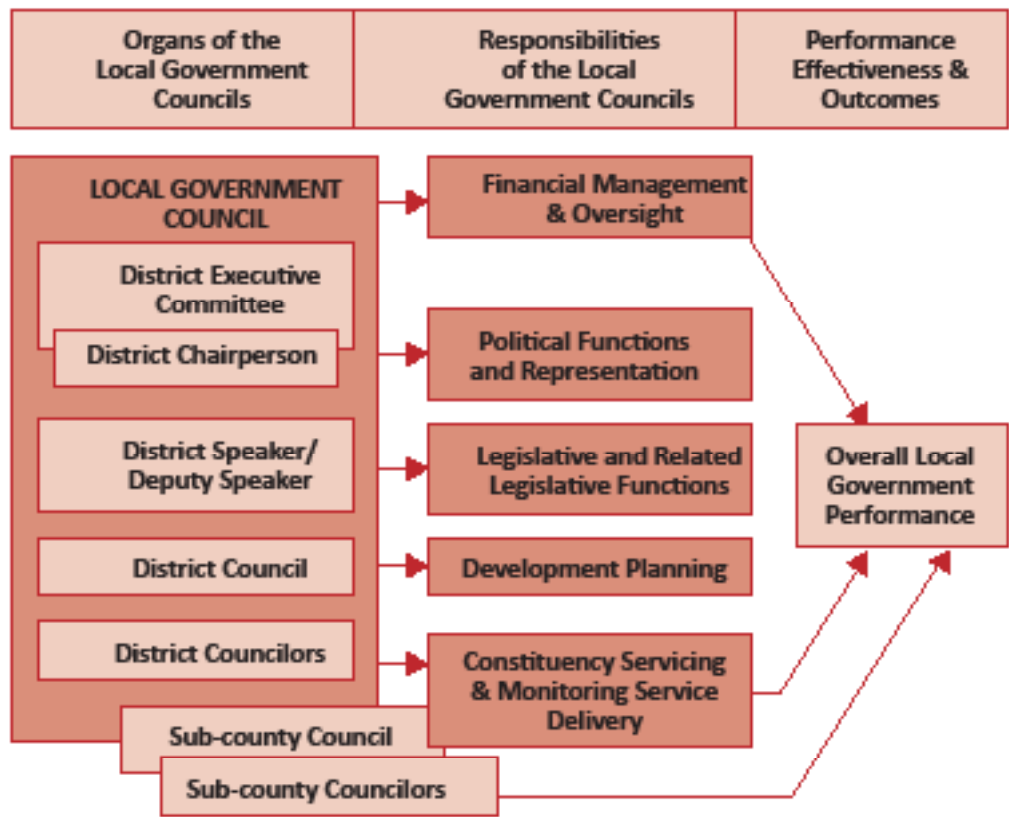
Figure 1: Structure of District Local Governments in Uganda



2.2 The Building Blocks for the Indicators: What is assessed?

As shown in Figure 2 below, the responsibilities and functions of the Local Government councils are grouped into five broad categories generally referred to as performance parameters in the score-card, namely: financial management and oversight; political functions and representation; legislation and related legislative functions; development planning; and contact with the electorate and monitoring of service delivery on five national priority programmes. Figure 2 shows the key aspects of Local Government Council Performance.

Figure 2: Key Aspects of the Local Government Councils’ Performance



The Local Government Councils’ Score-card is premised on a theory of change which says that by providing data and information on the performance of local political leaders, citizens will demand for accountability and effective service delivery and hence trigger a vertical spiral of demand up to the national level.⁶ An empowered citizenry will trigger the necessary reforms that are essential to create an environment in which the delivery of public services is responsive to the needs of the majority of citizens. In the theory of change, demand-induced performance by the local government council leaders and increased demand for accountability on national leaders will have a positive impact on the overall performance of the local government. Consequently, beyond the scores of each organ of Council, the assessment seeks to establish the causal-effect relationship between the performance record of Local Council political leaders on the one hand, and the quality of service delivery and accountability on the other.

6 See Tumushabe, G. et al., *Monitoring and Assessing the Performance of Local Government Councils in Uganda*, ACODE Policy Research Series No. 31, 2010.

2.3 Score-card Assessment

The Local Government Councils' Score-card (LGCSC) is built around a set of parameters which guide the assessment of the extent to which local government council organs and councilors are performing their responsibilities. The parameters in the score-card are based on the core responsibilities of the local government councils.

The organs assessed by the score-card are identified from the Local Government Act (1997). These are; the District Local Government Council; the District Executive Committee; the District Chairperson; the District Speaker; and the individual Councilors. A combination of all these organs constitutes the District Local Government Council; and hence, their performance partly determines the overall performance of the respective local governments. The performance of the LG Council was based on the assessment of responsibilities of the councils categorized under the following parameters; i) legislation; ii) contact with the electorate; iii) planning and budgeting; iv) participation in lower local council plenary sessions; and, v) monitoring service delivery. Performance indicators are therefore developed based on each of these parameters. Each indicator is given a weight so that the total score-card adds up to 100. The scores are generally based on the importance placed on the particular responsibility or function. A high score on all the parameters and indicators shown shows relatively good performance of the local government being assessed and this should translate into effective service delivery in most sectors.

The score-card approach is divided into four broad phases, namely: preparatory phase; fieldwork phase; data management and analysis; and, outreach and advocacy phases.

2.3.1 Preparation Phase

This phase included a number of activities such as:

a) Securing buy-in and participation from key stakeholders. A number of stakeholders were mobilized so that they could be able to appreciate the score-card and the whole assessment process so as to ensure ownership and sustainability of all the undertakings of the local councils' assessment. These range from the citizens, the local governments themselves, centre and line ministries, to CSOs and academia. Stakeholder analysis and engagement were undertaken to enable identification of key stakeholders, understand their interests and influence, and determine the levels at which they would be engaged.

b) Selection of Local Governments (Districts). The criteria used in identifying local governments to participate in the monitoring and measurement of performance took into account the following aspects: regional balance; length of time the local governments have been in existence; and, perceived as model districts vs historically marginalized. Using these criteria, the number of local government councils being assessed has been increasing from 10 to 20 and then 26 in 2008/9, 2009/10 and 2010/11 respectively.

c) Selection of the Research Team. The research team was selected from CSOs operating in the respective local governments. This strategy ensured that the assessment was done by people who were aware of the situation obtained within the given local government in addition to being cost effective.

d) Inception Meeting. An inception meeting involving the district leadership was carried out in May 2011 at the district headquarters. The meeting was attended by 73 participants including councilors (both outgoing and incoming) and the technical staff. The meeting provided an opportunity for the participants to learn more about the assessment and seek clarity on the issues that emerged from the previous assessment.

2.3.2 Research Methodology training workshops

Methodology training workshops involving all the members of the assessment team, district-based researchers from partner CSOs, lead researchers, and stakeholders were mobilized and trained on how to administer the score-card. The aim of this exercise was to make all people involved in the process appreciate the purpose of the assessment as well as the processes of data collection, validation and analysis. This ensured clarity for the researchers and fostered collaboration of the various stakeholders.

2.3.3 Fieldwork Phase

a. Focus Group Discussions

The Focus Group Discussions (FGDs) involved the chairpersons, councilors and members of the community. These FGDs provided an opportunity for the councilors to get to know why they were being scored, the contents of the score-card and the exercise as a whole. The FGD session provided an avenue for feedback from the councilors and also an opportunity for the district-based researchers to interface with the councilors. They also provided information to the citizens and their political leaders on their roles and responsibilities.

b. Score-card administration

The researchers administered the scorecard by having a one-on-one interview session with the individual respondents. The Chairperson, Speaker, Deputy Speaker and Councilors constituted the primary sources of data for the assessment. The scoring was done depending on the answers and documentary evidence provided by the respondents. These scores were then subjected to verification with documented evidence from: the community; related literature; office of the clerk to council; office of the speaker; district registry; records in the library; planning unit; office of the speaker in LLGs; CSOs and correspondences with the office of the chief administrative officer (CAO). During this period, ACODE provided support supervision and quality assurance to ensure collection of accurate, valid and reliable data.

c) Observation and Photography

Observation and photography were employed as research methods to triangulate information provided by the councilors during the score-card administration. Through direct observation, the researchers were able to verify reports from councilors, especially with regard to community projects and other information on service delivery. In addition, the research team also attended two Council sessions to observe the proceedings and debates.

2.3.4 Data management and analysis Phase

A database for information about each local government was established and properly managed. The database contained information on the key variables that were investigated as reflected in the scorecard. Credible statistical analysis methods such as SPSS were used in analyzing the data. The findings from the score-card were presented in the national synthesis report, where the performance of Ntungamo District was compared with that of other districts that were assessed. This report presents the performance issues that are particular to Ntungamo District Local Government Council.

2.3.5 Outreach and Advocacy Phase

In partnership with the Uganda Local Government Association (ULGA), ACODE carried out outreach and advocacy using the score-card. During these advocacy workshops, the score-card assessment results for Ntungamo District Local Government Council 2009/10, were presented so that Local Council leaders could appreciate their roles and responsibilities and pick lessons from one another.

3

DISTRICT BACKGROUND

3.1 Geopolitics and Demographic Characteristics

Ntungamo District was created in 1993⁷ and is located in South-Western Uganda. Currently, the district shares its borders with Kabale District in the South-West, Mitooma and Sheema⁸ districts in the West, Rukungiri District in the North West, Mbarara and Isingiro districts in the North, Mbarara district in the East and the Republics of Tanzania and Rwanda in the South-East.

The total population for Ntungamo District during the year of assessment was estimated to be 458,000 of which 238,700 are female as indicated in Table 1. Demographic information available shows that the district continues to register a low population growth rate of 2.19% which is attributed to the mass return of the Rwandese after the 1994 genocide in Rwanda. Table 1 below shows the population trends for the district over the last six years.

Table 1: Population projections

Year	2005	2006	2007	2008	2009	2010
Male	193,500	197,900	202,800	208,000	213,500	219,300
Female	214,100	218,700	223,500	228,400	233,900	238,700
Total	407,600	416,600	426,300	436,400	447,400	458,000

Source: UBOS 2011

However, Ntungamo District records a high number of refugees from neighbouring countries of Rwanda and Tanzania that has made the district overpopulated forcing the natives to shift to other regions due to lack of enough land for cultivation.

3.2 Administrative Set-up

Ntungamo District Local Government comprises three counties of Ruhaama, Kajara and Rushenyi.⁹ These counties are also sub-divided into 14 sub-counties of Ntungamo, Ruhaama, Nyakyera, Rweikiniro, Itojo, Rubaare, Rugarama, Kayonza, Ngoma,

⁷ The district was originally part of Mbarara and Bushenyi districts.

⁸ Mitooma and Sheema are new districts carved out of Bushenyi which was formerly neighbouring Ntungamo district in the west.

⁹ Ntungamo District was carved from Bushenyi and Mbarara districts.

Bwongyera, Ihunga, Rukoni East, Rukoni West¹⁰ and Kibatsi. The seat of the district headquarters at Ntungamo was also given the status of a municipality during the 2009/10 financial year. In addition to this, Ntungamo also has one town council with six wards, six town boards, 89 parishes and 973 villages. The district administrative headquarters are located in the heart of Ntungamo Municipality along a major highway that makes it easy to connect to other surrounding districts in western Uganda. Ntungamo District Local Government is headed by an elected Council which is lead by the District Chairperson supported by an Executive Committee drawn from the elected councilors. The council conducts its business through four sectoral committees which include: Health; Social services and works; Production and marketing; and Finance, planning and human resource management. Table 2 indicates the four sectoral committees and their secretaries during the year under review.

Table 2: Secretaries of Council Sectoral Committees

Sectoral Committee	Secretary	Constituency
Health	Dan Buteera	Ngoma
Social services and works	Jolly Tumusiime	Nyakyera
Production and marketing	Elijah Atuhaire	Rugarama
Finance, planning and human resource management	Cotilda Mbabazi	Ruhaama/ Rweikiniro

Source: Ntungamo District Local Government (2010)

3.3 The Local Economy and Economic Opportunities

Ntungamo District is well known as one of the most productive districts in Uganda which forms the region that is a food basket for the entire country. The district is the third matooke producer in the country after Isingiro and Bushenyi respectively. Ntungamo District does not only provide matooke to Ugandan market but also neighboring Republic of Rwanda.¹¹ The district's economy is dual in nature, comprising crop and livestock farming. Cattle, goats, piggery and poultry make the bulk of the livestock, while bananas, coffee and other food crops constitute the crop component. The livestock rearing is, however, drastically affected by water scarcity during the dry season forcing some residents to migrate to neighboring districts during drought.

¹⁰ The greater Rukoni sub-county in Ruhaama County was divided into Rukoni East and Rukoni West during the financial year under review.

¹¹ Ntungamo District Development Plan 2009/2010.

It should be noted that due to high dependence on agriculture, Ntungamo District has not been economically vibrant compared to other districts that have industries. Therefore provision of services in the district depends highly on the central government transfers since it cannot generate a lot of revenues from agriculture. Of recent, banana growing that is the major source of revenue seen to be reducing due to the prevalence of Banana Bacterial Wilt (BBW)¹² that is very common in the sub-counties of Nyakyera, Rugaraama and Bwongyera.

12 See Daily Monitor , Tuesday, September, 27, 2011, p. 14 ('Banana disease in Ntungamo leaves farmers numb').

4

THE STATE OF SERVICE DELIVERY IN NTUNGAMO DISTRICT LOCAL GOVERNMENT: ANALYSIS OF LOCAL GOVERNMENT COUNCIL ACTIONS AND RESPONSES

A well-performing district local government is portrayed through providing better services to the people and this can be assessed by considering the status of key social economic indicators for the district. The adoption of the decentralization policy in 1992, and the associated subsequent reforms, placed the delivery of primary education, health, rural roads, water and sanitation, community services, and agricultural extension services, among others, in the hands of local government councils. Local government council leaders are also supposed to ensure that central government services are effectively delivered to their electorate. Essentially, well performing local governments should lead to improvements in key indicators for these services. Even in systems where the central government remains a key player in the delivery of such services, the local government complements the work of the central government or focuses on ensuring that the central government fulfills its development and governance commitments to the population.

Section 4 of the report therefore provides a succinct review of key socio-economic indicators of Ntungamo District Local Government. An attempt is made to compare the indicators at the end of the Financial Year under assessment with the same indicators at the period when the current District Council leadership assumed office in 2006. The section also analyzes the actions or lack thereof of Ntungamo District Local Government Council and its respective organs as far as addressing the service delivery deficiencies affecting the electorate and citizens in the district are concerned. Through this comparison, we shall have a good basis to examine whether there is any change, both in terms of quantitative and qualitative data, in key selected indicators over the five-year period when the council being assessed was in leadership. Similar deductions can also be made by comparing the indicators for 2007/08 and those of 2009/10.

Further still, the discussion on social-economic indicators is meant to establish the relationship between political performance and the quality of service delivery in Ntungamo

District. Under the decentralization framework, the provision of health, education, rural water and sanitation, agriculture, roads, environment and FAL, are the responsibility of the district as a local government. The fact that this is the second year of assessment¹³ for Ntungamo district allowed a credible level of comparison of the services delivered in financial years 2008/09 and 2009/10. This further presented an opportunity to undertake in-depth field work as the means of assessing changes in the quality of service delivery since the last review. Indeed, the findings from the fieldwork that included FGDs with community members reveal a poor state of affairs among the various services being delivered at the sub-county levels.

4.1 Primary Education Services

4.1.2 Access and quality indicators

In Ntungamo District the state of education is still wanting both in terms of infrastructure, accessibility and quality. The education sector was allocated the largest portion of the district budget. During the FY 2009/10, the education sector in Ntungamo District was allocated Shs 9,639,499,015. Though there was an increasing trend in funds allocated to the sector, there was not much happening as far as improvement in performance is concerned. This shows that councilors have continuously ignored prioritizing the education sector.

Table 3: Education Statistics for Ntungamo District

Indicator Category	Indicator	2005	2006	2007	2008	2009
Accessibility Indicators	Net Intake			63.7	71	76.9
	Net Enrolment			90.1	94	98.2
Quality Enhancement	Pupil teacher ratio	49	44	48	41	39
	Pupil classroom ratio	63	60	53	53	50

Source: UBOS Statistical abstract 2009, 2010, 2012

The levels of absenteeism of teachers in universal primary education (UPE) schools as indicated by teacher daily attendance registers was alarming. For example, in Nyakabare Primary School in Nyakabare Parish, Rukoni Sub-County, only 4 teachers out of 13 were present during the assessment. This finding was further reinforced by revelations from

¹³ The first-year assessment (FY 2008/09) was conducted in 10 districts including Ntungamo.

the focus group discussions where the local people reported that teachers were usually not attending to pupils and the pupils ended up being redundant in many schools.



Figure 3: Residents of Nyamuhani cell in Itojo Sub-county in an FGD at Ruhanga SDA P/S that has taken over a decade without any renovation.



Figure 4: P.2 pupils of Ruhanga SDA P/S having their classes

Further, it was established that the majority of UPE schools were in poor state,¹⁴ with dilapidated classroom blocks and very poor sanitation facilities. It was also discovered that in some sub-counties where the ruling party had little support, little had been done to improve service delivery. For example, this was raised in the focus group discussion that was conducted at Nyamuhani in Itojo Sub-County where for over a new decade a school has neither been constructed nor any existing classroom block renovated yet, the numbers of pupils are continuously burgeoning. Figure 4 illustrates such an example.

At a higher level, there is apparent politicization of service delivery which has severely affected education services in Ntungamo District. For example, the continuous political statements made by the president and the ruling political party (NRM) leaders regarding encouraging parents not to provide support to pupils and schools has hampered efforts to improve the quality of education services. Parents have also continuously refused to contribute any funds to UPE schools to create more incentives for teachers to improve performance, arguing that it was a directive from the president not to pay any fees. Even in some schools where parents contribute some money, they were still complaining that they are being cheated.¹⁵

Poor sanitation facilities in most of the primary schools were also a common challenge, most especially in schools in rural areas. In most of these schools the sanitation facilities were inadequate and had been poorly constructed. Teachers' houses were also found

¹⁴ A total of 112 schools were visited during the second assessment.

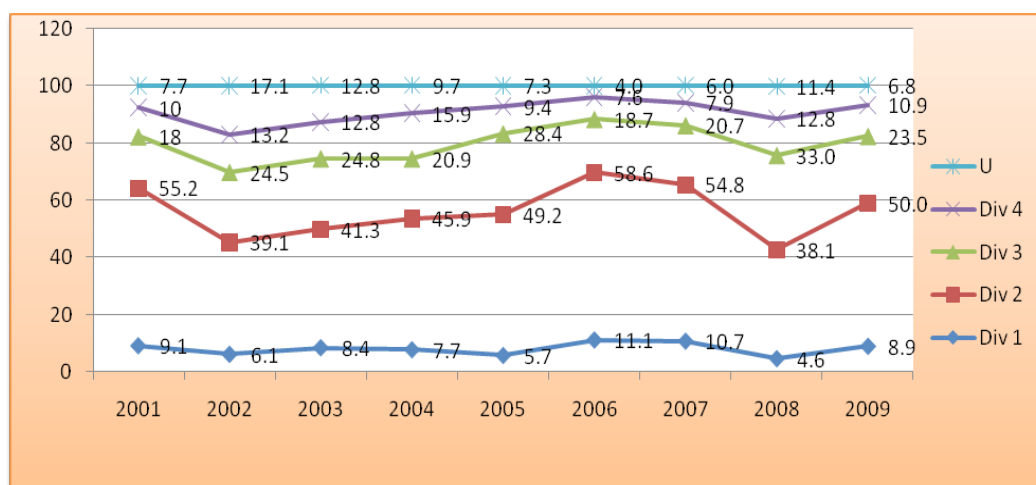
¹⁵ From P.1 – P.4 they pay Shs. 4000 and from P.5 - P7 they pay Shs. 12,000 per term.

to be inadequate, which contributed to the increasing level of teacher absenteeism in the district.

4.1.3 Performance indicators

Primary Leaving Examinations (PLE) results are commonly used to measure the quality of output from the primary education system in Uganda. Figure 3 shows the performance of the District in PLE.

Figure 5: Trend analysis in PLE performance for Ntungamo District Local Government



Source: UNEB Various Years (2001-2009)

An analysis of the trends of UPE performance in Ntungamo District indicates that the majority of the pupils have been passing in Division Two over the years. As indicated in Figure 5, pupils passing in the First Division have been declining. The trends still reveal a very low percentage of pupils passing in Division One. The best performance in Division I was recorded in 2006 with only 11.1% of the total pupils that sat for PLE exams. Since then, performance progressively dropped until it was 8.9% during the year under review. A scrutiny of Council minutes did not show any efforts being made to address the challenges in the sector.

4.2 Health services delivery in Ntungamo District Local Government

The National Health System (NHS) in Uganda constitutes of all institutions, structures and actors whose actions have the primary purpose of achieving and sustaining good health. It is made up of the public and the private sectors. The public sector includes all government health facilities under the Ministry of Health (MoH), health services of the Ministries of Defence (Army), Internal Affairs (Police and Prisons) and Ministry of Local Government

(MoLG). The private health delivery system consists of Private Health Providers (PHPs), Private Not for Profit (PNFPs) providers and the Traditional and Complimentary Medicine Practitioners (TCMPs).¹⁶

While the Ministry of Health provides leadership to the health sector, the local governments take centre stage in the delivery of curative, preventive, promotional, palliative and rehabilitative services to the people of Uganda. The local governments through districts and health sub-districts (HSDs) play a key role in the delivery and management of health services especially at Health Centre (HC) IVs, HC III and HC IIs and VHTs.

The delivery of health services in Ntungamo District according to a number of indicators as shown in Table 4.

Table 4: Key health indicators for Ntungamo District Local Government

Indicator Category	Indicator	2005	2006	2007	2008	2009
Public Health	Pit latrine coverage			86	91	91
Immunization	BCG	122	82	105	93	91
	Measles	90	75	88	77	76
	OPV3	90	73	76	84	85
	DPT3	93	72	95	86	80
Health Units utilization	OPD			1	0.8	0.6
	Deliveries in health units			29	36	28
	HIV/AIDS Service Availability			30	74	96
	Pregnant women receiving 2nd dose Fansidar for IPT			29	22	21

Source: UBOS, 2011

It was observed that the utilization of public health facilities in the district was still very low. According to Table 4, Out Patient Department (OPD) attendance has been very low, as shown by 0.6% in 2009. In addition, deliveries in the health centres were also low at 29%, 36% and 28% in 2007, 2008 and 2009 respectively. During the assessment

¹⁶ GoU (2010) Ministry of Health: Health Sector Strategic Plan III 2010/11-2014/15.

visits in the health centres, it was observed that health service delivery in the district was a daunting challenge.

Most public health centres were found to be opening late and closing early, thus limiting access due to reduced service hours.¹⁷ For example, Ruhanga HC II, Kyafola HC II and Nyanga HCII were found closed at 2: 00pm while many others were open but without staff.

In addition, it was established that many health centres had inadequate staff and equipment which had a bearing on the quality of service delivery.

Out of the three HC IVs, two did not have any Medical Officer while some HC IIIs were without midwives.¹⁸ Further, the situation at HCIIIs was far from acceptable, with the majority of health centres falling far below as they had only 2 or 3 out of the approved 5 health workers. At Kyamwasha HCII, for instance, one health



Figure 6: A woman after delivering without the midwife in Nyakyera HC III

worker had served alone for over 2 years. As well as staff shortages, there was also shortage of vital facilities, ranging from drugs to lighting. At Kitwe HC IV, there was a theatre without electricity which made the utilization of the theatre an uphill task. At Rubare HC IV, the theatre remained non-functional due to the absence of a professional Anesthesiologist, which made any operation impossible.¹⁹ While Rwashamire HC IV had both a theatre and electricity, there was no Medical Officer and Anesthesiologist, thus rendering the facility underutilized.

Drug stock-outs remained a problem in all health centres in the district which meant that minor ailments that could easily be treated were left to cause larger health problems than necessary. Although malaria remained one of the most prevalent illnesses in the district, the health of the community members was regularly and greatly affected by the lack of anti-malarial drugs.²⁰ Related to this, the problem of overcrowding in almost all health centres created a huge burden for medical facilities and staff.

17 The research team visited over 25 health centers around the district.

18 During the field visits, the research team established that Ngoma HCIII and Nyakyera HCIII did not have any midwives. In fact, at one of our visits, the research team came across a pregnant mother who delivered with the help of her mother-in-law who had come to take care of her – in the absence of a midwife.

19 The theatre was opened five years ago but has never been put to use due to staff shortages.

20 The fact that drugs are delivered on a quarterly basis is of no reassurance to the public as drugs regularly only last for two weeks. This is partly due to individuals accumulating personal stock piles in advance in anticipation of ailments.

Inadequate staff accommodation also hindered effective service delivery in the health sector within the district. At the higher level, Itojo Hospital, a district referral hospital, only had minimal staff accommodation while the rest of the health personnel had to rent far away from the hospital. Unfortunately, the situation did not improve at the lower levels as the majority of HCIs in the district did not have staff accommodation. Shockingly, there was such an inordinate amount of bribery that it was almost normality. For example, during an FGD conducted with patients found at Rwashamire HC IV, it was revealed that pregnant mothers needed to pay some money, usually Shs. 5,000/= in order for them to access services to which they were entitled.

4.3 Road Network

Given that road transport is the most prevalent in the country, road transport infrastructure services are a crucial input for its socio-economic development. They constitute the threshold for sustained growth in all sectors, and provide linkages to most of the amenities necessary for supporting higher living standards. Presently, only a small proportion of the population, mostly in urban areas, enjoys a relatively adequate level of transport infrastructure services. For some people in rural areas, roads are either inaccessible or unavailable. The road network in Uganda consists of: i) national (trunk) roads that connect the respective districts and the country with the country's neighbours; ii) district roads which link communities and connect the rural to urban areas and to the national road network; iii) urban road network; and, iv) community access roads that provide access to and from schools, villages, community centres and national and district roads. District and urban roads are the responsibility of district and urban councils, while local councils are responsible for community roads.



Figure 7: A cross section of Nyakyera-Rukoni road that is impassable even during the dry season

The state of the district road network in the district during the financial year under assessment was not any different from the previous year, 2008/2009.²¹ In terms of distribution, the district was served by one tarmac main road that connects it to the districts of Mbarara, Rukungiri, and Kabale. The bulk of the road network (220 km of trunk

²¹ See report for FY 2008/2009.

roads and 734 km of rural district/feeder roads) in the district was gravel. The periodic maintenance of these roads still remained a challenge since these feeder roads tended to become impassable during the rainy season. The delay in repair of the roads cut off some areas of the district resulting into difficulty in transporting agricultural produce. This had resulted into low prices of agricultural produce that kept the citizens in poverty.

4.4 Access to Water and Sanitation

Access to safe water and sanitation is one of the key public services that determine the quality of life of the population. Ntungamo District Local Government is served by 1,418 domestic water points that include boreholes, shallow wells, protected springs, rain water harvesting tanks and public taps. At least 254 of these water points have been non-functional for over five years and are considered abandoned. The main water supply sources are the protected springs, accounting for 54% of all water sources in the district. In addition, the district has eight piped systems (of which four are pumped, three groundwater-based, one surface water-based) and four gravity flow schemes, serving approximately 18 % of the population having access to safe water, while 82 % of the population is served by point water sources.²² Ntungamo Municipality water supply is managed by NWSC. Table 5 provides the key indicators for water access in the district.

Table 5: Indicators for Water Services in Ntungamo District Local Government

	Urban	Rural	Total
Population	16,100	441,900	458,000
Population served	15,295	318,275	333,570
Access	95%	72%	73%
Equity			102
Management (Functionality of Water source committees)			14%
Gender (Water source committee with women in key positions)			74%
Functionality	86%	81%	
	Functional	Non functional	Total
Protected Springs	737	75	812
Shallow wells	261	75	336

22 Source: Water Atlas, Department for Water Development, Ministry of Water and Environment, 2010

Deep boreholes	64	79	143
Rain harvesting tanks	102	25	127
Water for Production			
Dams	1	0	1
Valley Tanks	4	0	4

Source: Department for Water Development, Ministry of Water and Environment, 2010

During the focus group discussions conducted in different sub-counties in the district, citizens raised so many issues ranging from availability to quality. For example, residents of Rukoni Sub-County faced a big problem of water due to the sub-county's mountainous nature. Of the 737 protected springs and 261 shallow wells, 75 of each respectively were non-functional. These water sources had either broken down, dried up or had been contaminated and abandoned and no efforts had been made to restore their functionality. In such places, citizens had been forced to resort to using unprotected water sources like streams which were even very distant.

4.5 Agriculture and NAADS

National Agriculture Advisory Services (NAADS) is one of the Seven Pillars under the Plan for Modernization of Agriculture (PMA). Under NAADS, there should be increased farmer access to relevant information, knowledge and technology through effective, efficient, sustainable and decentralized extension services and increased private sector involvement in line with government policy. At the district level, the District Adaptive Research Support Teams carry out capacity development of service providers and farmer institutions as well as technology tracking, and coordinating research-extension linkages with the Zonal Agricultural Research and Development Institute (ZARDIs). At the sub-county level, the implementation of technology development, promotion and advisory services is done at the Technology Development Sites (TDS) - hosted by a link farmer. The TDSs are used as centres for demonstration, farmer training, planning and evaluation of new technologies. With a decentralized implementation structure, the NAADS programme is supposed to introduce, promote and train farmers on new technologies in the communities.²³

Agriculture remains the mainstay of the majority of the population in the district. During the current assessment, it was discovered that agriculture is overwhelmed by a number of challenges. The fact that NAADS remained the main framework through which the local government provided agricultural extension services to community members meant that it was an important framework and needed to be administered effectively. However,

²³ GoU (2010), Ministry of Agriculture, Animal Industry & Fisheries: Agricultural Sector Development Strategy & Investment Plan: 2010/11 - 2014/15

this was not the case in Ntungamo District. A significant proportion of citizens believed that NAADs had not changed the quality of agricultural services in the district. For the example, the problem of the banana wilt which had lingered on for over three years despite the monitoring by political leaders, remained a pertinent issue as banana farming remained the backbone of the district's economy. In addition, findings revealed that the majority of the farmers complained about poor quality of NAADs supplies ranging from seeds to farm implements. For example, the majority of the farmers visited in Rweikiniro and Rukoni sub-counties complained about the quality of the goats supplied to them in relation to their prices. It was reported that that the quality was poor and the prices were exorbitant.²⁴ The quantity of NAADs supplies was also found inadequate in some of the sub-counties visited. For example, in Rukoni Sub-County, one of the farmers interviewed during the FGD received less than half of the quantity of the manure that was supposed to be supplied. In addition, the selection criteria of NAADs beneficiaries was not in line with the regulations as there seemed to be a pattern emerging that saw only councilors and the majority of rich farmers benefiting at the cost of ordinary farmers in the communities.²⁵ These problems were exacerbated by the politicization of the NAADS programme where in the sub counties visited, community members noted that in order to benefit from any NAADs programme, one had to show allegiance to the NRM political party.



Figure 8: Demonstration garden could not be traced following such sign-posts

4.6 Environment and Natural Resource

Ntungamo District was found to be gifted with a number of natural features which include: Rwoho Forest Reserve, Lake Nyabihoko, a number of swamps,²⁶ streams and rivers covering 74.2km² of the total land²⁷ of the district. The environment is pivotal to the livelihood of the people in the district since agriculture which is their mainstay is highly

²⁴ The goats were not only small but the asking price was put between 80,000/= to 120,000/= as compared to local market rates of between 30,000/= to 40,000/=.

²⁵ During one of the FGDs held in Bwongyera Sub-county, the respondents complained and alluded to the fact that the area was not only the distributor but also a beneficiary of NAADs supplies.

²⁶ Major swamps in Ntungamo include Kitanturegye swamp, Kakingora swamp and Mugoyo swamp.

²⁷ Ntungamo District has total land area of 2,056km².

dependent on the natural environment. Despite the environment being a key asset to the livelihoods of the residents, there were no visible deliberate efforts to safeguard it. Cases of environmental degradation were rife in the district with encroachment as the most common human activity responsible for the degradation of ENR.²⁸ A number of farmers had taken advantage of the almost non-existent enforcement of environmental protection in the district and had turned hitherto wetlands into farmlands.²⁹



Figure 9: A destroyed wetland in Bwongyera Sub County.

4.7 Ntungamo Local Government efforts to address gaps in Service Delivery

An analysis of Ntungamo District Local Government Council Minutes reveals a very big contrast between the gaps identified in the selected service delivery sectors and what actually was deliberated upon during the year under review. More still, programmes and plans that were specified in the district planning documents, most especially the District Development Plan, remained the preserve of the implementing technical persons and rarely found their way on the floor of the District Council.

Despite many complaints recorded from the community during the validation exercise regarding health (staffing and absenteeism), education (quality and infrastructure), agriculture (few people benefiting from NAADS and expensive inputs), water (low functionality) and environment (high prevalence of wetland reclamation and burning of hills), a scrutiny of Minutes of Council indicated total absence of the real issues. As Table 6 shows, most of the time of Council was spent discussing issues that were not directly related to improving the state and identified gaps in service delivery in the district.

²⁸ Encroachment of wetlands in the district was found in Bwongyera and Nyamukana in Itojo Sub County.

²⁹ In Bwongyera Sub-county, for example, the area councillor was reportedly one of the largest encroachers in the land.

Table 6: Summary of issues discussed in Ntungamo District Council plenary sessions in the Financial Year 2009/2010

Council Meeting Dates	No. of Councilors Attending	No. of Councilors Absent	Education	Health	Roads	Water & Sanitation	Agriculture	FAL	Local Revenue	Others	Researchers Observations
11/08/2009	29	0	<ul style="list-style-type: none">•The council got scholarships for two students to KIU from Ntungamo and Rubaare sub counties. (Min. NDIG 44/Aug/2009)•Approval for the funding for Ntungamo Polytechnic College. (Min. NDIG 44/Aug/2009)•Approval of 12 students to benefit from the quota system policy in Public universities. (Min. NDIG 44/Aug/2009)		<p>The council approved 13 roads for maintenance by the district for FY 2009/10 and 13 other roads were to be coded and added to the District road network for annual routine maintenance (Min. NDIG 44/Aug/2009).</p>	<ul style="list-style-type: none">•Council's approval of a number of water projects and public latrines in rural growth centers to be constructed in the FY 2009/10 (Min. NDIG 44/Aug/2009)				<ul style="list-style-type: none">•Discussed an action memo that was presented by the CAO. The main issue in the memo was to transfer 3 vehicles from the district and be maintained at Ntungamo Polytechnic College and the sale of LC V chairman's car (Prado) which was very expensive in repairs. It had taken 16m in the garage and therefore the council resolved to sell it and buy another car (Min. NDIG 43/Aug/09).•Presentation & discussion of standing committee reports (Min. NDIG 44/Aug/09)•Approval of the budget and work plans 2009/10 for Education, Health, Works and Community sectors (Min. NDIG 44/Aug/2009)	<ul style="list-style-type: none">•A lot of time was spent on discussing action memo from CAO and there was no substantive time to discuss issues of service delivery.•There was no evidence that these approved projects were worked on.

Council Meeting Dates	20/10/2009	No. of Councilors Attending	29	No. of Councilors Absent	0	Education		Health	<p>•One councilor raised an issue of illegal payments for health services in Itojo Referral Hospital</p>	Roads		Water & Sanitation		Agriculture	<p>Councilors discussed on poor quality inputs supplied to farmers under NAADS programme (Min. NDLCG 60/Oct/09)</p>	FAL	Local Revenue		Others	<p>The council adopted new standard rules of procedures with amendments (Min. NDLCG 57/Oct/09)</p> <p>•The district state of affairs was presented to the council by the district chairman (Min. NDLCG 58/Oct/09). The council approved 5 names on the District land board presented by the district chairperson (Min. NDLCG 59/Oct/09). Each councilor was urged to take 6 fruit trees for planting so as to be exemplary in environmental conservation and boosting agriculture production. These trees were got from forestry department (Min. NDLCG 59/Oct/09).</p>	Researchers Observations	<p>•The council decided that NAADS review meetings be reviewed at the sub county level where those irregularities are and should be attended by the district councilors.</p>
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Council Meeting Dates	No. of Councilors Attending	No. of Councilors Absent	Education	Health	Roads	Water & Sanitation	Agriculture	FAL	Local Revenue	Others	Researchers Observations
23/02/2010	27	2	<ul style="list-style-type: none">Passed a resolution that council should petition the president of Uganda for funding of Ntungamo Polytechnic College Ihunga and to twin the College and Kibatsi Technical Institute for smooth running(Min. NDLCG 04/Feb/10).	<ul style="list-style-type: none">Most councilors raised the issue on how some health centers in the same sub county would get drugs in different weeks(Min. NDLCG 09/ Feb/10).		<ul style="list-style-type: none">Passed a resolution that a technical report on the unjustifiable increase in Costs of Nyabushenyi GFS phase II that rose from 100m the council had approved to 160m should be provided (Min. NDLCG 09/ Feb/10)		<ul style="list-style-type: none">The district approved sectoral priorities for 2010/11 which included even FAL, women councils, youth councils and PWDs.	<ul style="list-style-type: none">Low collection of local revenue was raised as another issue and that if a sub county chief fails to collect the money to meet the reserve prices set, they are supposed to top up and meet the targeted amount.	<ul style="list-style-type: none">The council raised an issue on why there were frequent transfers of Chief Finance Officers in the district. This was seen as wastage of finances during the transfers of such leaders(Min. NDLCG 09/Feb/10).Discussed on the resignation of a member of the District Service Commission. The commission took long to work and this brought up a problem of understaffing in the district (Min. NDLCG 04/Feb/10).Presentation of District documents mainly the DDP 2010/2013, 3 year Capacity Building Plan 2010/2013 and the Revenue Enhancement Plan 2010/2011 (Min NDLCG 06/10).	<ul style="list-style-type: none">The secretary for health was to study the guidelines from NMS for the causeThe district CAO was requested by the council to work with district service commission work on the gaps for filling in the water sub sector which hinders service delivery.The council cautioned the district CAO for not following the right procedure for supplementary budget when the funds were receivedThe council resolved to put up a committee of inquiry to investigate the resignation of one member of District Service Commission.No attribution of individual contributions by councilors.

Council Meeting Dates	No. of Councilors Attending	No. of Councilors Absent	Education	Health	Roads	Water & Sanitation	Agriculture	FAL	Local Revenue	Others	Researchers Observations
11/05/2010	26	5								<ul style="list-style-type: none"> • Motion for the approval of upgrading Ntungamo Town Council to a Municipality status, Rwashamire Town Board, Rubaare town board, and Kiriwe town board to the status of Town Councils (Min NDIG 27-29/ May/10). 	<ul style="list-style-type: none"> • All these motions were presented by the vice chairman Atuhaire Elijah
14/06/2010	27	2								<ul style="list-style-type: none"> • Presentation of budget estimates for 2010/11 and passing of vote on account pending the approval of the budget. (Min. NDIGC 35/ June/10) 	<ul style="list-style-type: none"> • The budget was referred to standing committees for discussion and scrutiny.

5

BUDGET AND REVENUE ARCHITECTURE OF NTUNGAMO LOCAL GOVERNMENT

The national budget process in Uganda is generally cyclical, running through the entire financial year from October to June. The major stages of the budget process include: Budget policy and strategy formulation; Resource projections and initial MTEF ceilings; National BFP workshop; Preparation of Sector Budget Framework Papers (SBFPs); Sector working groups retreat; Compilation of National Budget Framework Paper; Public Expenditure Review (PER) meeting; Finalization of the annual budget; and, Budget Speech. The budgetary process at the district is also cyclical, consultative and open. The process begins in October of the current financial year with consultations and ends with budget approval in August of the following year. The consultations are done at parish, sub-county and district levels.³⁰

The national and local government budgets play a pivotal role in fulfilling the Government's economic and political functions. These budgets are used as an economic policy tool to allocate public financial resources in accordance with government policy priorities and to use financial resources effectively to achieve set government policy goals and targets. Among other things, decentralization aims at boosting the efficiency of resource allocation in local governments for the achievement of development goals in line with local priorities. To take care of the local priorities in the wider national development agenda, however, requires relatively broader discretionary powers for local governments to allocate resources and ensure that local needs and priorities are being catered for in sub-national budgets and expenditure and are effectual. The Constitution of Uganda (1995) also recognizes that local governments need to have a sound financial base to be able to take care for the local priorities thus: "there shall be established for each local government unit a sound financial base with reliable sources of revenue".³¹ In the light of this, this section will therefore focus on sources of funding for Ntungamo District LG, composition of the budget, allocations per sector and challenges accruing from the budget architecture.

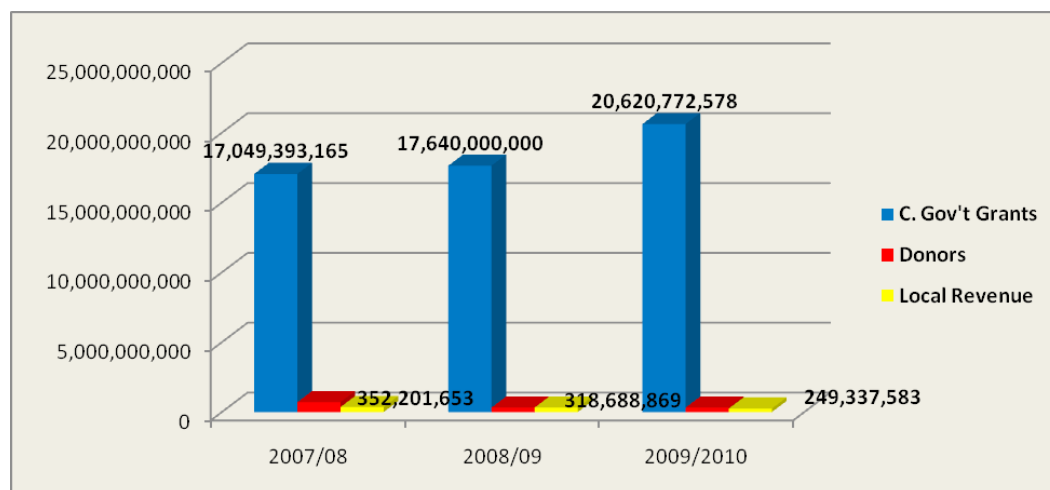
30 UNCCD (2008) Budget processes and financing instruments in Uganda: Towards increased financing for the implementation of the United Nations Convention to Combat Desertification.

31 See Constitution of the Republic of Uganda, Chapter 11, section 176 (2) (d)

5.1. Ntungamo District Local Government Budget

The budget of Ntungamo Local Government comprises three sources of revenue, i.e. central government grants, local revenue and donor funding. Central government grants comprise unconditional grants and conditional grants. Local revenues comprise funds collected from local revenue sources designated by Parliament. Donor funds, on the other hand, are provided directly to the district through donations and grants. Figure 10 presents the amount of money contributed by different sources.

Figure 10: Budget trends analysis over the last 5 years

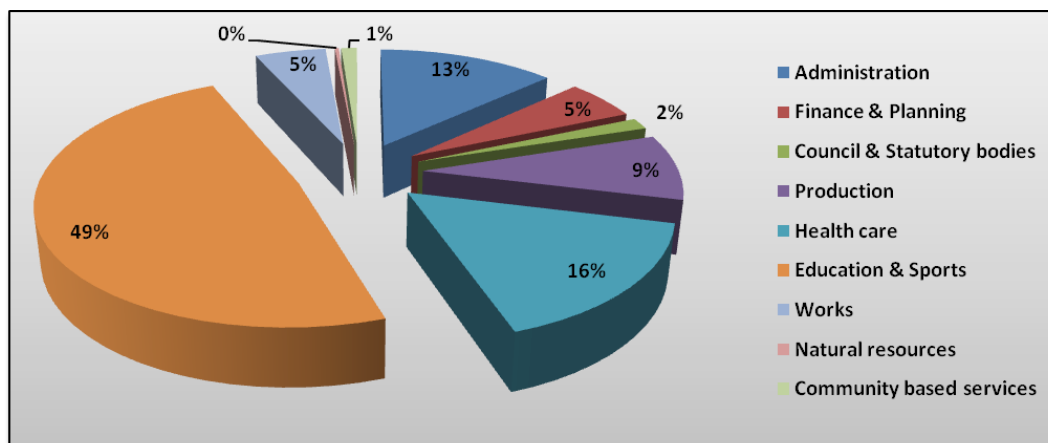


Source: Ntungamo District Local Government Budget Framework Paper (2010)

From Figure 10, it can be observed that Ntungamo District Local Government was heavily dependent on financial resources from Central Government. The contribution of Donor funds and locally-generated revenues was almost negligible. In 2009/10, central government contributed 98% of all the funds, with local revenue and donors support both contributing 2%. It can also be seen that local revenue in absolute figures has been dwindling from Ushs. 352 million in 2007/8 to Ushs. 249 million in 2009/10. This indicates that the capacity of the district to plan for local priorities is greatly undermined since most of the central government transfers are conditional in nature with little or no discretion for adjustment according to the local priorities.

5.2 Intra-sector Budget Allocations and Implications for Service Delivery

Allocations to the various sectors reflect that the sectors receiving higher allocations are the priority sectors to the government. Figure 11 shows Sectoral Budget Allocations for Ntungamo District District Local Government (FY 2009/10).

Figure 11: Budget allocation by sector for financial year 2009/10 (%)

Source: Ntungamo Distict Development Plan (2009/10)

During the financial year 2009/10, the Education Sector was allocated the highest share of the budget to the tune of 49%. The health sector was allocated the second highest proportion of the budget (16%), whereas administration was allocated 13% of the total budget. Regardless of the amounts of money allocated to these sectors, the state of services in the district did not reflect any significant changes in terms of improvement. This was mainly attributed to the dismal resource envelopes that sectors received which were not commensurate to the needs of the priority sectors. It was also noted that environment and natural resources received almost zero per cent of the budget. This is an indicator that conservation and sustainable management of the environment was not a priority to the district in the year under review.

Though the council allocates these resources, this allocation was largely based on the indicative planning figures (IPFs) aligned to national priorities that usually predetermined by Ministry of Finance, Planning and Economic Development. With such limitations, therefore, it is instructive that Ntungamo District Local Government should make deliberate efforts to raise more locally generated revenue to supplement Central Government fund transfers to the district. This endeavour will be pivotal in improving the state of services in the district.

6

SCORE-CARD FINDINGS AND INTERPRETATION

6.1 District Chairperson

The Chairperson of Ntungamo District Local Government during the fiscal year under review was Mr. John Wycliffe Karazarwe, a member of National Resistance Movement (NRM) political party. At the time of assessment, he was serving his third five-year term in office, having been elected in 2001 Local Government Council Elections.³² Local Government

council chairpersons are assessed on five performance parameters, namely: political leadership; legislative performance; the degree of contact with the electorate; participation in communal and development activities; and monitoring of service delivery on national priority programme areas (NPPAs). The effectiveness of the local government



Figure 12: Mr. Karazarwe looking for documentary evidence in his study room during interaction with the research team

council chairpersons is important for the overall development of the respective local government systems because they hold political as well as executive authority. The score-card indicators therefore assess the extent to which chairpersons provide political and executive leadership to the district local government.

6.1.1 Political Leadership

The Local Government Act (2005 as amended) enjoins the Local Government Council Chairperson, as the political head of the local government, to convene and preside over meetings of the Local Government Executive Committee. Chairpersons are also enjoined to ensure the proper administration of the district, oversee the performance

³² The Uganda Gazette, March 27 Vol. XCVIX, No. 19.

of civil servants, and ensure that appropriate statutory committees such as the District Service Commission (DSC) are properly constituted and functioning. By implication, Chairpersons of Districts are also the direct link between the Local Government and the Central Government.

During the second assessment for the FY 2009/10, Mr. Karazarwe garnered a total score of 74 points.³³ The Chairperson's best performance was in providing political leadership in the district where he scored 27 out of 30.

His other outstanding performance was registered under contact with electorate where he got 10 out of 10. The chairman maintained a record of his visits to the electorate and had drawn a programme which he was following to visit his constituency. During the assessment, the chairman presented all the necessary evidence, something that was confirmed from the people, schools, health centres and other groups in the district. It was also established that the chairman participated in communal and development activities, thus scoring 8 out of 10 under this parameter. His participation in monitoring of NPPAs was also manifest, thus scoring 25 out of 35.

6.1.2 Legislative Functions of the Chairperson and the District Executive Committee

According to the Local Government Act, the local government chairpersons and their executive committees are charged with authority to prepare and present to the councils bills and motions that can support the development agenda of the district. However, during the year under review, Chairman Karazarwe and his government had only presented two motions,³⁴ while no single bill had been presented to council. It is important to point out that while Ntungamo District Local Government is heavily dependent on conditional central government transfers,³⁵ during the year under review, the chairperson and his government never presented any motions or bills to improve collection of locally-generated revenue and ensure financial autonomy of Ntungamo District Local Government. Based on this record, the chairman scored 4 out of 15 points allotted for this parameter.

6.1.3 Contact with the Electorate

Effective representation presupposes that political leaders make themselves available to the electorate. That way, the service delivery deficiencies and other concerns that the voters have can be communicated directly to the political leaders. Chairman Karazarwe was found to be constantly in contact with his electorate and thus scored 10 out of a total of 10 points allotted for this parameter. During the year under review, the chairman

33 Compared to 2008/09 scorecard, Karazarwe got low marks because the methodology was revised and this assessment focused more on service delivery.

34 Even motions passed were not on service delivery or contemporary issues. See summary of minutes in Table 8.

35 See Ntungamo District Local Government budget trends analysis over the last 3 years; Refer to Figure 10.

had a clearly spelt out programme for meetings with the electorate, and he held at least four meetings in various sub-counties. Records available at the sub-counties revealed that Mr. Karazarwe made routine quarterly visits to all the 14 sub-counties. This was further verified through checking of the sub-county visitors' books in which he signed every time he visited. In addition, the chairman on many occasions featured in the print media particularly presiding over the commissioning of public service facilities such as road works, health centres and the monitoring of the NAADS programme.

6.1.4 Participation in Communal Development Activities

As part of their mandate, local government council chairpersons are expected to make direct and indirect contributions to communal development projects in their local governments. The score-card therefore considers the initiation of development projects, advisory and material contributions to specific projects, and linking communities to potential funders as indicators for assessing the level of execution of this mandate. In this regard, Mr. Karazarwe scored 8 out of a total of 10 points allotted for this parameter. The chairman was also in position to demonstrate evidence of some of the projects initiated during the financial year under review. From the verification exercise that was conducted, it was clearly noted that Karazarwe initiated markets for Matooke in Kagarama and Nyabihoko.

6.1.5 Monitoring of Service Delivery in National Priority Programme Areas

Monitoring and ensuring the delivery of public services is perhaps the single most important function of local government chairpersons. Because citizens pay taxes from which the chairpersons' salaries and funds for maintenance of the operation of their governments and offices are drawn, they ought to be at the frontline of the efforts to ensure public services are delivered to every citizen in a cost-effective manner. For purposes of the score-card, the performance of the chairpersons with regard to service delivery is measured based on the priority programmes of the central government. In this regard, Mr. Karazarwe scored 25 out of a total of 35 points allotted for this parameter. The chairman performed equally better on this parameter, except in monitoring FAL and water sources where he could not produce evidence, which made it difficult to assess whether there was any effective follow-up on these service delivery concerns of the electorate in the district or not.

6.2 District Speaker

Local government speakers are assessed on four performance parameters, namely: presiding over and preservation of order in council; contact with the electorate; participation in lower local governments; and, service delivery on national programme priority areas. In accordance with the Local Government Act, a district council should have a speaker who is elected by the council from among its members. District speakers preside over district council meetings and, therefore, their effectiveness has a direct bearing on

the functioning and outputs of the council. In this regard, the score-card indicators are not only limited to the extent to which the speaker provides leadership to the council, but also how he executes his individual roles and responsibilities as a councilor.

Mr. Denis S.T.K. Singahakye was the District Speaker of Ntungamo District Local Government during the second year of assessment and subscribed to the NRM political party. At the time of the assessment, the speaker was serving his second term in office, having been elected by Ntungamo District Local Government Council in 2001.³⁶

6.2.1 Presiding and preservation of order in council

The Local Government Act charges the district speaker with the responsibility of not only presiding at all meetings of the council but also entrusts him or her with the overall authority for the preservation of order in the council and the enforcement of the rules of procedure of the council. The district speaker is obliged to perform functions which are similar to those of the speaker of parliament as may be consistent with the Local Government Act (2005 as amended). In essence, the speaker is the lifeline of the functioning of the district council with full-time roles and responsibilities.³⁷

During the year under review, the district speaker exhibited admirable performance while presiding and preserving order in council, where he scored 27 points out of 30. On top of chairing six mandatory council sessions, the speaker went ahead to delegate to his deputy which reflected well on his ability as a political leader. On a positive note, there was evidence of adoption of the District Rules of Procedure by the Council as well as their regular enforcement, which contributed positively to compliance with the rules of procedure in the running of district council. Ntungamo District Local Government also had a functional business committee that was ably presided over by the district speaker. Copies of the business committee minutes were readily available to verify this.³⁸ In terms of organization of business of council, a very meticulous record was in place in the form of books and petitions presented to the speaker's office, most of which were from lower local governments. However, there was no evidence of such issues being translated into motions and bills to be presented to council. Important to note was that the speaker guided council on a spectrum of issues in the year under review.

6.2.2 Contact with the electorate

The fact that a district speaker is first of all elected as a councilor before being elected as a speaker means that he remains with the responsibility of representing his constituency through keeping in close contact with them and channelling their service delivery and other concerns to the council and local administration for attention. The district speaker scored 18 out of a possible 23 points. As a councilor representing Ihunga sub-county,

³⁶ In terms of academic qualifications, the district speaker is a graduate with a Masters degree.

³⁷ A district speaker is paid a monthly salary with a functional office at the district.

³⁸ The business committee met six times to discuss and agree on the agenda of the four council meetings.

the speaker had programmes of meetings which were verified through a displayed schedule of the meetings he had with various communities in his sub-county during the year under review. There was evidence regarding six official meetings that had been held in Rweikiniro, Kirungu, Kibatsi, Ngoma, Nyarutuntu and Kyamwasha villages on issues of health care and the quality of schools in those communities. The speaker had a co-ordinating centre at his home in Ntungamo with town records of electorate who visited his office. Discussions with members of the community from the constituency he represented in council (Ihunga Sub-County) revealed that, the speaker was well known to the people and was commended for holding meetings on various issues. Like most political leaders in the district, the speaker did not conduct any meeting on governance and accountability issues or organize the community to demand for better services. Mr. Singahakye also performed well with regard to participation in lower local governments where he scored all the 5 points for this parameter. Evidence from council minutes of Ihunga Sub County which he represented showed that he made official communications whilst in the sub-county council.

6.2.3 Monitoring NPPAs

During the year under review, what ruined the speakers' performance most was in monitoring NPPAs where he scored only 21 out of 42 points. In sectors such as health and education where he had monitored at least half of the facilities, the speaker did not have reports or evidence of follow-up actions taken as a result of monitoring. Overall, there was poor performance when it came to evidence of follow-up actions. In many cases, there were no reports to that effect. In such a situation, one cannot expect much in terms of the follow-up actions.

6.3 Ntungamo Local Government Council

The Local Government Council is the highest authority within a local government with political, legislative, administrative and executive powers.³⁹ The score-card for the council is derived from the functions of the local government councils as stipulated under the Local Government Act. During the year under review, the District Council of Ntungamo was composed of twenty six (26) councilors. The district council was assessed on four parameters: (i) legislative role, (ii) accountability to citizens, (iii) planning and budgeting, and (iv) monitoring service delivery on NPPAs. Overall, Ntungamo District Local Government Council scored a total of 58 out of a possible 100 points.

³⁹ According to the Local Government Act, a district council is composed of a district chairperson, one councillor directly elected to represent an electoral area, two councillors, one of whom shall be a female youth, representing the youths in the district, two councillors with disabilities, one of whom shall be female, women councillors forming one third of the council, two elderly persons, a male and a female, above the age of 60. During council sittings, the law provides for a member of parliament attending meetings of the local council in his/her constituency.

6.3.1 Legislative Role

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.

Ntungamo District Local Government Council scored 10 out of a total of 25 points with respect to legislative representation. During the year under review, the council had adopted and operationalized the model rules of procedure for conducting council business.⁴⁰ The council also had the required legislative resources including a library, an office for the clerk to council and council chambers. The council also received and handled petitions and letters submitted to it by the electorate.⁴¹ Compared to last financial year 2008/09, the council did not undertake focused tours but presented appropriate reports and actions taken. The council did not debate or pass any ordinances or bye law during the financial year under review. There was no record, for example, of any public hearing organized on any issues that came before the council during the year under review.

6.3.2 Accountability to Citizens

Local government councils discharge their mandate on behalf of the citizens and especially the voters who elect the councilors. In this regard, they are expected to be accountable to the citizens with regard to what they do, not only by accounting to the voters but also by demanding accountability from the central government. The indicators for measuring accountability therefore cover; fiscal, political and administrative accountability, in addition to involvement of CSOs, CBOs and citizens in the business of council. Ntungamo District Local Government Council scored 17 out of 25 points. The council had an established practice of displaying public funds and ongoing projects on public notice boards. The display of funds was common at both the district as well as sub-county headquarters. The council also has a chamber with a citizens' gallery which enabled interested citizens to witness council proceedings. The systems to ensure administrative accountability were in place and the relevant discussions regarding major issues such as Audit and Public Accounts Committee (PAC) reports had been addressed.

However, besides the annual local government assessment,⁴² no independent evaluations about the performance of the district had been undertaken. Equally important, there was no record to suggest that important national policy issues such as those related to

40 See Min. NDLG 57/Oct/09, of the Ntungamo District Local Government Council meeting held on 20/10/2009.

41 The council received a petition from electorates on poor supplies by NAADS and it was discussed in council refer to the council meeting of 20/10/2009.

42 Assessment of Minimum Conditions and Performance Measures for Local Governments 2010: Ntungamo District Local Government Report, March 2011.

constitutionalism, corruption or human rights had featured at all in council deliberations or actions.

6.3.3 Planning and Budgeting

Planning and budgeting is one of the core functions of the district council.⁴³ These two functions are central to whether any local government council is able to respond to any service delivery issues that may be raised by the voters. As shown in Section 5, Ntungamo District Local Government relies heavily on central government conditional grants to finance its budget. Yet, to be effective, the council must have the independence and autonomy to budget and allocate resources. The indicators used, therefore seek to establish whether the council has the appropriate planning and budget instruments but also the efforts invested in securing autonomy over the budget. During the year under review, the district council scored 17 out of 25 points.

The Council had approved all the basic budget and planning instruments. These include: the district budget framework paper; the three-year district development plan; the district capacity building plan; the district revenue enhancement plan and the district work plan.⁴⁴ Although there were reported initiatives by council to raise local revenue and engage central government on revenue enhancement, there was no increase in local revenue or discretionary funding which would increase the planning and budgeting autonomy of the council.

6.3.4 Monitoring of public service delivery

The local government is the frontline entity for the delivery of public services. Besides being the employer of all staff in the district, article 176(2) (g) of the Constitution provides that "the local government shall oversee the performance of persons employed by the government to provide services in their areas and monitor the provision of government services or the implementation of projects in their areas". The primary responsibility of ensuring that this responsibility is discharged falls on the local government council and the planning authority of the district. During the year under review, the district council scored 14 out of 25 points. This performance is attributed to the fact that councilors undertook monitoring of the various service delivery units. However, there were neither quarterly reports produced nor follow-up actions on the issues that could have been raised from the monitoring. A critical review of the two sets of minutes further reveals that the district council's deliberations often fell short of service delivery discussions.

6.4 District Councilors

Under the Local Government Act, district councils are vested with wide-ranging powers and responsibilities. They are empowered to discharge legislative and executive functions

43 See section 35 of the Local Government Act, Cap 243.

44 See Ntungamo District Council Minutes on 23/02/11 in Min NDLGC 06/10.

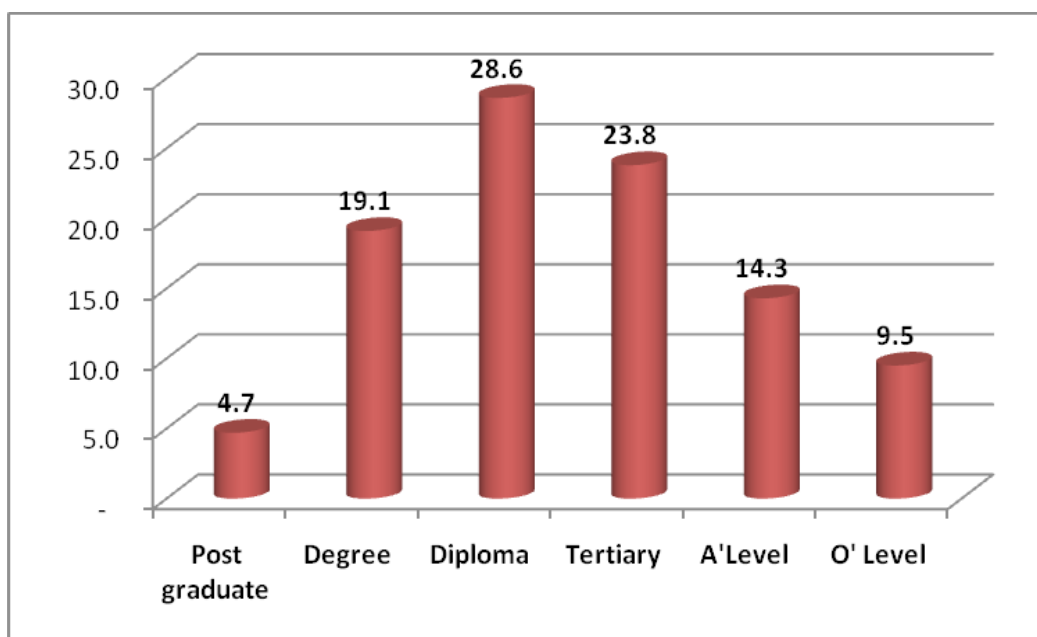
within their areas of jurisdiction. They are established as the planning authorities of their districts and vested with powers to collect local revenue and adopt budgets designed to ensure effective development of their local governments. However, these functions are largely undertaken by individual councilors who form the corporate body - the Council. The performance of a district council, therefore, may as well be directly related to the quality and performance of the individual councilors. Consequently, the Local Government Councils Score-card includes a score-card for individual council members. The councilors were assessed on the following four performance parameters: (i) legislative functions and representation; (ii) contact with the electorate; (iii) participation in lower local governments; and (iv) monitoring service delivery on NPPAs. During the year under review, Ntungamo District Local Government Council had a total of 27 councilors, and out of these 24 were assessed.

6.4.1 Cross variation analysis

In a bid to understand the quality, capacity and factors that may affect or influence the performance of councilors in the district, the score-card seeks to establish facts regarding each individual councilors' level of education, their gender, political party affiliation and the number of terms served as variables. Using statistical analysis, some of the variables are cross referenced to further appreciate the level of influence one variable may have on another in the execution of councilors' roles and responsibilities and the subsequent impact on service delivery.

a) Level of Education

There is no doubt about the fact that the quality of performance of councilors was likely to be affected by their level education. It should be noted that Uganda has no minimum education requirement for anyone to hold the office of a district councilor. In fact, councilors are not required to submit any academic papers as part of the eligibility requirements to contest for the office of councilor. Figure 13 shows the level of education of councilors in Ntungamo District.

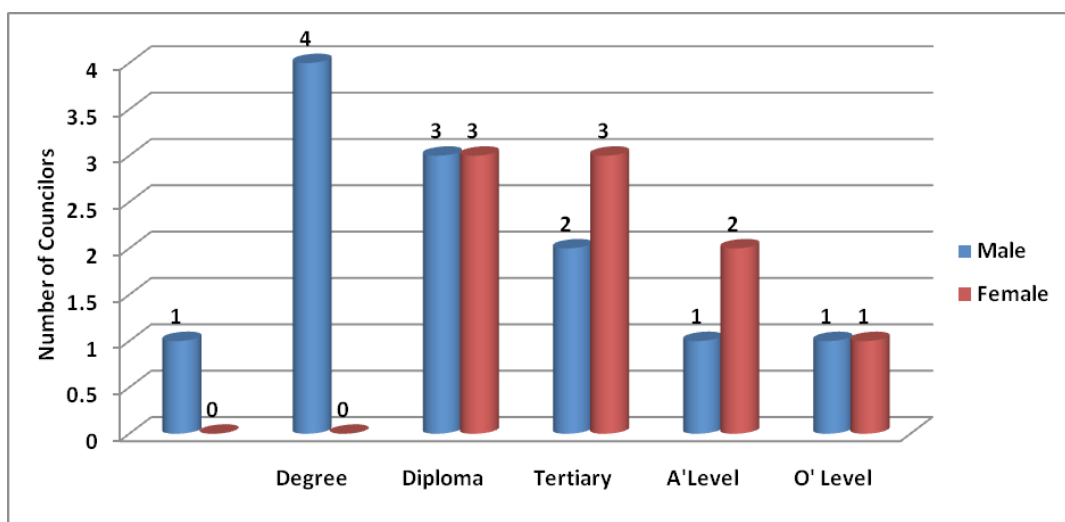
Figure 13: Level of education

Source: Field findings 2011

Of the 21 councilors who revealed their level of education, the majority of them (28.6%) had acquired a diploma as their highest level of education. A significant proportion (23.8%) had certificates from tertiary institutions of learning. It should also be noted that in the year under review, 19.1% councilors in Ntungamo District Local Government Council had attained degrees as their highest level of education. On the whole, Ntungamo District Council largely has councilors who are literate. This is positive and could have contributed to relatively better performance by the district council.

b) Gender and level of education

The gender of the councilors and their level of education were analyzed to establish whether there were any significant variations. Figure 14 shows the findings.

Figure 14: Gender and level of education

Source: Field findings 2011

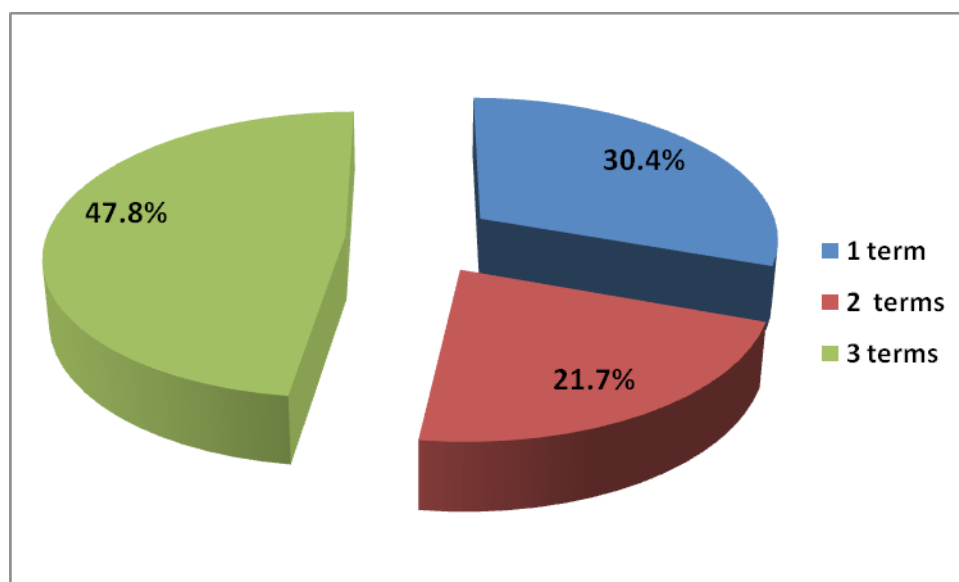
In terms of gender and level of education, there were significant variations between male and female councilors, especially those that had attained degree and post-graduate qualifications. Most of the women had attained diploma and tertiary qualifications.

c) Political Party Affiliation

Councilors' political party affiliation was assessed in order to ascertain whether or not it had any significant contribution to the performance of councilors and council as well. The findings revealed that all the councilors in the Ntungamo District Local Government Council were members of NRM political party. There was no councilor from any other political party.

d) Number of terms served

The number of terms served were analysed to ascertain whether serving for more than one term in council translates into better performance of councilors. The findings are presented in Figure 15.

Figure 15: Number of terms served

Source: Field findings 2011

Analysis from the findings does not reveal any significant correlation between the number of terms served and the quality performance of the Ntungamo District Local Government councilors. It was revealed that the best-performing male and female⁴⁵ councilors were serving their first five-year term. In effect, it is not so much about how long leaders stay in council, but rather their understanding, appreciation and commitment to their roles and responsibilities that matters in executing their work. Overall, as indicated in Figure 14, councilors who had served one or two terms performed better than those who had served three or four terms.

e) Debates on issues of environment

Whilst councilors are assigned a wide range of roles and responsibilities (executive, social and legislative), their output and impact can only be measured by the quality of service delivery in the district. A critical analysis of Ntungamo District Local Government councilors' contributions to debates on issues of environment and service delivery reveals a big gap between debates on the NPPAs and those on issues of environment. Findings revealed that 10 out of 25 of the district councilors had not debated on anything related to the environment and its protection during the year under review.

⁴⁵ Hajji Jafari Kahuki representing Bwongyera Sub-county, had served 3 five-year term and scored 76 marks whereas his counterpart, the female councillor Aisha Muheki, who was the best performer and was serving for her first five-year term scored 60.

6.4.2 Councilors' General Performance

This sub-section presents a general picture of how the councilors performed in executing their roles and responsibilities as summarized in four parameters of: legislation; contact with electorate; participation in lower local government council sessions; and; monitoring of service delivery under the NPPAs. Table 7 shows a summary of the councilors' performance by sex.

Table 7: Performance of Ntungamo district councilors disaggregated by sex

Name of councilor	Constituency	Legislative Role (30)	Contact with Electorate (23)	Participation in LLG (5)	Monitoring NPPAs (42)	Total (100)
Male						
Hajji Jafari Kauki	Bwongyera s/c	26	20	5	25	76
Elijah Atuhairre	Rugarama	23	15	5	27	70
Sam K. Mugabi	Ntungamo s/c	22	20	5	18	65
Dan Buteera	Ngoma	23	18	5	17	63
Alex Twebuze	Rubaare s/c	20	17	5	16	58
Wilberforce Mugenyi	Youth	28	18	0	8	54
Ismail Kahangirwe	Nyabihoko s/c	22	14	2	16	54
Jacob Kafureka	Itojo s/c	20	18	5	10	53
Vincent Rutagonya	Kayonza s/c	24	18	5	5	52
Obadia Muhwezi	PWD Male	18	16	5	7	46
Emmy Habyara	Rukoni s/c	20	12	5	8	45
Bashaija Baguma Pelez	Kibatsi s/c	16	12	5	11	44
Anthony Byaruhanga	Rweikiniro s/c	16	2	5	17	40
Average Male		21	15	4	14	55
Female						
Aisha Muheki	Ngoma & Kayonza s/c	26	15	5	14	60
Grace Twinomugisha	Rukoni East & West	26	8	5	20	59
Norah Atuhumuza	Rubare & Rugarama s/c	18	9	5	24	56
Peace Musiime	Itojo s/c	14	13	5	23	55
Jolly Tumusiime	Nyakyera s/c	20	4	5	23	52

Regina Bainomugisha	PWD Female	11	18	5	9	43
Maria Maguru	Bwongyera s/c	10	12	5	14	41
Justine T. Kyofuna	Ruhaama s/c	8	15	5	13	41
Shakira Mbabazi	Ruhaama & Rweikiniro	12	6	5	12	35
Canon Ketty Kaposi	Ntungamo s/c & T.C	10	9	5	5	29
Average Female		16	11	5	16	47

Source: Field findings 2011

In general, the performance of individual councilors varied considerably, with the highest score registered as 76 while the lowest was 29 out of 100 total points. From the assessment and FGDs, it is accurate to argue that with a few exceptions, councilors registered their best performance under their legislative role. In contrast, councilors' worst performance was found to be their monitoring of the NPPAs, a situation that can explain the poor state of the majority of social services in the district. Although a number of councilors claimed to have monitored some services, many times they failed to provide evidence to support their claims. Most of the councilors who monitored NPPAs did not prepare reports which undermined their performance. In terms of gender, male councilors performed better than their female counterparts, with average 55 and 47 points respectively.⁴⁶ This however shows a decline in performance compared to the assessment carried out in the previous year (2008/9).

⁴⁶ From the first assessment, male councillors had an average score of 60.6 while their female counterparts registered an average score of 61.1 points. The best male councillor was Wilberforce Mugenyi while the best female councillor was Shakila Mbabazi.

7

CHALLENGES TO NTUNGAMO DISTRICT LOCAL GOVERNMENT PERFORMANCE AND THE QUALITY OF PUBLIC SERVICES

7.1 Introduction

On the whole, findings from the Ntungamo District Local Government assessment reveal that the fair performance of the district council (58%) coupled with fair performance by the majority of councilors (55% male and 47% female) could not miraculously translate into good quality service delivery in the district. There was a general consensus and widespread public opinion from community members that the actual performance of Ntungamo District Local Government is still deficient. In the education sector, the schools in the district have declined in performance as demonstrated by PLE results of various years. In the health sector, drug stock outs, understaffing and inadequate housing for staff continue to bedevil the sector at the cost of community members who remain in dire need of quality health services. Also, the road sector infrastructure presents a situation of a typical rural district with only two main tarmac roads. A district that mainly depends on agriculture as a source of livelihood, therefore, needs a good road infrastructure to connect production to consumption centres and stimulate production in other areas in the district.

7.2 Endogenous Factors

7.2.1 Contact with electorate

Evidence from the various FGDs conducted at the sub-counties points to inadequate contact between councilors and their electorate. In a number of cases, citizens were often unsure of who was representing them and unable to name their local councilor. At the political leadership level, though some councilors had official programmes indicating scheduled visits compared to last year,⁴⁷ the majority of councilors still did not have official programmes to meet the electorate; and a number of them claimed to use burial ceremonies, community parties and weddings to meet local citizens.⁴⁸ The citizens noted

47 Out of 24 councillors scored last year only 9 had written programmes to meet the electorates but this year 17 had programmes.

48 Among the 26 district councillors, only nine were found in possession of programmes which they used to meet

that the only time they were guaranteed to see their councilor was during election time. For example, in some sub-counties, the many of respondents that researchers spoke to expressed ignorance regarding who their local area councilor was, claiming that they had not seen him since the election period. This is common practice among councilors who often wait for the election period to make contact with the electorate. Despite the many challenges, most councilors had co-ordinating centres, most of which were in their homes.

7.2.2 Low Civic competence of councilors' awareness of their job roles

Although a number of councilors in Ntungamo District improved on basic understanding of their job roles, the majority of them still need awareness on their roles as far as representation is concerned. However, there was a knowledge gap regarding in-depth knowledge of exactly what the Constitution requires of them.⁴⁹ For example, in terms of the legislative role there was generally poor performance by councilors on the aspect of moving motions and bills –whereby they reported that they did not know it as part of their roles. In accordance with part seven of the district rules of procedure, it is very clear that a member may propose a subject for discussion or a draft resolution for approval by the council. In essence, any councilor has a right to move any motion, be it private or public. Their failure to do so would tend to reflect either inadequate understanding of their roles and responsibilities or failure to execute their roles. The same inadequacies were reflected in cases where councilors who attended sub-county council meetings alleged that they did not debate because they were ex-officials - as if ex-officials were barred by regulations from contributing to debates in the sub-county council meetings.⁵⁰ This partly explains why councilors did not engage council to pass bills and motions that would impact the quality of services in Ntungamo District.

7.2.3 Limited participation in Lower Local Government Councils

The findings from the study revealed limited participation of councilors in council meetings of sub-counties they represent. The majority of councilors were found not attending lower local government council meetings. Those who endeavoured to attend did not make official contributions during council debates. Such limited or passive participation of councilors in council meetings of LLGs does not contribute to mentoring of the LLGs and providing feedback. Such behaviour also stifles upward and downward accountability of political leaders.

their electorate.

49 For the majority of councillors that were reviewed, they argued that speaking in council is the most important, thereby disregarding the need to regularly maintain contact with their electorate as well as their attendance at sub county council meetings. In terms of monitoring, councillors only monitored sectors for which they were members of the committee while relegating their individual monitoring roles.

50 As ex-officials, the only right councillors do not have is the right to vote, otherwise, councilors are obliged to debate and give guidance and feedback from the district and deliberations as a means of ensuring downward accountability.

7.2.4 Inadequate monitoring of government projects

Whilst many councilors claimed to monitor government projects, they often failed to produce any formal reports as evidence of the monitoring undertaken. This made it extremely hard to verify such claims. In terms of the score-card indicators, the majority of councilors performed dismally on producing reports as well as any following-up on concerns that required intervention. This certainly undermined the efforts of political leaders in executing their monitoring role. Furthermore, councilors regularly monitored as part of a committee which often meant they focused only on service delivery areas related to specific committees they were part of and overlooked other sectors of service delivery. Monitoring was associated with committee monitoring as opposed to individual political monitoring, which meant that it was not being implemented as stipulated in the Local Government Act.

7.2.5 Under-staffing

During the financial year under review it was established that there was no functioning district service commission in Ntungamo district for over two years. As a result of this there was no recruitment of essential personnel especially in the education and health sectors which contributed greatly to the limited access to services and ultimately to poor service delivery. It was not uncommon for the citizens to go to a health centre and fail to be attended to due to inadequate staffing.

7.2.6 Poor record keeping among councilors

It was apparent that councilors did not regard record keeping as a priority. To this effect, only few had official programmes, diaries and documents to back up claims of activities they had undertaken. For example, with the exception of seven councilors who supported their claims with evidence, most of the councilors regularly referred the research team to the clerk to council for documents to verify councilors' claims. This implies that the majority of councilors did not consider record keeping important in prudent systematic accomplishment of their tasks.

7.3 Exogenous Factors

7.3.1 Low level of knowledge of roles and responsibilities of councilors

Findings from the research revealed that there was generally low level of awareness of councilors' roles and responsibilities among the community members. For example, community members were surprised when researchers enumerated the roles and responsibilities of the councilors, especially regarding contact with the electorate and monitoring of service delivery programmes. The community was unaware of their right to hold councilors accountable on these issues and had almost given up any hope of advocating for change from the grassroots level. A typical example was found in Kibatsi Sub-county where the community had impassable roads but no one knew that it was

the role of their area councilor to lobby and have the roads maintained. Most citizens, according to the FGDs conducted, thought that it was the role of the Chairman and the CAO. With such limited understanding of the roles and responsibilities of politicians and technical staff, citizens could not be able to demand for better services from their leaders.

7.3.2 High dependence on Central Government funding

Ntungamo District Local Government is highly dependent on Central Government for its budget. As shown in Section 5 of this report, 98% of the budget revenue was in form of Central Government grants. This level of dependency 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 is permissible, but even so with restrictions. The unconditional grant, which is the only grant that LGs may use as part of their revenues, is mainly used to pay staff salaries. In many instances, these funds are not adequate and thus create a funding gap. Coupled with low level of economic activity in the district and dismal local revenue, this means that some of the service delivery needs go without being catered for.

7.3.3 Political power without authority with planning and budgeting

Legally and politically, local government councils are responsible for all Local Government functions as stipulated in the Local Government Act including; planning, financial accountability and the delivery of public goods and services. However, Ntungamo political leadership holds no control or other appropriate authority to determine or direct how the funds allocated to the district are utilized. The Chief Administrative Officer who is the accounting officer of the district is appointed by the central government. Secondly, the various ministries, including those responsible for local government and their financing have developed a set of guidelines and procedures that limit the involvement of the local government council in the management of the district's financial resources, including the procurement processes. The guidelines and procedures enjoin the council to the technical agencies of the Local Government to oversee the use of funds, but also ensure that they do not get involved in the governance of these resources. This is popularly referred to as the "eyes on, hands off" approach to the governance of Local Government Council financial resources.

7.3.4 High rate of turnover of Chief Administration Officers (CAOs)

The rate of turnover of Chief Administrative Officers in Ntungamo District was found to be relatively high. In the last five financial years (2006/07-2010/11), the district had five CAOs.⁵¹ The pivotal role of the CAO means that consistency, position stability and successful performances are vital. It was also reported that an excessive amount

⁵¹ From 2006/07, the following have been CAOs for Ntungamo district: Byaruhanga Justus, Mawejje Andrew, Omuge George William, KayizeChrizestom and Kilenda Milton respectively.

of time had been spent on inductions and handovers which reduced the work time for CAOs to improve service delivery.

8

IMPACT FROM THE FIRST ASSESSMENT

Despite the decline in the overall performance of Ntungamo district councilors, it was remarkable and important to register reassuring levels of improvement in some aspects of the councilors' work during the year under review. The fact that the first assessment was undertaken during the last four months of the year under review meant that, for progressive and foresighted councilors, there was room for improvement in the execution of their duties. A critical analysis from the scorecard findings reveals improved performance among councilors' contact with their electorate and the council's conduct of business.

8.1 Improved record keeping of Council Minutes

A scrutiny of the district council minutes presents a general improvement in record keeping especially of council minutes. As a follow-up to a recommendation made in the first assessment report, the clerk to council did not only attribute contributions to debates in council to individual councilors, but also highlighted the details of issues that needed follow up. In particular, the district council minutes presented a clear record of what was discussed during the council sessions highlighting individual councilor's contributions. Generally, compared to 2008/09 assessment, the recording of this financial year's (2009/10) minutes has a detailed account of council proceedings. Having been rated as one of the best performing districts during the first LGCSCI assessment, Ntungamo district council took a conscious decision to discuss the assessment report and made outstanding commitments to uphold the performance of the district.

8.2 Contact with the electorate

Improvement was also registered with regard to councilors' contact with the electorate in Ntungamo District during the second assessment. Compared to last year, there was evidence in the improvement on contact with electorate as most councilors could be identified by the electorate during the FGDs that were conducted across the district. However, while the district political leadership could be commended for this improvement, it is important to note that challenges still existed in keeping record of issues that arose from the community meetings. This was particularly reported in Rweikiniro, Ihunga and Itojo sub-counties, where community members reported increase in frequency of visits by their area councilors.

8.3 Participation in Lower local governments

Improvement was illustrated in the councilors' participation in lower local governments in Ntungamo District. Compared to the first assessment where councilors claimed that they are not supposed to participate in sub-county council meetings, in the year under review there has been an improvement. Many councilors attended LLG council sessions and gave feedback.

9

GENERAL CONCLUSION AND RECOMMENDATIONS

9.1 Conclusion

If the vision of the district which is to improve the quality of life for the people of Ntungamo by reducing poverty levels is anything to go by, then the district has a lot of work to do in order to achieve this vision. Our detailed analysis points to a generally negative trend of the status of service delivery and unveils a gap between the technical implementation and the political leadership. At the national level, the increase in central government funding means that instead of strengthening local government, it is simply weakening the latter as it increases financial reliance on the central government to dictate the implementation of local service delivery projects. Yet at the local government level, Ntungamo District Local Government continues to show strength to maintain its territory compared to other local governments that have fallen victim to the continued administrative engineering. The district still faces a challenge in collection of local revenue to support its financial autonomy. This has continuously hindered the provision of better services.

9.2 Recommendations

The results from Ntungamo District Local Government Council Score-Card (58 points) are not commensurate with the quality of service delivery in the district. Whereas the Local Government Act clearly spells out the duties, roles and responsibilities of the councilors, the evidence on ground vividly contradicts the implementation of the same by councilors. This has resulted into uncoordinated and generally poor service delivery in the district. It was established that most councilors are too financially constrained to have some of the activities implemented. On account of the above, the following are specific recommendations to the council and councilors if effective service delivery is to be realized.

9.2.1 Undertake effective monitoring

There is no doubt about the positive impact that can accrue from effective political monitoring. Since political leaders do not undertake technical implementation of activities, their most important role in the service delivery chain is that of monitoring. In any case, it is only effective monitoring that can positively impact on the quality of

local service delivery. For that matter, political leaders (district chairman and councilors) should strengthen their monitoring in order to ensure that the right quality and quantity of services are delivered to the electorate because they are people's representatives and their monitoring roles must be taken seriously. Most importantly, individual and group monitoring reports should be emphasized for ease of follow up. If the district of Ntungamo allocates the highest amount on its budget to education sector; the councilors have a big role to play in order to track the money from the point of district budget allocations to outputs in the education sector. On the other end of the scale, councilors should also take keen interest in financially orphaned sectors such as that of the environment and natural resources which was allocated a meagre part of the budget during the year under review.

9.2.2 Improve knowledge of citizens about councilors' roles and responsibilities

On the basis of their experience with the majority of the community meetings, the researchers noted the high levels of ignorance regarding councilors' roles and responsibilities. This means that there is a knowledge gap that undermines the community members' capacity to demand for accountability as they cannot do so when they do not know what they are entitled to. At the political leadership level, there is need for continuous councilor orientation and training to remind them of their constitutional obligations. The fact that citizens associate the performance of their councilors with the number of burial ceremonies and other social functions they attended, and contributions made to solving problems of individuals from the constituency clearly shows misunderstanding of the roles and responsibilities of elected councilors.

9.2.3 Advocacy for changed budget architecture

A critical analysis of the Ntungamo district local government budget of the year under review reveals high dependence on the central government for funding. This dependence makes Ntungamo District Local Government a mere agent of the central government rather than a fully fledged local government as envisioned under the Local Government Act. In essence, Ntungamo District Local Government cannot be expected to drastically improve local service delivery with the current local budget architecture and needs to work closely with other local governments to lobby to change the current budget architecture. The national budget should be reconfigured so that local governments get a share that is commensurate with the services they are mandated to provide.

9.2.4 Remuneration for councilors

Councilors have many responsibilities as stipulated in the Local Government Act and, at the very least; their expenditures on council business or activities that are part of their responsibilities need to be reimbursed. It is also recommended that on top

of reimbursement, a substantial financial incentive be added to increase councilors' motivation to execute their roles and responsibilities more effectively.

9.2.5 Contact with the electorate

The second assessment of the performance of the political leadership in Ntungamo still revealed deplorable levels of contact between the councilors and their electorate. Much as there was a slight improvement in performance of councilors on this parameter, it was established that accessing public information from the district is still not easy, a situation that partly explains the low civic competence among the majority of community members in the sub-counties. The district should take more deliberate steps to establish more meaningful interface with the citizens. There was clearly no platform where the district chairman and other political leaders engaged in a dialogue with the district residents. It is recommended that a 'District Town Hall Platform' be convened every quarter where the district political leaders and technical staff can engage with the electorate to discuss their concerns in a rather informal but business-like manner. 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 the roles and responsibilities of the councilors and the need for the community members to use such benchmarks to assess their leaders' performance.

9.2.6 Strengthening orientation and training for councilors

Orientation and Training for councilors offered to the council by the Ministry of Local Government should be regular, at least once in a financial year. Such trainings should be thematic to cover aspects like (i) the Legislative roles, (ii) contact with the electorate, (iii) participation in the lower local government, (iv) monitoring service delivery on national priority programme areas, (v) rules of procedure, among others. It is also important that refresher courses be organized to provide other relevant information and skills to the councilors.

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ANNEXES

ANNEX 1:Ntungamo District Local Government Council 2009/10

No	Name	Constituency
1	Karazarwe John Wycliff	District Chairperson
2	Singahakye Denis S.T.K	Speaker/Ihunga
3	Bainomugisha Regina K.	Deputy speaker/PWD Female
4	Mugabi Sam K.	Ntungamo
5	Atuhaire Elijah	Rugaraama
6	Banturaki Urban	Ntungamo Town Council
7	Buteera Dan	Ngoma
8	Mugyenye Wilberforce	Male Youth Councilor
9	Mbabazi Shakila	Rweikiniro&Ruhaama
10	Maria Gorreti	Bwongyera
11	Jacob Kafureka	Itojo
12	Byaruhanga Anthony	Rweikiniro
13	Hajji Jafari Kauki	Bwongyera
14	Hajjat Aisha Muheki	Kayonza&Ngoma
15	Twinomugisha Grace	Rukoni
16	Musiime Peace	Itojo
17	Rutagonya Vicent	Kayonza
18	Tumusiime Jolly	Nyakyera
19	Kahangire Ismail	Nyabihoko
20	Canon Ketty Kapasi	Ntungamo Town Council
21	Eng. Habyara Emmy	Rukoni
22	Bashaija Baguma Pelez	Kibatsi
23	Kembabazi Alice	Nyabihoko
24	Twebuze Alex	Rubaare
25	Kyofuna Justine	Ruhaama
26	Muhwezi Obadia	PWDs

Annex 2: FGD Guide

Procedure:

- a) Hold at least two FDGs in every sub county (division).
- b) Mobilize between 8 - 12 community members in each sub county (division).
- c) Register all members in attendance.
- d) DO NOT give community members money for anything (transport etc).

General introduction: (ACODE, LGCSCI)

A. Ice breaking and general questions

- How would you describe the state of the following in your sub county
 - o Health Units
 - o Water
 - o Schools
 - o Roads
 - o Agricultural services
- Who in your opinion is responsible for the state you have described above?
- What can be done to address the issues you have raised above?

B. Civic awareness and competence

- What in your opinion is the role of political leaders in your
 - o District
 - o Sub county
- Who are the critical political leaders in your
 - o District
 - o Sub county
- Where in your opinion do political leaders derive their authority?
- In your opinion, do political leaders have the capacity to deliver on service delivery?
- Explain the reasons provided above?
- As citizens do we have a say in the way political leaders perform their roles?

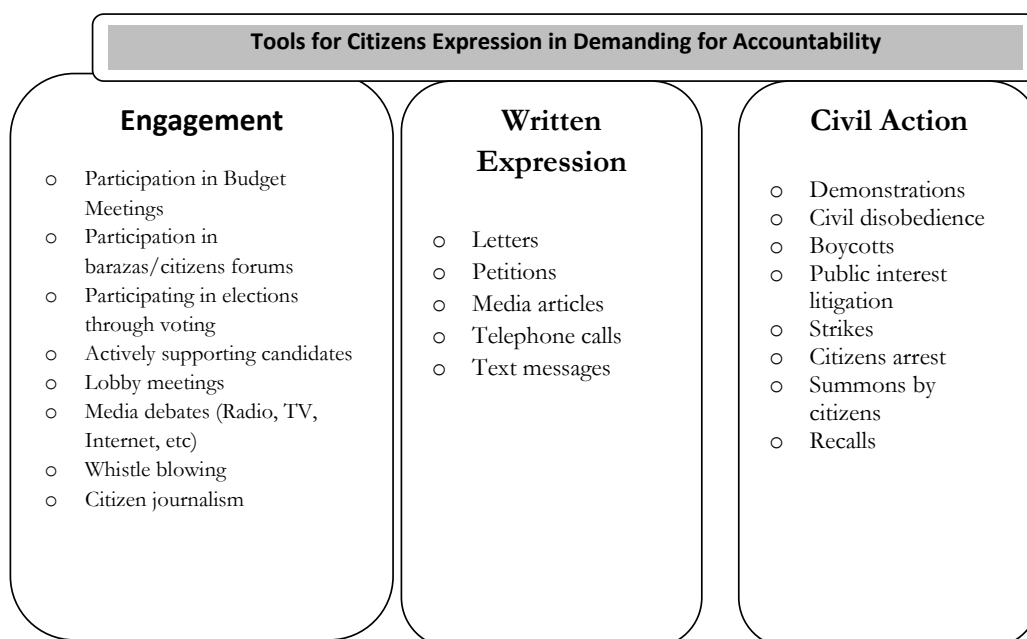
C. Identification of a councilor

- Do you know the names of the sub county councilor (probe for both male and female)?

- How long has he/she been a councilor for this area?
- In your opinion what is the main role of a councilor?
- What has been his/her main contribution to this sub county
- Does the councilor have an office in your sub county?
- How often do you interact with the councilor
- What are the major avenues for interaction with the councilor

D. Civic Awareness: (here the researcher should talk to the participants on the following)

- Briefly talk about the parameters in the scorecard – emphasizing that these are the core roles and responsibilities of councilors in Uganda;
- Role of citizens in service delivery (monitor and report to your councilor).



- **Engagement:** Citizens' demand for performance and accountability through engagement is the epitome of a democratic society. Citizens engage in processes such as budgeting, elections, citizens' forums, etc because they have confidence that they are listened to and their views are taken into account. In the case of Uganda, this is the situation that obtained during the 1990s as epitomized through the constitution making processes, the Poverty Eradication Action Plan (PEAP) process and the introduction of participatory budgeting processes.
- **Written Expressions:** However, sometimes states enter into a democratic reversal process. In that state (i) citizens feel that they are not listened to; (ii)

the accountability responsibilities of state institutions are either no longer clear or overlap hence creating institutional inertia; and even if citizens engage, it is apparent that their proposals and concerns are not reflected in policy and decision making. When a state enters into a democratic reversal process, citizens shift from the engagement mode to using written expressions to demand for accountability. Citizens are therefore more likely to write letters to their leaders, or letters and opinions to the media, make telephone calls or use SMS media to mobilize citizen action. In the case of Uganda, open air talk shows have also been used as a tool to demand accountability from leaders.

- **Civil Action:** Civil action tools are mainly used when there is a breakdown and loss of trust in governments and, the utility of demanding accountability and performance through a democracy process is severely diminished. When citizens lose trust in the ability of government systems and institutions to address their concerns and grievances, they turn to civil actions such as demonstrations, civil disobedience, boycotts or even recalls of elected leaders. For example, the 2006 demonstrations to safeguard Mabira Central Forest Reserve were a citizens' response to the failure of Government to respond to demands for more responsible stewardship of the environment by state agencies and the President.

Annex 3: Score-cards

Ntungamo District Local Government Score Card

Total score: 58

Parameter/Indicator	Actual Score	Maximum Scores
1 LEGISLATIVE ROLE	10	25
i) Adopted model rules of Procedure with/without amendments	2	2
ii) Motions passed by the council	2	4
iii) Ordinances enacted by the council	0	4
iv) Public Hearings	0	5
v) Evidence of legislative resources	3	4
vi) Petitions	2	2
vii) Focused Tours	0	3
viii) Held council meetings on time	1	1
2 ACCOUNTABILITY TO CITIZENS	17	25
i) Fiscal Accountability	2	3
ii) Political Accountability	9	10
iii) Administrative Accountability	4	10
iv) Involvement of CSOs, CBOs, Citizens	2	2
3 PLANNING & BUDGETING	17	25
i) Existence of Plans, Vision and Mission Statement	10	10
ii) Local Revenue	7	15
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES	14	25
i) Education	3	4
ii) Health	2	4
ii) Water and Sanitation	1	4
iii) Roads	2	3
iv) Agriculture and Extension	2	3
v) Functional Adult Literacy	0	3
vi) Environment and Natural Resources	4	4
Total	58	100

Chairperson's Score-Card

Name: John.W. Karazarwe
District: Ntungamo
Gender: Male
Political party: NRM
Number of terms: 3
Total Score: 74

Parameter/Indicator	Actual Scores	Maximum Scores
1 POLITICAL LEADERSHIP	27	30
i) Presiding at meetings of Executive Committee	3	3
ii) Monitoring and administration	12	12
iii) Overseeing Performance of civil servants	5	5
iv) Overseeing the functioning of DSC and other boards/committees	1	4
v) Engagement with central government and national institutions	6	6
2 LEGISLATIVE ROLE	4	15
i) Regular attendance of council sessions	2	2
ii) Motions presented by the Executive	2	6
iii) Bills presented by the Executive	0	7
3 CONTACT WITH ELECTORATE	10	10
i) Programme of meetings with Electorate	6	6
ii) Handling of issues raised and feedback to the electorate	4	4
4 INITIATION OF COMMUNAL DEVELOPMENT ACTIVITIES/ PROJECTS	8	10
i) Projects initiated	2	2
ii) Contributions to communal Projects/activities	4	4
iii) Linking the community to Development Partners/NGOs	2	4
5 MONITORING NPPAs	25	35
i) Monitored Agricultural services	5	5
ii) Monitored functional Adult literacy session	0	5
iii) Monitored Health units in every Lower local government	5	5
iv) Monitored schools in every sub-county	5	5
v) Monitored road works in every sub-county	5	5
vi) Monitored water sources in every sub-county	0	5
vii) Monitored Environment and Natural Resources protection	5	5
Total	74	100

Speaker's Score-Card

Name Denis Singahakye
 District Ntungamo
 Subcounty Ihunga
 Gender Male
 No of terms served 1
 Political party NRM
 Total 71

Parameter/Indicator	Actual Scores	Maximum Scores
1 PRESIDING AND PRESERVATION OF ORDER IN THE COUNCIL	27	30
i) Chairing lawful council/ meetings	3	3
ii) Rules of procedure and Minutes	10	10
iii) Business Committee	5	5
iv) Organisation of business of council	6	6
v) Provided special skills/knowledge to the Council or committees	3	6
2 CONTACT WITH ELECTORATE	18	23
i) Meetings with Electorate	11	16
ii) Office or coordinating centre in the constituency	7	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county Council sessions	2	5
4 SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	3	
i) Monitoring of Health Service delivery units	21	42
ii) Monitoring Agricultural Projects	3	5
iii) Monitoring Functional Adult Literacy programmes	4	7
iv) Monitoring Education facilities	1	3
v) Monitoring Road projects	4	7
vi) Monitoring Water facilities	1	7
vii) Monitoring Environment and natural resources	4	7
TOTAL	4	6
	71	100

Councilor's Score-Cards

District: Ntungamo
 Name of councilor: Hajji Jafari Kahuki
 Constituency: Bwongyera s/c
 Gender: Male
 Number of Terms: 3
 Political Party: NRM
 Total: 76

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	26	30
i) Participation in plenary sessions	8	8
ii) Participation in committees	8	8
iii) Moved a motion in council	6	10
iv) Provided special skills/knowledge to the council or committees	4	4
2 CONTACT WITH ELECTORATE	20	23
i) Meetings with electorate	13	16
ii) Office or coordinating centre in the constituency	7	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	25	42
i) Monitoring of health service delivery units	3	5
ii) Monitoring agricultural projects	4	7
iii) Monitoring Functional Adult Literacy programmes	2	3
iv) Monitoring education facilities	4	7
v) Monitoring road projects	4	7
vi) Monitoring water facilities	4	7
vii) Monitoring environment and natural resources	4	6
TOTAL	76	100

District: Ntungamo
Name of councilor: Elijah Atuhaire
Constituency: Rugarama
Gender: Male
Number of Terms: 2
Political Party: NRM
Total: 70

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	23	30
i) Participation in plenary sessions	8	8
ii) Participation in committees	8	8
iii) Moved a motion in council	4	10
iv) Provided special skills/knowledge to the council or committees	3	4
2 CONTACT WITH ELECTORATE	15	23
i) Meetings with electorate	11	16
ii) Office or coordinating centre in the constituency	4	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	27	42
i) Monitoring of health service delivery units	3	5
ii) Monitoring agricultural projects	4	7
iii) Monitoring Functional Adult Literacy programmes	1	3
iv) Monitoring education facilities	4	7
v) Monitoring road projects	7	7
vi) Monitoring water facilities	4	7
vii) Monitoring environment and natural resources	4	6
TOTAL	70	100

District: Ntungamo
Name of councilor: Sam K. Mugabi
Constituency: Ntungamo s/c
Gender: Male
Number of Terms: 2
Political Party: NRM
Total: 65

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	22	30
i) Participation in plenary sessions	8	8
ii) Participation in committees	8	8
iii) Moved a motion in council	4	10
iv) Provided special skills/knowledge to the council or committees	2	4
2 CONTACT WITH ELECTORATE	20	23
i) Meetings with electorate	13	16
ii) Office or coordinating centre in the constituency	7	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	18	42
i) Monitoring of health service delivery units	3	5
ii) Monitoring agricultural projects	1	7
iii) Monitoring Functional Adult Literacy programmes	1	3
iv) Monitoring education facilities	4	7
v) Monitoring road projects	4	7
vi) Monitoring water facilities	1	7
vii) Monitoring environment and natural resources	4	6
TOTAL	65	100

District: Ntungamo
Name of councilor: Dan Buteera
Constituency: Ngoma
Gender: Male
Number of Terms: 3
Political Party: NRM
Total: 63

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	23	30
i) Participation in plenary sessions	6	8
ii) Participation in committees	8	8
iii) Moved a motion in council	6	10
iv) Provided special skills/knowledge to the council or committees	3	4
2 CONTACT WITH ELECTORATE	18	23
i) Meetings with electorate	11	16
ii) Office or coordinating centre in the constituency	7	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	17	42
i) Monitoring of health service delivery units	5	5
ii) Monitoring agricultural projects	1	7
iii) Monitoring Functional Adult Literacy programmes	0	3
iv) Monitoring education facilities	4	7
v) Monitoring road projects	1	7
vi) Monitoring water facilities	4	7
vii) Monitoring environment and natural resources	2	6
TOTAL	63	100

District: Ntungamo
Name of councilor: Aisha Muheki
Constituency: Ngoma&Kayonza s/c
Gender: Female
Number of Terms: 1
Political Party: NRM
Total: 60

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	26	30
i) Participation in plenary sessions	8	8
ii) Participation in committees	8	8
iii) Moved a motion in council	8	10
iv) Provided special skills/knowledge to the council or committees	2	4
2 CONTACT WITH ELECTORATE	15	23
i) Meetings with electorate	11	16
ii) Office or coordinating centre in the constituency	4	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	14	42
i) Monitoring of health service delivery units	3	5
ii) Monitoring agricultural projects	1	7
iii) Monitoring Functional Adult Literacy programmes	2	3
iv) Monitoring education facilities	1	7
v) Monitoring road projects	1	7
vi) Monitoring water facilities	4	7
vii) Monitoring environment and natural resources	2	6
TOTAL	60	100

District: Ntungamo
Name of councilor: Grace Twinomugisha
Constituency: Rukoni East & West
Gender: Female
Number of Terms: 3
Political Party: NRM
Total: 59

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	26	30
i) Participation in plenary sessions	8	8
ii) Participation in committees	8	8
iii) Moved a motion in council	8	10
iv) Provided special skills/knowledge to the council or committees	2	4
2 CONTACT WITH ELECTORATE	8	23
i) Meetings with electorate	6	16
ii) Office or coordinating centre in the constituency	2	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	20	42
i) Monitoring of health service delivery units	3	5
ii) Monitoring agricultural projects	4	7
iii) Monitoring Functional Adult Literacy programmes	1	3
iv) Monitoring education facilities	3	7
v) Monitoring road projects	4	7
vi) Monitoring water facilities	1	7
vii) Monitoring environment and natural resources	4	6
TOTAL	59	100

District: Ntungamo
Name of councilor: Alex Twebuze
Constituency: Rubaare s/c
Gender: Male
Number of Terms: 3
Political Party: NRM
Total: 58

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	20	30
i) Participation in plenary sessions	6	8
ii) Participation in committees	8	8
iii) Moved a motion in council	6	10
iv) Provided special skills/knowledge to the council or committees	0	4
2 CONTACT WITH ELECTORATE	17	23
i) Meetings with electorate	13	16
ii) Office or coordinating centre in the constituency	4	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	16	42
i) Monitoring of health service delivery units	3	5
ii) Monitoring agricultural projects	4	7
iii) Monitoring Functional Adult Literacy programmes	1	3
iv) Monitoring education facilities	1	7
v) Monitoring road projects	1	7
vi) Monitoring water facilities	4	7
vii) Monitoring environment and natural resources	2	6
TOTAL	58	100

District: Ntungamo
Name of councilor: Norah Atuhumuza
Constituency: Rubare & Rugarama s/c
Gender: Female
Number of Terms: 3
Political Party: NRM
Total: 56

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	18	30
i) Participation in plenary sessions	4	8
ii) Participation in committees	6	8
iii) Moved a motion in council	6	10
iv) Provided special skills/knowledge to the council or committees	2	4
2 CONTACT WITH ELECTORATE	9	23
i) Meetings with electorate	5	16
ii) Office or coordinating centre in the constituency	4	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	24	42
i) Monitoring of health service delivery units	3	5
ii) Monitoring agricultural projects	4	7
iii) Monitoring Functional Adult Literacy programmes	2	3
iv) Monitoring education facilities	3	7
v) Monitoring road projects	4	7
vi) Monitoring water facilities	4	7
vii) Monitoring environment and natural resources	4	6
TOTAL	56	100

District: Ntungamo
Name of councilor: Peace Musiime
Constituency: Itojo s/c
Gender: Female
Number of Terms: 3
Political Party: NRM
Total: 55

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	14	30
i) Participation in plenary sessions	6	8
ii) Participation in committees	8	8
iii) Moved a motion in council	0	10
iv) Provided special skills/knowledge to the council or committees	0	4
2 CONTACT WITH ELECTORATE	13	23
i) Meetings with electorate	9	16
ii) Office or coordinating centre in the constituency	4	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	23	42
i) Monitoring of health service delivery units	3	5
ii) Monitoring agricultural projects	4	7
iii) Monitoring Functional Adult Literacy programmes	0	3
iv) Monitoring education facilities	4	7
v) Monitoring road projects	4	7
vi) Monitoring water facilities	4	7
vii) Monitoring environment and natural resources	4	6
TOTAL	55	100

District: Ntungamo
Name of councilor: Wilberforce Mugenyi
Constituency: Youth
Gender: Male
Number of Terms: 1
Political Party: NRM
Total: 54

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	28	30
i) Participation in plenary sessions	8	8
ii) Participation in committees	8	8
iii) Moved a motion in council	8	10
iv) Provided special skills/knowledge to the council or committees	4	4
2 CONTACT WITH ELECTORATE	18	23
i) Meetings with electorate	11	16
ii) Office or coordinating centre in the constituency	7	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	0	5
i) Attendance in sub - county council sessions	0	5
ii) Made at least 4 official communication to lower local councils	0	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	8	42
i) Monitoring of health service delivery units	0	5
ii) Monitoring agricultural projects	1	7
iii) Monitoring Functional Adult Literacy programmes	0	3
iv) Monitoring education facilities	0	7
v) Monitoring road projects	0	7
vi) Monitoring water facilities	3	7
vii) Monitoring environment and natural resources	4	6
TOTAL	54	100

District: Ntungamo
Name of councilor: Ismail Kahangirwe
Constituency: Nyabihoko s/c
Gender: Male
Number of Terms: 1
Political Party: NRM
Total: 54

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	22	30
i) Participation in plenary sessions	6	8
ii) Participation in committees	8	8
iii) Moved a motion in council	6	10
iv) Provided special skills/knowledge to the council or committees	2	4
2 CONTACT WITH ELECTORATE	14	23
i) Meetings with electorate	10	16
ii) Office or coordinating centre in the constituency	4	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	2	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	0	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	16	42
i) Monitoring of health service delivery units	1	5
ii) Monitoring agricultural projects	4	7
iii) Monitoring Functional Adult Literacy programmes	2	3
iv) Monitoring education facilities	1	7
v) Monitoring road projects	4	7
vi) Monitoring water facilities	4	7
vii) Monitoring environment and natural resources	0	6
TOTAL	54	100

District: Ntungamo
Name of councilor: Jacob Kafureka
Constituency: Itujo s/c
Gender: Male
Number of Terms: 1
Political Party: NRM
Total: 53

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	20	30
i) Participation in plenary sessions	6	8
ii) Participation in committees	8	8
iii) Moved a motion in council	4	10
iv) Provided special skills/knowledge to the council or committees	2	4
2 CONTACT WITH ELECTORATE	18	23
i) Meetings with electorate	11	16
ii) Office or coordinating centre in the constituency	7	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	10	42
i) Monitoring of health service delivery units	1	5
ii) Monitoring agricultural projects	1	7
iii) Monitoring Functional Adult Literacy programmes	0	3
iv) Monitoring education facilities	1	7
v) Monitoring road projects	3	7
vi) Monitoring water facilities	0	7
vii) Monitoring environment and natural resources	4	6
TOTAL	53	100

District: Ntungamo
Name of councilor: Vincent Rutagonya
Constituency: Kayonza s/c
Gender: Male
Number of Terms: 2
Political Party: NRM
Total: 52

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	24	30
i) Participation in plenary sessions	8	8
ii) Participation in committees	8	8
iii) Moved a motion in council	6	10
iv) Provided special skills/knowledge to the council or committees	2	4
2 CONTACT WITH ELECTORATE	18	23
i) Meetings with electorate	11	16
ii) Office or coordinating centre in the constituency	7	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	5	42
i) Monitoring of health service delivery units	1	5
ii) Monitoring agricultural projects	1	7
iii) Monitoring Functional Adult Literacy programmes	0	3
iv) Monitoring education facilities	1	7
v) Monitoring road projects	0	7
vi) Monitoring water facilities	0	7
vii) Monitoring environment and natural resources	2	6
TOTAL	52	100

District: Ntungamo
Name of councillor: Jolly Tumusiime
Constituency: Nyakyera
Gender: Female
Number of Terms: 3
Political Party: NRM
Total: 52

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	20	30
i) Participation in plenary sessions	8	8
ii) Participation in committees	8	8
iii) Moved a motion in council	0	10
iv) Provided special skills/knowledge to the council or committees	4	4
2 CONTACT WITH ELECTORATE	4	23
i) Meetings with electorate	2	16
ii) Office or coordinating centre in the constituency	2	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	23	42
i) Monitoring of health service delivery units	3	5
ii) Monitoring agricultural projects	1	7
iii) Monitoring Functional Adult Literacy programmes	0	3
iv) Monitoring education facilities	7	7
v) Monitoring road projects	4	7
vi) Monitoring water facilities	4	7
vii) Monitoring environment and natural resources	4	6
TOTAL	52	100

District: Ntungamo
Name of councillor: Obadia Muhwezi
Constituency: PWD-Male; Ntungamo District
Gender: Male
Number of Terms: 1
Political Party: NRM
Total: 46

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	18	30
i) Participation in plenary sessions	6	8
ii) Participation in committees	6	8
iii) Moved a motion in council	4	10
iv) Provided special skills/knowledge to the council or committees	2	4
2 CONTACT WITH ELECTORATE	16	23
i) Meetings with electorate	9	16
ii) Office or coordinating centre in the constituency	7	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	7	42
i) Monitoring of health service delivery units	1	5
ii) Monitoring agricultural projects	1	7
iii) Monitoring Functional Adult Literacy programmes	0	3
iv) Monitoring education facilities	1	7
v) Monitoring road projects	1	7
vi) Monitoring water facilities	1	7
vii) Monitoring environment and natural resources	2	6
TOTAL	46	100

District: Ntungamo
Name of councilor: Emmy Habyara
Constituency: Rukoni
Gender: Male
Number of Terms: 3
Political Party: NRM
Total: 45

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	20	30
i) Participation in plenary sessions	8	8
ii) Participation in committees	6	8
iii) Moved a motion in council	4	10
iv) Provided special skills/knowledge to the council or committees	2	4
2 CONTACT WITH ELECTORATE	12	23
i) Meetings with electorate	5	16
ii) Office or coordinating centre in the constituency	7	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	8	42
i) Monitoring of health service delivery units	1	5
ii) Monitoring agricultural projects	1	7
iii) Monitoring Functional Adult Literacy programmes	1	3
iv) Monitoring education facilities	1	7
v) Monitoring road projects	1	7
vi) Monitoring water facilities	1	7
vii) Monitoring environment and natural resources	2	6
TOTAL	45	100

District: Ntungamo
Name of councilor: Bashaija Baguma
Constituency: Kibats
Gender: Male
Number of Terms: 1
Political Party: NRM
Total: 44

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	16	30
i) Participation in plenary sessions	8	8
ii) Participation in committees	2	8
iii) Moved a motion in council	6	10
iv) Provided special skills/knowledge to the council or committees	0	4
2 CONTACT WITH ELECTORATE	12	23
i) Meetings with electorate	5	16
ii) Office or coordinating centre in the constituency	7	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	11	42
i) Monitoring of health service delivery units	3	5
ii) Monitoring agricultural projects	0	7
iii) Monitoring Functional Adult Literacy programmes	1	3
iv) Monitoring education facilities	1	7
v) Monitoring road projects	1	7
vi) Monitoring water facilities	1	7
vii) Monitoring environment and natural resources	4	6
TOTAL	44	100

District: Ntungamo
Name of councilor: Regina Bainomugisha
Gender: Female
Number of Terms: 3
Political Party: NRM
Total: 43

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	11	30
i) Participation in plenary sessions	6	8
ii) Participation in committees	4	8
iii) Moved a motion in council	0	10
iv) Provided special skills/knowledge to the council or committees	1	4
2 CONTACT WITH ELECTORATE	18	23
i) Meetings with electorate	11	16
ii) Office or coordinating centre in the constituency	7	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	9	42
i) Monitoring of health service delivery units	1	5
ii) Monitoring agricultural projects	1	7
iii) Monitoring Functional Adult Literacy programmes	2	3
iv) Monitoring education facilities	1	7
v) Monitoring road projects	1	7
vi) Monitoring water facilities	1	7
vii) Monitoring environment and natural resources	2	6
TOTAL	43	100

District: Ntungamo
Name of councilor: Maria Maguru
Constituency: Bwongyera s/c
Gender: Female
Number of Terms: 3
Political Party: NRM
Total: 41

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	10	30
i) Participation in plenary sessions	4	8
ii) Participation in committees	4	8
iii) Moved a motion in council	0	10
iv) Provided special skills/knowledge to the council or committees	2	4
2 CONTACT WITH ELECTORATE	12	23
i) Meetings with electorate	8	16
ii) Office or coordinating centre in the constituency	4	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	14	42
i) Monitoring of health service delivery units	3	5
ii) Monitoring agricultural projects	1	7
iii) Monitoring Functional Adult Literacy programmes	2	3
iv) Monitoring education facilities	0	7
v) Monitoring road projects	3	7
vi) Monitoring water facilities	1	7
vii) Monitoring environment and natural resources	4	6
TOTAL	41	100

District: Ntungamo
Name of councilor: Justine T. Kyofuna
Constituency: Ruhaama
Gender: Female
Number of Terms: 1
Political Party: NRM
Total: 41

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	8	30
i) Participation in plenary sessions	4	8
ii) Participation in committees	4	8
iii) Moved a motion in council	0	10
iv) Provided special skills/knowledge to the council or committees	0	4
2 CONTACT WITH ELECTORATE	15	23
i) Meetings with electorate	8	16
ii) Office or coordinating centre in the constituency	7	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	13	42
i) Monitoring of health service delivery units	3	5
ii) Monitoring agricultural projects	1	7
iii) Monitoring Functional Adult Literacy programmes	2	3
iv) Monitoring education facilities	1	7
v) Monitoring road projects	0	7
vi) Monitoring water facilities	4	7
vii) Monitoring environment and natural resources	2	6
TOTAL	41	100

District: Ntungamo
Name of councilor: Anthony Byaruhanga
Constituency: Rwikiniro
Gender: Male
Number of Terms: 3
Political Party: NRM
Total: 40

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	16	30
i) Participation in plenary sessions	8	8
ii) Participation in committees	8	8
iii) Moved a motion in council	0	10
iv) Provided special skills/knowledge to the council or committees	0	4
2 CONTACT WITH ELECTORATE	2	23
i) Meetings with electorate	2	16
ii) Office or coordinating centre in the constituency	0	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	17	42
i) Monitoring of health service delivery units	1	5
ii) Monitoring agricultural projects	1	7
iii) Monitoring Functional Adult Literacy programmes	0	3
iv) Monitoring education facilities	1	7
v) Monitoring road projects	4	7
vi) Monitoring water facilities	4	7
vii) Monitoring environment and natural resources	6	6
TOTAL	40	100

District: Ntungamo
Name of councilor: Shakira Mbabazi
Constituency: Ruhaama&Rwihiro
Gender: Female
Number of Terms: 2
Political Party: NRM
Total: 35

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	12	30
i) Participation in plenary sessions	6	8
ii) Participation in committees	6	8
iii) Moved a motion in council	0	10
iv) Provided special skills/knowledge to the council or committees	0	4
2 CONTACT WITH ELECTORATE	6	23
i) Meetings with electorate	2	16
ii) Office or coordinating centre in the constituency	4	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	12	42
i) Monitoring of health service delivery units	3	5
ii) Monitoring agricultural projects	0	7
iii) Monitoring Functional Adult Literacy programmes	2	3
iv) Monitoring education facilities	1	7
v) Monitoring road projects	1	7
vi) Monitoring water facilities	1	7
vii) Monitoring environment and natural resources	4	6
TOTAL	35	100

District: Ntungamo
Name of councilor: Canon Ketty Kaposi
Constituency: Ntungamo s/c & T.C
Gender: Female
Number of Terms: 2
Political Party: NRM
Total: 29

PARAMETER/INDICATOR	Actual Score	Maximum Score
1 LEGISLATIVE ROLE	10	30
i) Participation in plenary sessions	2	8
ii) Participation in committees	8	8
iii) Moved a motion in council	0	10
iv) Provided special skills/knowledge to the council or committees	0	4
2 CONTACT WITH ELECTORATE	9	23
i) Meetings with electorate	5	16
ii) Office or coordinating centre in the constituency	4	7
3 PARTICIPATION IN LOWER LOCAL GOVERNMENT	5	5
i) Attendance in sub - county council sessions	2	5
ii) Made at least 4 official communication to lower local councils	3	
4 MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS	5	42
i) Monitoring of health service delivery units	1	5
ii) Monitoring agricultural projects	1	7
iii) Monitoring Functional Adult Literacy programmes	0	3
iv) Monitoring education facilities	0	7
v) Monitoring road projects	1	7
vi) Monitoring water facilities	0	7
vii) Monitoring environment and natural resources	2	6
TOTAL	29	100

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