

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

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

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**COVER PHOTOS (Clockwise)**

1. Makeshift classroom at Patewo Primary School
2. Focus Group discussion in Nagongera Subcounty
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## ABBREVIATIONS

<b>ACODE</b>	Advocates Coalition for Development and Environment
<b>CDD</b>	Community Driven Development
<b>CSOs</b>	Civil Society Organizations
<b>FAL</b>	Functional Adult Literacy
<b>FGD</b>	Focus Group Discussion
<b>FY</b>	Financial Year
<b>HC</b>	Health Centre
<b>HIV</b>	Human Immune Virus
<b>Hon</b>	Honourable
<b>LC</b>	Local Council
<b>LG</b>	Local Government
<b>LLG</b>	Lower Local Government
<b>NAADS</b>	National Agriculture Advisory Services
<b>OPD</b>	Out-Patient Department
<b>PRDP</b>	Poverty Reduction Development Programme
<b>PWDs</b>	Persons with Disability
<b>TC</b>	Town Council
<b>UBOS</b>	Uganda Bureau of Statistics
<b>UPE</b>	Universal Primary Education

# ACKNOWLEDGEMENTS

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

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





## 1

# INTRODUCTION

This report presents findings from Tororo District for the Financial Year (FY) 2011/12 under the Uganda Local Government Councils Score-Card Initiative (LGSCI). LGSCI is a long-term initiative of ACODE and the Uganda Local Government Association (ULGA) with the goal of strengthening citizens' demand for good governance and effectiveness in the delivery of public services, as well as boosting the professionalization and performance of local government councilors. The initiative was launched in 2009 with the assessment covering 10 district councils. The second assessment for the financial year 2009/10 was conducted in 20 districts. The third assessment for the financial year 2011/12 covered 26 districts<sup>1</sup>, including Tororo.

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

This is the first score-card performance assessment report for Tororo District Local Government. This Financial Year (FY) 2011/12 is the first of a five-year term (2011 – 2016) and will therefore be a basis for subsequent comparative analysis on the performance of the district's political leadership.

The score-card report is organized around five major sections. In this introductory chapter, the district is described in detail with emphasis on the description of the location, historical and political aspects. In Section 2, a description of the state of service delivery is provided in the light of the district financing. Section 3 provides the score-card performance, while Section 4 gives an explanation for the performance. In the concluding Section 5, a number of recommendations are given to address the identified gaps and challenges.

## 1.1 District Profile

Tororo is one of the original 38 districts that were created in Uganda upon the abolition of the provinces in 1980.<sup>2</sup> This district that is mainly home to two distinct tribes, the Japhadhola and Ateso, located in the eastern part of the country. It has Kenya, Bugiri, Butaleja, Busia and Mbale as its neighbours in the east, west, south and north-east

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

2 See History of the districts of Uganda, <http://www.statoids.com/uug.html>

respectively, with West Budama, Tororo County and Tororo Municipality as the three counties. The economy of the district is largely dependent on agriculture, which employs over 80% of its over 468,106 people. A high prevalence of poverty characterizes the district and this is mainly manifest in parts of Kisoko, Paya, Petta and Nabuyoga in West Budama County, Mollo and Kwapa in Tororo County, Kasoli, Bison Maguria, Amagoro and Agururu in the Municipality.<sup>3</sup> Table 1 presents key demographic characteristics of the district.

**Table 1: Demographic Characteristics of Tororo District Local Government**

Factor	District
Total Population	487,900
Annual Growth Rate	2.4%
Urbanization Level	7%
Infant population below 1 year	19,599
Population under 5 years	92,071

*Source: Tororo District Development Plan (2011)*

## 1.2 Political Leadership

The current leadership of the district came into office at the March 2011 general elections. The district is headed politically by a chairperson, Emmanuel Osuna, with a council comprising 38 members of whom 15 are female and 23 male. At the national level, the district is represented by 5 Members of Parliament. Table 2 below gives a detail of the leaders in Tororo District during the FY 2011/12.

**Table 2: Tororo District Leadership**

Designation	Name
Chairperson	Emmanuel Osuna
District Vice Chairperson	Betty Akicoth Akol
District Speaker	James Paul Michi
District Deputy Speaker	Bena Amojong
Members of Parliament	Sanjay Tanna -Tororo Municipality
	Marksons Jacob Oboth - West Budama County South
	Sarah Achieng Opendi- Woman MP
	Geofrey Ekanya - Tororo County
	Fox Odoi Oywelowo - West Budama County North
Chief Administrative Officer	V.K.Oswan
Resident District Commissioner	Damulira Kyeyune

*Source: Tororo District Council Minutes (2011-2012); Parliament of Uganda 2012*

<sup>3</sup> Tororo District Development Plan 2010/11-2014/15

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

Sectoral Committee	Secretary	Constituency
Finance, Planning, Administration and Investment	Okware Joseph	TMC/Western
Education, Sports, Health and Sanitation	Odoi John	Mulanda
Production, Marketing and Natural resources	Betty Akicoth Akol	Mukuju/Kwapa
Works, Water and Roads	Owor Jox Jabwana	Kisoko
Community based services	Emmanuel Osuna	Tororo District

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

## 2

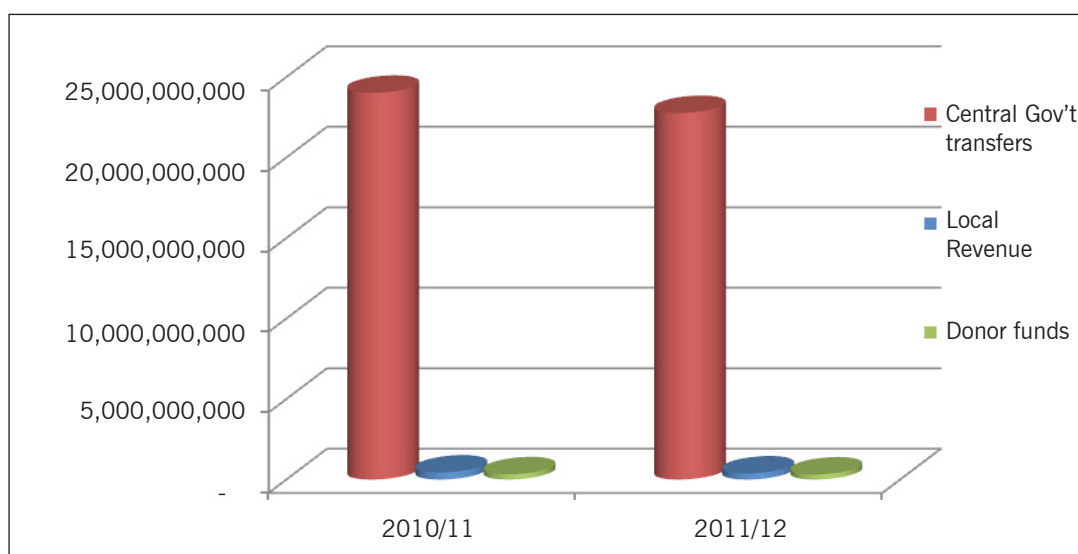
## BUDGET ARCHITECTURE AND SERVICE DELIVERY IN TORORO DISTRICT

The capacity of any local government to effectively deliver on the devolved services and functions is highly contingent on the resource envelope available to the district. In this section, the budget configuration of Tororo District is provided, upon which the state of service delivery in the district is analyzed.

### 2.1 Tororo District Local Government Resource Envelope

The district local government has three major sources of revenue, namely; central government transfers, donor funds and local revenue. The central government transfers for the FY 2011/12 (Shs 22.7bn) accounted for 97% of the budget, 90% of which was conditional in nature. Local revenue available to the district accounted for only 2%, with Tororo Cement Industries as the major local revenue source. On the other hand, donor contributions accounted for only 1% of the resource envelope. Figure 1 graphically presents the composition of the district budget.

**Figure 1: Tororo District Resource Envelope**



*Source: Authors' calculations based on the Budget outturns for Tororo District for FY 2011/12 & 2010/11*

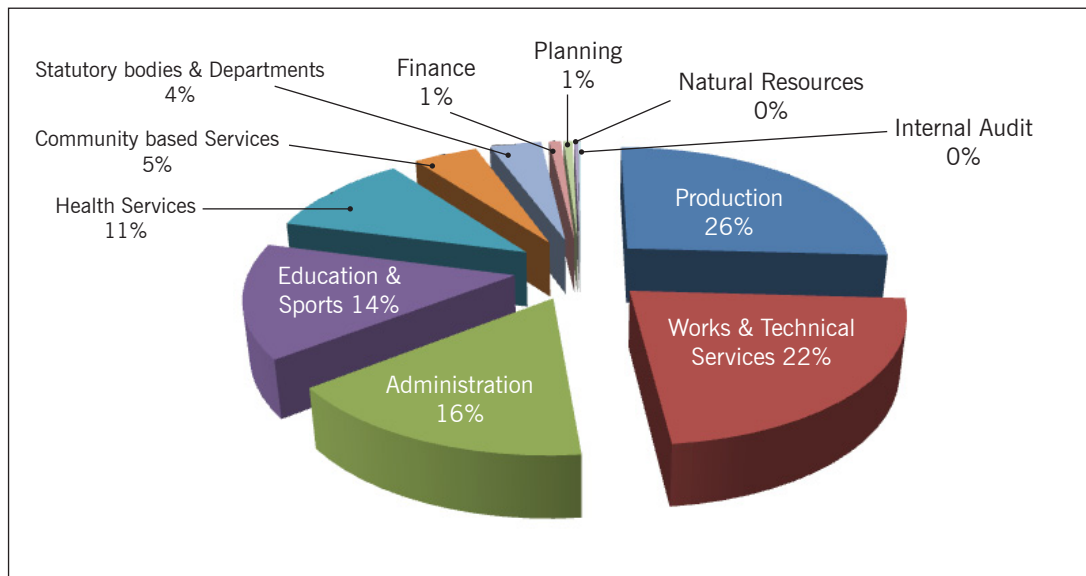
The limited local revenue has had a two-fold implication on the functioning of the district. On one hand, it greatly impairs the capacity of the district to co-fund development

projects, while on the other, the functioning of council is affected, given the 20% limit of the previous financial year's local revenue.

## 2.2 Budget Allocations

As earlier noted, the largest proportion (90%) of the central government transfers are conditional grants. In essence, the funding priorities are predetermined (largely basing on the indicative planning figures provided by the centre for key National Priority Programme Areas-NPPAs) leaving the district with limited flexibility for priority setting. Indeed, a closer look at the break-down of sector allocation indicates that the Natural Resources Department received the least amount of money since priority was given to NAADS, Works and Technical Services, Administration and Education. Figure 2 provides a breakdown of the allocations by department.

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



*Source: Authors' calculations based on the Budget outturns for Tororo District for FY 2011/12*

## 2.3 State of Service Delivery in Tororo District Local Government

Under the 1997 Local Governments Act<sup>4</sup> the provision of key public services of education, health services, water services, road services and agriculture are the responsibility of the district local governments. In Table 4, a summary of key statistics under each of these devolved functions is provided.

<sup>4</sup> See second schedule of the Local Governments Act 2007 as amended

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

Sector	Indicators	National standard	Level of achievement 2011/12
Primary Education	Enrolment	-	136,243 pupils
	Pupil-Classroom Ratio (PCR)	1:45	-
	Teacher Classroom Ratio (TCR)	1:45	1 teacher for 67 pupils
	PLE Performance		Div 1: 2.6 Div 2: 24.5 Div 3: 26.7 Div 4: 21.9 U: 20.6
Health services	ANC 4 <sup>th</sup> Visit	-	-
	Midwife –to-women of RH age ratio	-	1:3,720
	Doctor-patient level	-	1 to 43,144 people
	Deliveries in Health Centres	33%	31.1%
	Total beds	-	-
	Access to Maternity services	-	-
	MMR	-	565 per100, 000 live birth
	IMR	-	98.1 per 1,000 live birth
	Staffing Levels	-	-
Road Network	Km of roads under routine maintenance	-	417.7 (planned)
	Km of roads rehabilitated	-	57.6km (planned)
	Km of roads under periodic maintenance	-	22.8km (planned)
	Proportion of roads in good condition	-	-
	Construction of bridges	-	-
	Opening up new community roads	-	18.8km (planned)
Water and sanitation	Water coverage	-	65%
	Number of boreholes sunk	-	15 (planned)
	Number of boreholes rehabilitated	-	-
	Functionality of water sources	80%	92%
	Proportion of the population within 1km of an improved water source	-	-
	Pit latrine coverage	90%	72.8%.
Agriculture	Number of extension workers per sub-county	-	-
	Number of service points	-	-
	Number of demonstration farms	-	-
	Technical back-up visits	-	-
FAL	Number of instructors	-	239
	Number of participants	-	3632
	Number of service centres	-	-
	Level of coverage	-	-

**Source:** Tororo District Development Plan, Departmental Reports

### 2.3.1 Primary Education Services

Tororo has a total of 159 government-aided primary schools with a total enrolment of 136,243 pupils. This high enrolment has put considerable pressure on the existing

infrastructure in these schools, especially regarding classroom space and pit latrines. In the majority of schools, the teacher-pupil ratio and classroom-pupil ratio are over and above the recommended national level of 1:45. In Nawire Primary School, for example, only 13 teachers serve a school of 1,075 pupils. Similarly, primary schools like Rock hill, Nabongo, Pere Per and Kayinja face the same challenge. The situation is exacerbated by the inadequate classroom structures in the schools forcing some of the schools to either have makeshift classrooms or have teachers' staff room under a tree. Another challenge for primary schools are latrine stances that are too few and in poor state. This was particularly evident in Nawire, Pere Per, and Senda primary schools, where stances were shared by both girls and boys in some instances. Feeding of children at school is another challenge to the education sector, with only Mifumi Primary School among those visited having an elaborate feeding programme for the pupils. Figures 3 and 4 below present an improvised urinal shed at Senda Primary School for girls and a makeshift classroom at Patewo Primary School respectively.

**Figure 3: Improvised urinal shed at Senda Primary School**



**Figure 4: Makeshift classroom at Patewo Primary School**



*Source: ACODE Digital Library, July 2012*

### 2.3.2 Health Services

The situation of health services in the district presents contrasting realities. On one hand, there are a number of impressive structures, equipment and considerable level of hygiene, especially in the higher level health facilities<sup>5</sup> (the HCIVs) while, on the other hand, some lower level health centres, especially HCII presented an atypical level of neglect. During the time of assessment, one HCII (Soni Nagoge) in Kirewa Sub-county had been shut down as the owner of the house had repossessed it, while two HCII (Pusere and Nawire) in Paya Sub-county were under the threat of closure since no rent payment had been effected to the owners. Yet still, the health services in the district are faced with the challenges of understaffing, stock outs and poor sanitary conditions. Figures 5 and 6 below present conditions in Kirewa Pusere and HCIV HCII.

<sup>5</sup> This could partly be attributed to the presence of health-related NGOs, especially Plan International and World Vision, that have concentrated their efforts on higher level health facilities in the sub-counties of Rubongi, Kisoko Petta; and Iyolwa, Nabuyoga, Kirewa, Paya.



**Figure 5: Injection room at Pusere HCII**



**Figure 6: Maternity ward in Kirewa HCIV**



*Source: ACODE Digital Library, July 2012*

### **2.3.3 Road Network**

The road network under the direct watch of the district comprises gravel surface district roads (mainly connecting sub-counties) and earth surface community access roads (connecting parishes and villages). It was observed that district roads are in a relatively better shape compared to the community access roads. The district's efforts during the year under review were mainly geared towards routine maintenance. Figures 7 and 8 provide a glimpse of the state of roads in the district.

**Figure 7: Road leading to Sop Sop Sub-county**



**Figure 8: Road under routine maintenance**



*Source: Acode Digital Library July 2012*

### **2.3.4 Water and Sanitation**

Safe water sources in the district comprise boreholes, shallow wells and protected springs, which gives the district a 58.5% level of coverage. In terms of functionality, during the year under review, 661 boreholes, 21 shallow wells and 205 protected springs were functional, serving a population of 243,500. It was observed that many schools (Per



Per, Senda, Mella Primary schools ) and health units (Magola HCII, Pusere HCII, Mella HCIII) lacked water sources and most of these shared the few available community water resources.

### **2.3.5 Agriculture and NAADS**

Like many a district in Uganda, the economy of Tororo is largely dependent on farm agriculture, which employs over 80% of the total population. The agriculture sector is mainly funded through the National Agricultural Advisory Services (NAADS). The services are, however, challenged with overwhelming demand by farmers amidst the limited resources, inadequate transport facilities and a cumbersome procurement process.

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

FAL is an essential component of community involvement in development issues. Tororo District has put considerable effort in the FAL programme with its implementation cutting across all the sub-counties. The programme has, however, been hampered by the low prioritization in terms of resource allocation to the programme, lack of instructional materials and retention of FAL instructors. The FAL instructors are only given an allowance of shs. 5000 per quarter, which is highly demotivating. On the part of the learners, men have not enthusiastically embraced FAL while the women are hampered by gender and family-based roles.

### **2.3.7 Environment and Natural Resources**

The district has over the years witnessed environmental degradation manifested in the deforestation, poor disposal of waste/garbage, and encroachment of wetlands. Most shallow wetlands have been reclaimed for rice cultivation. However, major wetlands are still in existence in the county of West Budama. The district has in effect enacted an environmental ordinance though its implementation is still hampered by inadequate funding and staff in the Natural Resources Department, and low uptake of tree planting initiatives by households.

## 3

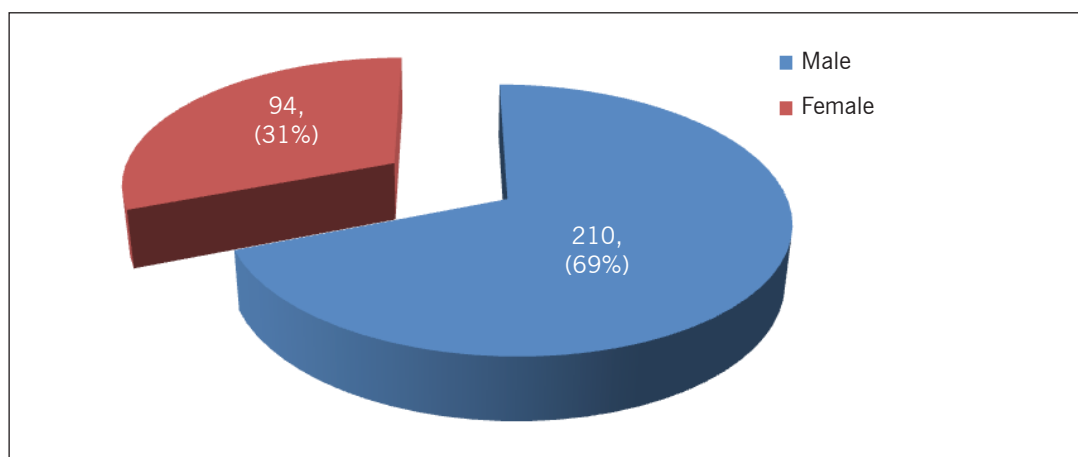
## TORORO DISTRICT FINDINGS AND INTERPRETATION

### 3.1 Scorecard Methodology

The score-card is premised on a set of parameters which guide the assessment of the extent to which local government council organs and councilors performed their responsibilities.<sup>6</sup> The parameters in the score-card are based on the responsibilities of the local government councils. The organs assessed are the District Local Government Council, District Chairperson, District Speaker and the individual Councilors. The performance of the Local Government Council is based on the assessment of responsibilities of the councils categorized under the following parameters: legislation; contact with the electorate; planning and budgeting; participation in lower local governments; and, monitoring of service delivery.<sup>7</sup>

The assessment in Tororo District was conducted over a period of four months (May – August 2012). The research methods used included review of district documents, face-to-face interviews with councilors, focus group discussions (FGDs) and verification visits at sub-county level. During the year under review, 49 FGDs were conducted, involving a total of 304 participants, 69% of whom were male while the rest were female. Figure 9 is a chart that illustrates the proportional composition of the FGD participants

**Figure 9: FGD participants by gender**



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

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

During the course of the assessment, the research team encountered some challenges, including some political leaders' failure to honour appointments, poor record-keeping and access to official documents, especially at the sub-county level.

### 3.2 Performance of the District Council

Tororo District Council is the highest decision-making body in the district. The functioning of the district is therefore highly dependent on the functionality of the district council. The council was assessed on four key parameters, namely: legislative function; accountability to citizens; planning and budgeting; and, monitoring service delivery. During the year under review, Tororo District scored 40 points with the council scoring least on the monitoring parameter where it did not get a single point. The reason for the low scores is largely attributed to the ongoing conflict between the executive committee and a section of councilors. The conflict led to failure by the council to engage in constructive debate during meetings, failure to work with the administration, delayed utilization of district funds, and failure of committees to monitor service delivery. Table 5 below gives a detailed performance of the district during FY 2011/12.

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

Performance Indicators Year	Actual Score	Maximum Scores
<b>1. LEGISLATIVE ROLE</b>	<b>15</b>	<b>25</b>
Adopted model rules of Procedure with/without debate (amendments)	2	2
Membership to ULGA	0	2
Functionality of the Committees of Council	3	3
Lawful Motions passed by the council	1	3
Ordinances passed by the council	1	3
Conflict Resolution Initiatives	1	1
Public Hearings	1	2
Evidence of legislative resources	3	4
Petitions	0	2
Capacity building initiatives	3	3
<b>2. ACCOUNTABILITY TO CITIZENS</b>	<b>16</b>	<b>25</b>
Fiscal Accountability	3	4
Political Accountability	5	8
Administrative Accountability	6	8
Involvement of CSOs, CBOs, Citizens private sector, professionals, and other non-state actors in service delivery	2	2
Commitment to principles of accountability and transparency	0	3
<b>3. PLANNING &amp; BUDGETING</b>	<b>9</b>	<b>20</b>
Existence of Plans, Vision and Mission Statement	5	5
Approval of the District Budget	4	4
Local Revenue	0	11
<b>4. MONITORING SERVICE DELIVERY ON NPPAs</b>	<b>0</b>	<b>30</b>
Education	0	5
Health	0	5

Performance Indicators Year	Actual Score	Maximum Scores
Water and Sanitation	0	4
Roads	0	4
Agriculture and Extension	0	4
Functional adult Literacy	0	4
Environment and Natural Resources	0	4
<b>TOTAL</b>	<b>40</b>	<b>100</b>

### 3.3 District Chairperson

The District Chairperson of Tororo District Local Government during the year under review was Hon. Emmanuel Osuna, who was serving his second consecutive term in office. As a chairperson, he was assessed on five parameters of: political leadership; legislative role; contact with electorate; initiation and participation in projects in electoral area; and, monitoring of service delivery. The chairperson's best performed parameter was monitoring service delivery where he scored (41 out 45), while his least performance was registered in the legislative function (4 out of 15). Table 6 gives a detail of the performance.

**Table 6: Chairperson's Scorecard**

Name	Emmanuel Osuna		
District	Tororo		
Political Party	NRM		
Gender	Male		
Number of Terms	2		
Total	78		
ASSESSMENT PARAMETER	Actual Score	Maximum Score	Comments
<b>1. POLITICAL LEADERSHIP</b>	<b>13</b>	<b>(20)</b>	Presided over DEC for example on 19th April 2012, 29 <sup>th</sup> February 2012, 15th March 2012. District service commission was non functional during the time of assessment as council had refused to approve the proposed members.
Presiding over meetings of Executive Committee	3	3	
Monitoring and administration	2	5	
Report made to council on the state of affairs of the district	2	2	
Overseeing performance of civil servants:	2	4	
Overseeing the functioning of the DSC and other statutory boards/committees (land board, PAC,)	0	2	
Engagement with central government and national institutions	4	4	
<b>2. LEGISLATIVE ROLE</b>	<b>4</b>	<b>(15)</b>	Chairperson attended all the council meetings. However there were no bills presented by the Executive and for most of the time council was in conflict
Regular attendance of council sessions	2	2	
Motions presented by the Executive	2	6	
Bills presented by the Executive	0	7	

<b>3. CONTACT WITH ELECTORATE</b>	<b>10</b>	<b>(10)</b>	
Programme of meetings with Electorate	5	5	The chairperson adduced documentary evidence of his meetings with the electorate and had a clearly laid out programme to the effect
Handling of issues raised and feedback to the electorate	5	5	
<b>4. INITIATION AND PARTICIPATION IN PROJECTS IN ELECTORAL AREA</b>	<b>10</b>	<b>(10)</b>	
Projects initiated	3	3	The chairperson initiated a number of projects mainly agricultural and support to groups and he had signed MOUs with a number of partner NGOs
Contributions to communal Projects/activities	2	2	
Linking the community to Development Partners/NGOs	5	5	
<b>5. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>41</b>	<b>(45)</b>	
Monitored Agricultural services	7	7	The chairperson had monitored a number schools, health centres, road construction sites, water sources and had written reports and made follow up on issues arising
Monitored Health Service delivery	6	7	
Monitored schools in every sub-county	7	7	
Monitored road works in the district	7	7	
Monitored water sources in every sub-county	7	7	
Monitored functional Adult literacy session	2	5	
Monitored Environment and Natural Resources protection	5	5	
<b>TOTAL</b>	<b>78</b>	<b>100</b>	

### 3.4 District Speaker

The Speaker of Tororo District Local government is Hon. James Paul Michi, a councilor representing Eastern Division. As a speaker, his performance was assessed based on four parameters of; presiding over and preserving order in council; contact with the electorate; participation in lower local council; and, monitoring service delivery. In this assessment, the speaker garnered 32 points, with his least performance being in the monitoring function (8 out of 45). Table 7 gives a detailed analysis of the speaker's performance.

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

Name	Michi James Paul		
District	Tororo		
Sub County	Eastern Division		
Political Party	NRM		
Gender	Male		
Number of Terms	1		
Total	32		
ASSESSMENT PARAMETER	Actual Score	Maximum Score	Comments
<b>1. PRESIDING AND PRESERVATION OF ORDER IN COUNCIL</b>	<b>8</b>	<b>(25)</b>	Presided over council on, 14th-15th/June/2011; 24th-25th/August /2011 27th – 28th of October 2011; 21st – 22nd of December 2011; 5th April 2012; May 24th 2012 and 27th – 28th of June 2012  However on a number of occasions, the speaker failed to reign in on councilors to follow the rules of procedure leading to use of foul and confrontational language in council by councilors
Chairing lawful council meetings	2	3	
Rules of procedure	2	9	
Business Committee	2	3	
Records book with Issues/ petitions presented to the office	2	2	
Record of motions/bills presented in council	0	3	
Provided special skills/knowledge to the Council or committees.	0	5	
<b>2. CONTACT WITH ELECTORATE</b>	<b>11</b>	<b>(20)</b>	He met his electorate especially on issues of Youth and NUSAF 2. He used his home as an office although there was limited evidence of records with issues arising from therein.
Meetings with Electorate	9	11	
Office or coordinating centre in the constituency	2	9	
<b>3. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>6</b>	<b>(10)</b>	Evidence of attending municipal council and Eastern Division council meetings
Attendance in sub-county Council sessions	6	10	
<b>4. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>7</b>	<b>(45)</b>	The Speaker had made an effort to visit a number of service delivery units although there was no documented evidence indicating his monitoring nor making follow up actions on issues raised
Monitoring Health Service delivery	1	7	
Monitoring Education services	1	7	
Monitoring Agricultural projects	1	7	
Monitoring Water service	1	7	
Monitoring Road works	1	7	
Monitoring Functional Adult Literacy	1	5	
Monitoring Environment and Natural Resources	1	5	
<b>TOTAL</b>	<b>32</b>	<b>100</b>	

### **3.5 District Councilors**

During the year under review, Tororo District Council had 36 councilors (excluding the Chairperson and the Speaker). The councilors were assessed basing on the four parameters namely: legislative function; contact with electorate; participation in lower local governments; and, monitoring of service delivery.

The councilor who garnered the highest points was Hon. Simon Opio of Rubongi Sub-county with a total score of 55 points, and with the legislative function (18 out of 25) being his best performed parameter. This notwithstanding, the general performance of the councilors was low, as they garnered an average score of 29 out 100 points. The least performed parameter was monitoring service delivery where on average councilors scored 7 out of 45 points, followed by contact with electorate (6 out of 20), participation in lower local government (6 out of 10), and legislative role (11 out of 25). Table 8 below provides a detailed analysis of all the assessed councilors and their performance, while in the next chapter an explanation for the poor performance is provided.

Table 8: Score-card Performance for Tororo District Councillors in FY2011/12

Name	Subcounty	Political Party	Gender	Terms	Scores/Totals	Legislative role					Contact with electorate			Participation in LLGs		Monitoring service								
						Penary	Committees	Motion	Special Knowledge	Sub Total	Meeting Electorate	Office	Sub Total	LLG Meeting	Sub Total	Health	Education	Agriculture	Water	Roads	FAL	Environment	Sub Total	
Betty Akioth	Mukuju/Kwapa	NRM	F	3	54	5	8	0	0	13	9	4	13	10	10	3	7	1	5	1	1	1	0	18
Simon Opio	Rubongi	NRM	M	4	55	8	8	2	0	18	11	0	11	10	10	1	5	7	1	1	1	0	1	16
Dan Okware	Molo	NRM	M	1	45	5	8	2	3	18	6	9	15	6	6	1	1	1	1	1	0	1	0	6
Zebadaya Omot	Mukuju	Ind	M	1	42	5	8	5	0	18	6	0	6	6	6	1	1	0	5	5	0	0	0	12
James Onyango	Na gongera	NRM	M	2	40	8	8	0	0	16	0	9	9	10	10	1	1	1	1	1	1	0	0	5
Alex Okoth Owor	Petta	NRM	M	2	39	5	8	0	0	13	9	0	9	10	10	1	1	1	1	1	1	1	1	7
MichealMijasi	Nabuyoga	NRM	M	2	37	8	8	5	0	21	0	0	0	10	10	1	1	1	1	1	1	0	1	6
Loy Wandwasi	Eastern Div	Ind	F	1	35	1	8	0	0	9	3	0	3	10	10	5	0	1	5	1	0	1	0	13
John Odel	Mulanda	NRM	M	1	34	1	8	0	0	9	4	2	6	2	2	7	7	1	1	1	0	0	0	17
Micheal Oburu Omala	Paya	NRM	M	1	34	1	8	0	0	9	9	0	9	10	10	1	1	1	1	1	1	1	0	6
Stella Okoth	Youth	NRM	F	1	33	5	5	0	0	10	8	9	17	0	0	1	1	1	1	1	1	1	0	6
Gabriel Onyango	Nagongera	FDC	M	1	33	5	8	0	0	13	9	0	9	6	6	1	1	1	1	1	1	0	0	5
John Okoa	PWD	NRM	M	2	33	1	1	0	0	2	8	9	17	10	10	1	1	1	0	1	0	0	0	4
Jennifer Akoth	Mulanda/ Rubongi	Ind	F	1	30	8	8	0	0	16	3	0	3	6	6	1	1	1	1	1	1	0	0	5
Florence Awori	Magola/Iyalwa	NRM	F	1	30	5	8	0	0	13	4	0	4	10	10	0	0	1	1	1	1	0	0	3
Jacqueline Ayala	Nabuyoga	NRM	F	1	28	0	8	0	0	8	9	0	9	6	6	0	1	1	1	1	1	1	0	5
Jox Ova Jabwau	Kisoko	NRM	M	1	28	5	8	0	0	13	2	0	2	2	2	1	1	1	5	3	0	0	0	11
Tonny Ochen	Osukuru	NRM	M	2	26	5	8	0	0	13	7	0	7	2	2	1	1	0	1	1	0	1	0	4
Moses Ofwono	Sop-Sop	NRM	M	1	27	1	8	0	0	9	9	0	9	4	4	1	1	1	1	1	1	0	0	5
Lydia Nyaketcho	Kisoko/Petta	NRM	F	2	26	5	8	0	0	13	2	0	2	6	6	1	1	1	1	1	0	1	0	5



Name	Subcounty	Political Party	Gender	Terms	Scores/Totals	Legislative role					Contact with electorate			Participation in LLGs		Monitoring service										
						Penary	Committees	Motion	Special Knowledge	Sub Total	Meeting Electorate	Office	Sub Total	LLG Meeting	Sub Total	Health	Education	Agriculture	Water	Roads	FAL	Environment	Sub Total			
Stephen Odwal	Nagongera	NRM	M	2	24	1	1	0	0	2	3	3	0	3	10	10	5	1	1	1	1	1	0	0	9	
Jacob Opio	Youth	NRM	M	1	25	1	1	0	0	2	6	6	0	6	10	10	1	0	0	5	1	0	0	0	7	
Grace Amoiti	Osukuru	Ind	F	3	27	5	8	0	0	13	2	2	0	2	2	2	1	1	1	1	1	1	1	1	4	10
John Odango	Iyolwa	NRM	M	1	22	1	4	0	0	5	2	2	0	2	10	10	1	1	1	1	1	1	0	0	5	
Benna Amojong	Mella/Malaba	NRM	F	1	21	5	8	5	0	18	0	0	0	0	0	0	1	1	0	0	1	0	0	0	3	
Alia Jimmy Apumeri	Kwapa	NRM	M	1	21	1	5	0	0	6	0	0	0	0	10	10	1	1	1	1	1	0	0	0	5	
Irene Rutaisire	Western Div	Ind	F	1	20	1	8	0	0	9	3	3	0	3	6	6	1	1	0	0	0	0	0	0	2	
Joan Olowo	Nagongera	NRM	F	5	19	5	8	0	0	13	0	0	0	0	2	2	1	1	1	1	1	0	0	0	4	
Yenisa Amandewo	Paya	NRM	F	2	19	1	8	0	0	9	3	3	0	3	2	2	1	1	1	1	1	0	0	1	5	
Samuel Omaset K	Mella	UPC	M	1	19	5	8	0	0	13	0	0	0	0	0	0	1	1	1	1	1	0	0	1	6	
Joseph Okware	Western Div	NRM	M	3	16	1	8	0	0	9	3	3	0	3	2	2	0	1	0	1	0	0	0	0	2	
Margret Nyaburu	Tororo	NRM	F	1	15	1	8	0	0	9	2	2	0	2	0	0	1	1	1	1	0	0	0	1	4	
Rose C Adikini	PWD	NRM	F	1	9	1	1	2	0	4	2	2	0	2	0	0	1	1	0	0	0	0	0	1	3	
<b>Average</b>					<b>29</b>	<b>4</b>	<b>7</b>	<b>1</b>	<b>0</b>	<b>11</b>	<b>4</b>	<b>1</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>7</b>	

## 4

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

In the previous chapter, the scores of the Council (40 out of 100), the Chairperson (78 out of 100), Speaker (32 out of 100) and Councilors (29 out of 100-average) have been presented. This performance by comparison places the district at the bottom of the league of the assessed districts. A number of factors have been advanced for the poor performance both in terms of the political function and service delivery outcomes. These are categorized into two: internal and external factors

### 4.1 Internal Factors

#### 4.1.1 Internal Conflicts

During the year under review, Tororo District Council was faced with a series of conflicts that paralyzed the functioning of both the technical and political arms in the district. The conflict pitted the technical arm and the executive on one hand against majority of councilors on the other hand. This culminated in the censuring of the entire executive committee and attempts to censure the chairperson. As a result, discussions in council were derailed, councilors were suspicious of one another, factions were formed in council and valuable time to discuss matters of interest and benefit to the development of the district was lost. The analysis of the conflict reveals the following as causative factors.

- **Unfulfilled expectations:** It was observed that this was the first term of office and first public office by majority of the councilors. As a result many had different expectations prior to assuming office. To some, being a councilor meant a form of full-time employment, yet in reality it is a part-time responsibility.
- **Role confusion:** There was an apparent failure on the part of some councilors to distinguish between the functions of the political and technical arms of the local government. Council is mandated to provide an oversight function over the technical arm while the technical arm, under the leadership of the Chief Administrative Officer (CAO), implements lawful council decisions.
- **Utilization of Council Resources:** One of the major causes of the conflict during the financial year under review was the utilization of the resources allocated to council as a body. It was felt that the executive greatly benefitted from the resources at the

expense of the non-executive members, especially field trips for monitoring and support supervision. Indeed, the findings of the score-card tend to attest to this. While some of the executive members performed well on monitoring, the majority of the councilors performed dismally.

#### **4.1.2 Control of council proceedings**

As a result of the issue of conflict, the proceedings of council during the financial year under review left a lot to be desired. In the first instance, the council proceedings were used as an avenue for flexing political muscles. Secondly, the order paper was oftentimes not followed but rather amended to suit political aims of some councilors. Thirdly, the conduct of honourable councilors in council was wanting. Many times, councilors used foul language in council, exchanged abuses and acted in a manner that is unbecoming of elected political leaders. Despite the speaker ruling some members out of order, many would not heed the ruling. This lack of respect for one another and order in council made the council very unproductive.

#### **4.1.3 The level of education**

The level of education of elected leaders plays a big role in their ability to analyse and provide the needed oversight and planning function of council. The level of education is also important in the interpretation of the laws and regulations that guide the conduct of council. It was observed that the majority of the councilors had not attained the equivalent of Uganda Certificate of Education (UCE). Consequently, this led to council being captured by a few dominant individuals tending to drive its agenda towards their own interests.

#### **4.1.4 Contact with the electorate**

During FGDs and field visits conducted in the various sub-counties it was observed that district councilors did not have officially laid out plans for meetings with the electorate and therefore did not conduct formal meetings. The few councilors that sustained their contact with the electorate continued to do so during social functions such as church services, weddings and burials. The majority of the FGD participants still maintained that the only time they were guaranteed to see their councilor was during the election period.

#### **4.1.5 Participation in sub-county council meetings**

Evidence from the study revealed poor performance when it came to councilors' attendance of sub-county council meetings. In cases where some attended, their contribution to the council debates was found wanting. This made their presence almost pointless. On the other hand, some councilors reported that the problem was with the sub-county leadership which did not invite them in time.

#### **4.1.6 Low civic awareness among the councilors**

The fact that district councilors continued to associate their contribution to attending burials and other social functions and paying community dues as opposed to what the law provides demonstrated low civic awareness among them. Councilors representing special interest groups lamented of how impossible it was for them to do their work even after spending a whole financial year in office.

#### **4.1.7 Low local revenue collection**

As discussed in section 2 of this report, the performance of council is highly dependent on its ability to collect local revenue. It was noted that the district faced an uphill task in realizing local revenue, mainly arising from failure of revenue collectors to meet the targets and refusal of some sub-counties to comply with the sharing of local revenue as specified in the Local Government Act.

#### **4.1.8 Unspent funds**

During the year under review, incidences of unspent funds were observed. This was attributed to the slow and cumbersome procurement process on one hand and the failure of council to concentrate on real issues of planning and authorizing the utilization of funds. This in effect affected service delivery.

### **4.2 External factors**

#### **4.2.1 High dependence on the central government**

Tororo District depends on the central government for the bulk of its funding. As a matter of fact, available statistics show that this dependence has been increasing rather than decreasing over the years. During the year under review, the majority of the grants from the central government were conditional, with minimal flexibility. The unconditional grant, which is the only grant that local governments may use as part of their revenues, is mainly used to pay salaries. In many instances, these funds are not adequate and thus create a funding gap. This gap means that the district has limited capacity to cater for local priorities however pressing the case may be.

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

During the FGDs conducted with district officials and in communities, it was observed that the majority of citizens were not aware of the mandate of councilors. This in essence meant that councilors were not held accountable for their actions while in council by the electorate. This could partly explain why the council spent almost the whole financial year in political wrangles other than focusing on the development agenda of the district.

# 5

## GENERAL CONCLUSION AND RECOMMENDATIONS

The Local Government Act (Cap 243) gives a mandate to the elected leaders to carry out various functions geared at spurring the development of the district and providing service delivery. The ability of elected leaders to take lead in driving the development agenda is contingent on the ensuing teamwork that these leaders (political) forge with the technocrats at the various levels of the local government. In the case of Tororo, the analysis of the score-card findings indicate that the district has not moved in the desired direction mainly because of conflict and other internal impediments. It is upon this basis that the following six recommendations are made.

### 5.1 Conflict Resolution Initiatives

The district leadership ought to forge a way out of the current conflict. This can be done through consensus building initiatives and finding a solution to the root causes of the conflict as discussed in section 4.1.1 of this report.

### 5.2 Orientation of District Councilors

Role clarity is key to effective functionality of local governments. It is imperative that efforts to orient councilors on their designated roles and responsibilities are given due attention. The district ought to lobby with the mother ministry, ULGA and development partners operating in the district to provide this needed orientation to the political leadership. This orientation should go beyond the customary procedure and include report writing, communication skills and effective monitoring of government programmes.

### 5.3 Identify and Utilize Local Revenue Source Potential

Tororo District has an enormous untapped local revenue resource potential. The district should increase revenue through popularizing the Local Economic Development (LED) agenda. For this to happen, both the political and technical leadership should be oriented in the local economic development agenda in order for them to exploit the proximity of the district to the Kenya border as an opportunity of fostering local business growth especially in agribusiness.

### 5.4 Improve contact with the electorate

Councilors' contacts with the electorate should be improved through councilor-community meetings and attendance of sub-county meetings. Working through the office of the district chairperson, councilors should create a district town hall platform to increase

interface not only between citizens and the political leaders but also citizens and the technical leaders. This will provide for accurate and timely feedback from the citizens to their leaders and build trust among the district leadership and the residents. It will also provide opportunities to educate the communities about the roles and responsibilities of the councilors and the need for the community members to use such benchmarks to assess their leaders' performance.

### **5.5 Improve monitoring of service delivery**

As noted in section 4 of this report, the worst performed parameter for council and councilors was the monitoring role. This should be improved through instituting a mandatory requirement for individual councilors to submit quarterly monitoring reports from their sub-counties. These reports should be shared with the district technical staff who are charged with the responsibility of government programme implementation. Councilors should then endeavour to follow up on the issues raised from the previous quarter.

### **5.6 Improve Civic Awareness And Engagement**

For citizens to effectively hold their leaders accountable, they should know what those leaders should do for them. In Tororo, this should be done through holding regular community meetings and discussions/talk shows via the media, especially the radio. More emphasis should be put on using the radio to remind communities about the district's development agenda.

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## ANNEXES

Annex 1: Summary of District Councils' Performance

District	Legislative Role													Accountability To Citizens					Planning & Budgeting			Monitoring NPPAs								
	Total	Rules of procedure	Membership ULGA	Functionality of committees	Lawful motions	Ordinances	Conflict resolution	Public hearings	Legislative resources	Petitions	Capacity building	Sub Total	Fiscal accountability	Political accountability	Administrative accountability	Involvement of CSOs	Principles of accountability	Sub Total	Planning and budgeting	District budget	Local revenue	Sub Total	Education	Health	Water	Roads	Agriculture	FAL	Environment	Sub Total
Gulu	82	2	2	2	3	0	1	0	4	2	1	17	3	7	6	2	3	21	5	4	9	18	5	5	4	4	2	4	2	26
Mukono	78	2	1	2	2	1	1	2	4	2	2	19	4	5	3	2	2	16	5	4	9	18	5	5	4	4	3	0	4	25
Amuria	78	2	0	2	0	1	2	1	2	2	2	14	4	6	4	2	2	18	5	4	11	20	5	5	4	4	4	0	4	26
Kabarole	75	2	1	2	1	0	1	0	1	2	3	13	4	4	4	2	0	14	5	4	9	18	5	5	4	4	4	4	4	30
Wakiso	71	2	1	3	1	0	1	1	2	2	1	14	3	7	2	2	2	16	5	4	9	18	5	5	4	2	0	3	4	23
Luweero	70	2	2	2	2	0	1	0	1	1	0	11	4	5	7	2	1	19	5	4	9	18	2	4	4	3	4	2	3	22
Rukungiri	69	1	2	3	2	1	1	0	3	2	3	18	4	5	5	2	1	17	5	4	4	13	5	5	2	3	4	0	2	21
Soroti	68	1	1	1	2	0	1	0	3	1	1	11	4	8	8	2	1	23	5	4	1	10	5	5	4	4	0	2	24	
Kanungu	67	1	2	3	2	0	1	2	2	2	1	16	4	5	5	2	2	18	5	4	2	11	5	5	2	4	3	0	3	22
Mpigi	67	2	1	3	2	0	1	0	4	1	1	15	3	5	7	2	0	17	5	4	4	13	4	5	2	4	2	1	4	22
Ntungamo	64	2	2	3	2	1	0	0	4	1	0	15	4	4	4	2	1	15	5	4	7	16	3	5	0	3	4	3	0	18
Bududa	60	2	1	3	1	1	1	1	0	3	2	17	4	8	6	2	0	20	5	3	4	12	2	2	2	2	2	0	1	11
Bullisa	57	1	1	3	3	0	1	1	2	0	2	14	3	6	4	2	0	15	5	4	4	13	5	5	0	4	0	0	1	15
Nakapipirit	56	2	1	3	2	3	1	0	2	0	2	16	3	2	3	1	1	10	5	4	4	13	4	2	2	4	0	2	3	17
Mbale	55	2	1	3	1	0	1	0	4	2	3	17	3	6	3	2	0	14	5	4	4	13	2	2	2	2	2	0	1	11
Moroto	55	2	1	0	2	0	0	2	2	0	2	11	2	4	1	2	1	10	5	4	9	18	3	3	3	0	3	2	2	16
Moyo	55	1	2	3	2	0	1	0	2	1	1	13	4	5	3	2	3	17	5	4	2	11	2	2	2	2	2	0	4	14
Mbarara	53	1	1	3	1	0	0	1	3	0	1	11	4	4	4	2	1	15	5	4	2	11	4	3	2	2	2	0	3	16
Nebbi	51	2	2	3	1	0	1	0	2	1	1	13	3	3	3	2	3	14	5	4	2	11	2	2	2	2	2	0	3	13
Lira	49	2	1	2	2	1	0	0	4	0	1	13	1	3	3	2	0	9	5	4	9	18	4	2	2	1	0	0	0	9
Hoima	48	2	2	3	1	0	0	0	1	0	0	9	3	3	3	2	0	11	5	4	2	11	1	5	2	3	3	0	3	17
Jinja	44	2	2	2	2	0	1	0	2	0	2	13	2	3	5	2	1	13	5	4	2	11	1	0	4	0	1	0	1	7
Kamuli	40	2	1	1	0	0	1	0	2	1	2	10	4	3	3	2	0	12	5	4	9	18	0	0	0	0	0	0	0	0
Tororo	40	2	0	3	1	1	1	1	3	0	3	15	3	5	6	2	0	16	5	4	0	9	0	0	0	0	0	0	0	0
Amuru	30	0	0	0	0	0	1	0	2	0	3	6	1	4	2	2	0	9	5	4	6	15	0	0	0	0	0	0	0	0



## Annex 2: Summary of District Chairpersons' Performance

Name	District	Party	Gender	Terms	Total	Political Leadership									Legislative Role				Contact With Electorate				Development Projects				Monitoring Service Delivery on NPPAs						
						Executive	Monitoring Admin	State of affairs	Civil Servants	DSC and Boards	Central Gov't	Sub total	Council session	Motions executive	Bills executive	Sub Total	Program meetings	Handling issues	Subtotal	Project initiated	Contributions	Dev't partners	Sub Total	Agriculture	Health services	Schools	Roads	Water	FAL	Environment	Sub Total		
Martin Ojara M.	Gulu	FDC	M	1	91	3	5	2	4	2	4	20	2	4	3	9	5	5	10	2	2	5	7	7	7	7	7	7	3	5	43		
Gregory M.Egunyu.	Soroti	NRM	M	1	82	3	4	2	4	2	4	19	2	6	2	10	5	5	10	1	1	5	7	7	7	7	6	0	2	36			
Richard Rwabihunga	Kabarole	Ind	M	1	80	3	5	2	4	2	4	20	2	2	0	4	5	5	10	2	2	3	7	7	7	7	5	3	39				
John M. Luwakanya	Mpigi	NRM	M	1	80	3	5	2	4	0	4	18	2	6	0	8	5	2	7	3	2	5	10	7	7	7	7	0	2	37			
Francis Lukooya M.	Mukono	NRM	M	2	80	3	6	2	4	2	4	21	2	6	5	13	3	5	8	2	2	4	8	3	7	6	2	2	4	30			
Emmanuel Osuna	Tororo	NRM	M	2	78	3	2	2	0	4	4	13	2	2	0	4	5	5	10	3	2	5	10	7	6	7	7	2	5	41			
Mark AolMusooka	Moroto	NRM	M	1	76	3	5	2	3	1	3	17	2	6	5	13	4	2	6	3	1	5	9	7	6	6	7	0	5	0	31		
John FrancisOluma	Amuria	NRM	M	1	74	3	5	2	3	1	4	18	2	6	7	15	3	2	5	1	1	5	7	7	2	5	7	5	0	3	29		
Bernard Mujasi	Mbale	NRM	M	3	70	3	4	2	3	2	3	17	2	6	3	11	5	2	7	3	1	5	9	7	3	3	5	3	2	3	26		
Deusediitumusime	Mbarara	NRM	M	1	70	2	4	1	4	2	4	17	2	0	0	2	5	3	8	0	1	3	4	7	7	7	7	2	2	3	39		
Mathias Bwanika L.	Wakiso	DP	M	1	70	3	5	2	4	1	2	17	2	2	0	4	5	5	10	3	2	3	8	5	5	5	5	3	3	3	31		
John Lorot	Nakapiripit	NRM	M	2	69	3	4	2	3	2	3	17	2	0	0	2	5	5	10	3	1	3	7	5	5	5	5	7	5	1	33		
Denis Singahakye	Ntungamo	NRM	M	1	69	3	5	2	3	2	4	19	2	6	0	8	3	5	8	2	1	4	7	3	7	1	7	0	2	2	27		
Fredrick G Ngobi	Jinja	NRM	M	1	66	2	5	1	3	2	4	17	2	6	7	15	5	5	10	3	1	5	9	3	2	2	2	2	2	2	15		
George Tinkamanyire	Hoima	NRM	M	3	65	3	4	2	4	2	2	17	2	6	0	8	5	2	7	2	1	3	6	5	5	5	7	3	0	2	27		
Robert Okumu O.	Nebbi	NRM	M	1	65	3	5	2	3	2	3	18	2	0	0	2	4	5	9	1	2	5	8	6	3	6	7	6	0	0	28		
Abdul Nadduli	Luwero	NRM	M	3	63	3	4	2	4	1	3	17	2	2	0	4	2	5	7	3	2	3	8	4	5	5	5	5	0	3	27		
John B Nambeshe	Bududa	NRM	M	1	62	3	4	1	4	1	4	17	2	2	3	7	5	10	1	1	3	5	6	7	3	3	2	0	2	2	23		
Fred Lukumu	Buliisa	NRM	M	2	56	3	5	1	3	2	4	18	2	2	0	4	5	3	8	3	2	0	5	3	6	3	3	0	3	2	21		
Anthony A Omach	Amuru	NRM	M	2	54	2	4	0	3	1	4	14	2	2	0	4	4	5	9	3	2	5	10	7	2	2	2	2	0	2	17		
Samuel Bamwole	Kamuli	NRM	M	3	53	1	4	1	1	0	3	10	2	2	0	4	5	5	10	3	1	0	4	2	6	6	7	2	0	2	25		
Josephine Kasya	Kanungu	NRM	F	3	53	3	0	2	4	2	2	13	2	0	0	2	4	5	9	3	0	4	7	6	7	2	7	0	0	0	22		
Jimmy Vukoni	Moyo	Ind	M	1	52	3	5	2	4	2	4	20	2	6	0	8	0	2	2	3	1	3	7	7	0	0	6	2	0	0	15		
Charles Byamukama	Rukungiri	NRM	M	1	44	3	5	2	3	2	3	18	2	2	3	7	4	2	6	2	0	5	7	0	2	2	2	0	0	0	6		
Alex OremoAlot	Lira	UPC	M	1	40	2	5	1	2	2	3	15	2	0	3	5	5	2	7	3	1	3	7	0	2	0	2	0	2	0	6		

## Annex 3: Summary of District Speakers' Performance

Name	District	Constituency	Party	Gender	Terms	Total	Presiding And Preservation of Order in Council							Contact With Electorate		Participation in LLG		Monitoring Service Delivery on NPPAs							
							Chairing Council	Rules of procedure	Business committee	Records of issues	Record of petition	Special skills	Sub Total	Meetings electorate	Office	Sub Total	LLGs meetings	Sub Total	Health	Education	Agriculture	Water services	Road works	FAL	Environment
Douglas P. Okello	Gulu	Lalogi	NRM	M	1	89	3	9	3	2	3	0	20	11	9	20	8	7	5	5	7	5	41		
Mohammed Mafabi	Mbale	Bubyangu	Ind	M	2	75	3	9	3	2	3	0	20	11	9	20	10	3	5	3	7	0	25		
Daudi B Mukibi	Wakiso	Kakiri	NRM	M	3	75	2	9	3	2	3	0	19	11	9	20	10	4	4	7	0	5	1	26	
James Kunobwa	Mukono	Nagojje	NRM	M	2	73	3	9	3	0	3	0	18	11	9	20	10	7	7	1	1	3	1	25	
Richard Mayengo	Jinja	Mafubira B	NRM	M	3	68	2	9	0	2	3	0	16	11	9	20	4	7	1	7	1	3	2	28	
Ida Fuambe	Nebbi		NRM	F	3	68	3	9	3	2	0	0	17	11	9	20	10	3	5	3	5	1	0	41	
Dan Nabimanya	Ntungamo	Ntungamo	NRM	M	1	66	3	9	3	2	3	0	20	9	6	15	10	5	5	1	1	5	0	41	
Proscovia Namansa	Luweero	Wobulenzi/Katikamu	NRM	F	3	64	3	9	0	0	0	0	12	11	9	20	10	4	4	0	5	3	1	22	
Henry Ndyabahika	Rukungiri	Buhunga	NRM	M	2	64	3	8	3	2	0	0	16	7	9	16	10	5	5	1	1	5	1	4	22
Jotham Loyer	Nakapiripi	Namalu	NRM	M	2	62	2	9	3	2	3	0	19	11	0	11	10	4	4	3	0	5	1	5	22
Charles Beshesya	Kanungu	Kirima	NRM	M	1	61	2	8	3	2	3	0	18	6	6	12	10	5	5	1	0	5	1	4	21
Andrew Odongo	Soroti	Soroti	FDC	M	1	61	3	9	3	2	3	0	20	9	9	18	4	1	5	5	0	5	0	3	19
William Tibamanya	Mbarara	Rugando	NRM	M	1	58	3	8	2	0	0	0	13	7	9	16	6	5	5	1	5	5	1	1	23
Clovice Mugabo B	Kabarole	Mugusu	NRM	M	2	54	3	5	1	2	3	0	14	11	6	17	2	2	1	5	5	5	1	0	41
Christopher Odongkara	Amuru		NRM	M	1	51	2	0	3	0	0	0	5	9	9	18	6	7	2	7	0	6	0	0	22
Cesar Lomoto L	Moroto	Youth	NRM	M	1	49	3	7	3	2	3	0	18	7	9	16	2	1	5	1	1	1	0	4	13
Martin Chaiga	Moyo	Moyo	NRM	M	2	44	3	8	3	0	0	0	14	5	9	14	10	1	1	0	0	0	4	6	
Charles Engoru	Amuria	PWD	NRM	M	2	41	2	9	3	2	3	0	19	2	9	11	2	2	1	1	1	1	0	4	9
Juliet Jemba	Mpigi	Muduma/Kiringente	NRM	F	2	40	2	5	3	2	3	0	15	0	9	9	10	1	1	1	1	1	0	1	6
Didan Amaama R.	Buliisa	Ngwedo	Ind	M	1	37	3	2	3	0	3	0	11	2	5	7	6	5	5	1	1	1	0	0	13
Michael Matsyetsye	Bududa	Bumasheti	NRM	M	2	35	3	9	3	2	0	0	17	0	0	0	4	1	1	1	5	5	0	1	14
Isingoma Kitwe	Hoima	BusidiDiv	NRM	M	1	33	3	6	3	0	3	0	15	3	9	12	2	2	1	0	1	0	0	1	4
James Paul Michi	Tororo	Eastern Div	NRM	M	1	32	2	2	2	2	0	0	8	9	2	11	6	1	1	1	1	1	1	1	7
Martin OcenOdyek	Lira	Railway Div	UPC	M	1	26	3	9	3	0	3	0	18	0	2	2	0	1	1	1	1	1	1	0	6

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