



LOCAL GOVERNMENT COUNCILS' PERFORMANCE AND PUBLIC SERVICE DELIVERY IN UGANDA

Amuru District Council Score-Card Report 2012/2013



Oscord M. Otile ■ Walter Akena ■ Arthur Owori

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Water sources in Kal Parish, Pabbo Sub-county and Pawel Parish, Atiak Sub-county in Amuru District.

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LIST OF ACRONYMS

ACODE	Advocates Coalition for Development and Environment
ADFA	Amuru District Farmers Association
AIDS	Acquired Immune Deficiency Syndrome
CAO	Chief Administrative Officer
CBO	Community Based Organization
CDD	Community Driven Development
CSOs	Civil Society Organizations
DDP	District Development Plan
DEC	District Executive Committee
DEO	District Education Officer
DHO	District Health Officer
DSC	District Service Commission
EMIS	Education Management Information System
ENR	Environment and Natural Resources
FAL	Functional Adult Literacy
FDC	Forum for Democratic Change
FGDs	Focus Group Discussions
FY	Financial Year
HC	Health Centre
HMIS	Health Management Information System
HIV	Human Immuno-deficiency Virus
Hon	Honourable
LC	Local Council
LG	Local Government
LLG	Lower Local Government
NAADS	National Agriculture Advisory Services
NGOs	Non-Governmental Organizations
NUDEIL	Northern Uganda Development of Enhanced Local Governance, Infrastructure and Livelihoods
NPPA	National Priority Programme Areas
NRM	National Resistance Movement
NFA	National Forestry Authority

OPD	Out-Patient Department
PAC	Public Accounts Committee
PAF	Poverty Alleviation Fund
PRDP	Poverty Reduction Development Programme
PWDs	Persons with Disability
TC	Town Council
UBOS	Uganda Bureau of Statistics
ULGA	Uganda Local Government Association
UPE	Universal Primary Education

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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). The report is an output of consultations with the district political and technical leadership. At the lower local government, consultations took place among the sub-county leadership and community members through focus group discussions. We acknowledge the contributions of the LGCSCI project team at ACODE and the district-based researchers across the country.

We are particularly indebted to the offices of the district Chairperson, Speaker, Chief Administrative Officer and Clerk to Council for the support to the assessment process on which this report is based. Their timely provision of information and input is deeply appreciated. We also acknowledge district councilors who, being the primary unit of study and analysis for the score-card, accepted to be accountable by presenting themselves to be scored by the research team. Special recognition also goes out to Sub-county Chairpersons and Senior Assistant Secretaries for the assistance accorded to the team during the verification exercise. We also acknowledge all head teachers of primary schools and health centre personnel who accorded us support during the verification exercise. The team would also like to appreciate citizens who participated in focus group discussions and the entire ACODE LGSCI team. We are grateful to Drake Rukundo for peer reviewing and Mukotani Rugyendo for technical editing of this report.

Funding for this assessment was provided by the Democratic Governance Facility. (DGF) We are grateful to DGF and DGF contributing partners: United Kingdom (UK), Denmark, Norway, Ireland, Sweden, The Netherlands, Austria and the European Union (EU). We recognize that there still remain considerable gaps of information and data required to fully assess the performance of district councils and councilors. We have taken due care to ensure that where such information exists, it is presented as accurately as possible. However, we take responsibility for any errors or omissions.

EXECUTIVE SUMMARY

This is a fourth report for Amuru District Local Government for the Local Government Councils' Score-card Initiative. The score-card assessed the performance the Local Government Council, the Chairperson, the Speaker and individual Councilors who are vested with powers and responsibilities to ensure effective governance of the respective local governments as stipulated in the Local Governments Act (Cap 243). The score-card is intended to build the capacities of leaders to deliver on their mandates and empower citizens to demand for accountability from elected leaders. The objective of this report is to provide information and analysis based on the assessment conducted during Financial Year (FY) 2012/13. The assessment reviewed documents on planning and budgeting, service delivery monitoring; and Amuru District Local Government performance reports. In addition, a review of minutes of sectoral committees and council sittings was undertaken to inform the report about the performance of the business of Council, the Chairperson and individual Councilors. Face-to-face interviews with the targeted community leaders, key informant interviews at service delivery points, and focus group discussions (FGDs) further enriched the fact-finding and assessment process.

The major determinant of quality service delivery is the size of the district resource envelope. Amuru District was found to be heavily dependent on central government transfers and donor contributions that account for 48.1% and 52.1% of district revenue respectively. Locally-generated revenue accounted for just 0.7% of the district revenue. During the FY 2012/13 the district had a total budget performance of 82.5% with shortfalls registered in locally generated revenues and central government transfers. Overall staffing levels in the health sector have not significantly changed with filled positions standing at just 52% in the entire district. Under the water and sanitation sector, the water coverage level was at 71% while the functionality of water sources was at 88%. Pit latrine coverage was at 63%.

Amuru District is among the 26 districts that have been assessed. The assessment in the district covered 15 councillors, 7 of whom were female, while the rest were male. In FY2012/13, Amuru District Council scored a total of 40 out of 100 possible points -- an improvement of 7 points compared to FY 2011/12. The best performance was exhibited under the planning and budgeting role (17 out of 25 points).

The District Speaker, Hon. Christopher Odongkara, scored 69 out of 100 possible points -- an improvement of 18 points from 51% in FY 2011/2012. His major leap forward was exhibited in presiding over and maintaining order

in council, monitoring, producing monitoring reports and making follow-up mainly in the sectors of agriculture, education, health, water and sanitation, and roads. On the other hand, the total average score for councillors was 35 out of 100 possible points. The best male councillor was Hon. Tito Okello, with 63 out of 100 points allotted on all the assessed parameters, while the best female councillor was Hon. Margaret Akot with 46 points.

The major service delivery challenges in Amuru District included the following: conflict among the Councillors, disconnect between the council and lower local governments; delays in procurement; poor contract management; inadequate staffing; limited facilitation for supervision and monitoring; limited participation in sub-county council meetings; failure to follow up on service delivery concerns raised in monitoring reports; and budget cuts by central government. A number of recommendations with regard to resolving conflict and promoting teamwork, sharing of monitoring reports, management of contracts, citizen engagement, funding for and follow-up by councilors, are made to strengthen the capacity of the district to improve service delivery and accountability to citizens.

1. BACKGROUND

1.1 Introduction

The Uganda Local Government Councils Score-card Initiative (LGCSCI) is a long-term initiative of ACODE with the goal of strengthening citizens' demand for good governance and effectiveness in the delivery of public services, as well as boosting the professionalism and performance of local government councilors. The initiative was launched in 2009, with the assessment covering 10 district councils. The second assessment for financial year 2009/10 was conducted in 20 districts and the third and fourth assessments for financial years 2011/12 and 2012/13 covered 26 districts including Amuru.

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

This is the fourth score-card performance assessment report for Amuru District Local Government. Financial year 2012/13 is the second 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. This report is organized in four sections. Section 1 presents the district profile; Section 2 analyses the district resource envelope and its impact on the state of service delivery in the district. The scorecard findings and factors affecting performance are presented in Section 3. Section 4 concludes the report with a summary of key conclusions and recommendations.

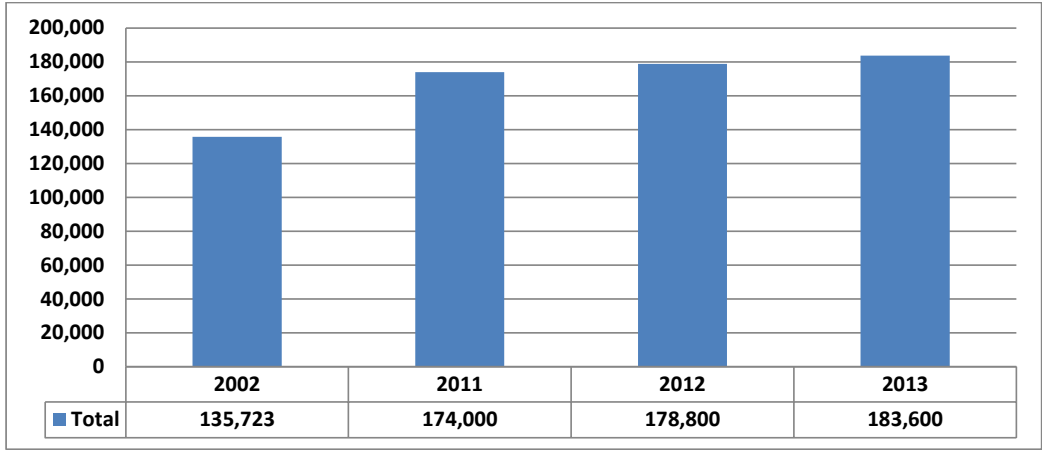
1.2 District Profile

Amuru is located between longitudes 30-32 degrees East, and latitudes 02-4 degrees North and shares a border with Sudan in the North, Gulu District

in the East, Kitgum District in the North-East, Nwoya District in the South, Adjumani District in the North-West, Nebbi District in the South-West and Arua District in the West. Amuru District Local Government was created by an act of Parliament in July 2006. The district’s major economic activity is subsistence agriculture, which employs about 98 per cent of the population. Amuru is still dominated by very minor and small enterprises. Amuru, being a new district, has no major industries to talk of and is thus among the districts in Uganda with the least number of industries. The only industries visible are a few grinding mills and rice hullers, and construction sites. However, with the construction of the great Juba road, and ready market in South Sudan, agriculture is likely to transform from mere subsistence production to large-scale commercial farming and the district is likely to experience a higher level of economic activity.

With an annual growth rate of 3 per cent, the population of Amuru District has been increasing over the years from 135,723 in 2002 to approximately 183,600 in 2013.¹ The district consists of young people predominantly, with the majority population falling within the 12 to 29 age bracket.² Figure 1 shows the population trend of Amuru District over a four-year period.

Figure 1: Population Trends of Amuru District



Source: UBOS 2002 population projections

1.3 District Leadership

The leadership of Amuru District comprises both the technical and political arms. The technical leadership is led by the Chief Administrative Officer and various heads of departments. The performance of district technical

1 UBOS; Uganda National Housing and Population Census 2002

2 Amuru District DPP 2011/2012-2015/2016

leadership is assessed annually through the National Annual Assessment of Local Governments conducted by the Ministry of Local Government. Hence for this report, the focus of the assessment is on the performance of the political leadership. In sub-section 1.3.1, we present the leadership of the District Council and various heads of sectors. Amuru District Local Government comprises of four sub-counties³ and one town council⁴ all headed by LCIII chairpersons.

1.3.1 Political leadership

At the political level, the district is headed by Chairman Anthony Omach Atube, working with 14 elected councilors, including the District Speaker. In terms of gender distribution, seven councilors are male and seven are female. At parliamentary level, the district is represented by two Members of Parliament as indicated in Table 1.

Table 1: Political Leadership of Amuru District

Designation	Name
Chairperson/Sec Works & Technical Services	Hon. Anthony Omach Atube
District Vice Chairperson/Sec Finance & Administration	Hon. Denis Rom
District Speaker	Hon. Christopher Odongkara
Sec. Community Based Services	Hon. Lanyero Beatrice Okiya
Sec. Education, Health & Social Services	Hon. Stanislaus Owachi
Sec. Production, Marketing & Natural Resources	Hon. Jane Nakuu
Members of Parliament	Hon. Gilbert Olanya – Kilak County
	Hon. Betty Bigombe – Woman MP
Resident District Commissioner	Capt. James Mwesigye

Source: Amuru District Council Minutes (2012-2013)

The District Council conducts its business through two standing committees of Social Services chaired by Hon. Josephine Atim (Atiak Sub-county) and Finance, Planning, Investment and Administration chaired by Hon. Tito Okello (Youth). These committees plan and undertake monitoring of the government's priority programme areas on behalf of the council. The District Executive Committee (DEC) is tasked with overseeing the day-to-day administration of the district, and comprises a chairperson and secretaries to sectoral committees as presented in Table 2.

³ Sub-counties: Atiak, Pabbo, Lamogi, and Amuru

⁴ Amuru: Amuru Town Council

1.3.2 Technical leadership

Whilst the political leadership makes policy and resolutions in council, the technical leadership is tasked with the responsibility of implementing such policies and resolutions. Technically, Amuru is headed by a Chief Administrative Officer, assisted by a Deputy Chief Administrative Officer and a team of 11 Heads of Department as represented in Table 2.

Table 2: Amuru District Technical Leadership

Designation	Name
Chief Administrative Officer	Martin Kisule Mabandha
Deputy Chief Administrative Officer	Oola Donato Olam
PAS-Principal Personnel Officer	Otim Filbert Baijuki
District Health Officer	Dr. Odong Patrick Olwedo
District Education Officer	Ben Okwamoi
District NAADs Coordinator	Charles Odora Oryem
District Environment Officer	Doreen Ajok
District Natural Resources Officer	Pope Onen
Chief Finance Officer	Festus Oduny
District Physical Planner	Oyoo Samson Ayonic
District Community Development Officer	Okello JB Olum
District Engineer	Raymond Luwita
District Information Officer	Andrew Laker
District Production Officer	Geoffrey Obina

Source: Amuru District Council Minutes (2012-2013)

1.4 Methodology

The process of conducting the assessment used a variety of methods consistent with the goals and the theory of change⁵ of the score-card. The following approaches were used in the process.

1.4.1 The Score-card

The score-card is premised on a set of parameters which assess the extent to which local government council organs and councilors perform their responsibilities.⁶ These parameters are based on the responsibilities of the local government councils. The organs assessed include: the district council, district chairperson, district speaker and the individual councilors. The parameters assessed include: legislation, contact with the electorate, planning

⁵ See Tumushabe, Godber , et al (2010); The scorecard methodology and background

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

and budgeting, participation in lower local governments and monitoring of service delivery.⁷

The score-card is reviewed and ratified annually by internal and external teams. The internal team comprises the ACODE researchers and the local partners. The Expert Task Group, which is the external team, comprises individual experts and professionals from local governments, the public sector, civil society and the academia.

1.4.2 Score-card Administration

Before commencement of the assessment exercise, an inception meeting was organized in March 2013 for councilors, technical staff, and selected participants from civil society and the general public. This meeting was designed as a training workshop on the purpose of the score-card, nature of assessment, and to orient councilors for the assessment.

a) **Literature Review.** The assessment involved comprehensive review of documents and reports on Amuru District Local Government. Box 1 shows the different categories of documents and reports reviewed.

Box 1: Categories of Official District Documents Used in the Assessment	
Planning Documents	
<input type="checkbox"/>	Amuru District Development Plan (DDP) 2011/2012-2015/2016
<input type="checkbox"/>	Amuru District Local Government Revenue Enhancement Plan (2012/2013)
Budgeting Documents	
•	Budget Framework Paper FY 2012/13
•	District Budget and Annual Work Plan FY 2012/13
Reports	
•	District Water Sector Report for FY 2012
•	EMIS Report-Amuru 2012/2013
•	HMIS Report- Amuru 2012/2013

b) **Key Informant Interviews.** Key informants were purposively selected for the interviews on account of their centrality and role in service delivery in the district. Interviews were conducted with the district technical and political leaders. The interviews focused on the state of services, level of funding, and their individual contribution to service delivery in the district. For the political leaders, these interviews are the first point of contact with the researchers and they generate assessment values that

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

feed into the scorecard. They also offer an opportunity for civic education on roles and responsibilities of political leaders. Interviews with the technical leaders provide independent voices and an opportunity to verify information.

- c) **Focus Group Discussions (FGDs).** Focus group discussions (FGDs) are conducted based on the criteria set in the scorecard FGD guide. A total of 36 FGDs were organized in 18 sub-counties in the district. FGDs were platforms for civic education and empowerment about the roles of councilors and other political leaders. They were mainly organized to enable voters verify information provided by their respective councilors. A total of 341 people, 123 of whom were women and 218 men, participated in the FGDs.
- d) **Service Delivery Unit Visits.** Field visits to service delivery units (SDUs) were undertaken in each sub-county by the research team. Visits were made to primary schools, health centres, water source points, demonstration sites, Functional Adult Literacy (FAL) centres, and roads. Field visits were mainly observatory, and where possible, interviews were conducted with the personnel at the SDUs. These visits were also meant to verify the accuracy of the information provided by the political leaders.

1.4.3 Data Management and Analysis

The data collected during the assessment was both qualitative and quantitative. Qualitative data was categorized thematically for purposes of content analysis. Thematic categorization helped in the identification of the salient issues in service delivery. Quantitative data was generated through assigning values based on individual performance on given indicators. This data was used to generate frequency and correlation matrices that helped us to make inference and draw conclusions on individual and general performance.

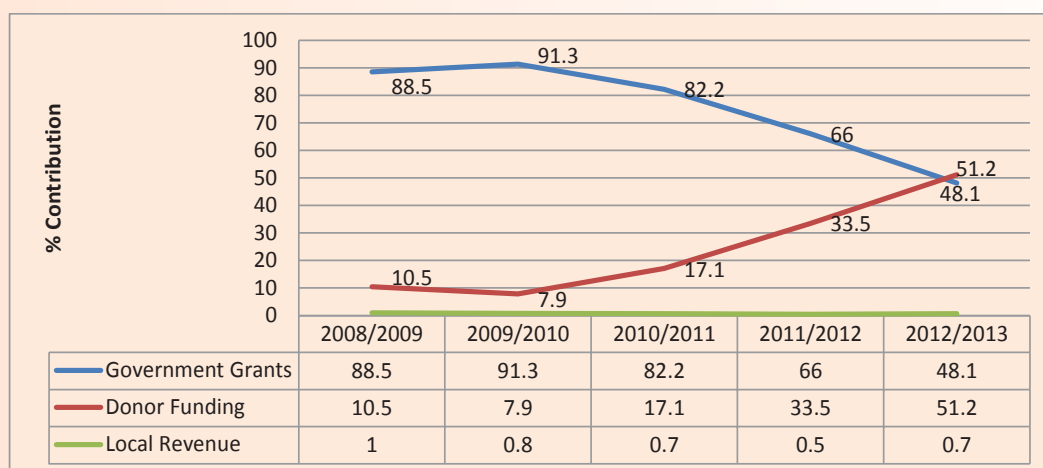
2. BUDGET PERFORMANCE AND SERVICE DELIVERY IN AMURU DISTRICT

Amuru District Local Government has the duty to plan and budget for effective service delivery. This section presents information on the district budget and the state of service delivery.

2.1 District Budget Performance FY 2012/13

During the year under review, the total budget realization was UGX 17,120,066,105, with locally-generated revenue accounting for only 0.7 per cent. Central Government funds accounted for 48.1 per cent, while donor funds accounted for 51.2 per cent, a noticeable increase from the previous year's contribution. The budget performance in the year under review was 82.5 per cent, with shortfalls registered in local revenue and central government grants. For instance, Amuru District did not receive the fourth quarter release (33.5 per cent of the projected amount) from the central government in 2012/2013, while 70.3 per cent of the projected locally-raised revenue had not been realized by the end of FY 2012/2013.

Figure 2 Amuru District Budget Performance.



Source: Amuru District Budget, FY 2012 – 2013

2.1.1 Amuru District Resource Envelope

Amuru District Local Government budget comprises three major revenue sources including: Central Government grants (Conditional and Unconditional), Local revenue, and Donor funds. The district continues to rely heavily on Central Government and Donor funds to service its budget.

2.1.2 Inter-sectoral Allocation and Implication for Service delivery

In the year under review, the Department of Works received the biggest share of the budget (29 per cent), followed by Education at 26 per cent, Finance 18 per cent and Health 13 per cent. The Department of Environment and Natural Resource continues to receive paltry share of the budget (1 per cent). Table 3 below shows intra-sector budget allocation for Amuru District for FY 2012/2013.

Table 3: Intra-Sectoral Allocation for FY 2012/2013

Sector	2012/13	% of total budget
Administration	1,272,008,440	6.13%
CBS	223,358,472	1.07%
Council	261,855,540	1.26%
Production	930,638,416	4.48%
Health	2,600,718,593	12.54%
Planning	83,530,990	0.40%
Works	6,094,762,952	29.39%
ENR	126,393,940	0.60%
Finance	3,726,162,876	17.97%
Education	5,381,696,451	25.96
Internal Audit	29,472,796	0.14%

Source: Amuru Local Government Revenue Enhancement plan 2011-2016

Amuru DLG relies heavily on Central Government, yet 65 per cent of all Central Government transfers are conditional. Besides, funding for essential service delivery sectors like Education and Health has always been too inadequate to meet the ever increasing needs. In the year under review, a total UPE grant allocation for Government schools in Amuru was just Ushs4,549,804 (an average of Ushs 81,246 for each of the 56 schools). This, coupled with the low revenue base of the district has positioned Amuru in an awkward situation where it is unable to meet the service delivery needs of its citizenry.

In the last two financial years, the district has been allocating a larger percentage of the budget to the critical sectors of education, health and works. Suffice to note that a larger percentage of the estimated budget of Amuru District in the year under review was allotted for recurrent expenditure (Wage and Non-wage) like paying salaries, buying stationery and office equipment.

The Local Government Finance and Accounting Regulations of 2007 exempted the Council from pre and post audit functions. This has impacted the allocation of resources to the department of Internal Audit. In the year under review, the Internal Audit Department received only 0.14 per cent of the district budget.

2.2 State of Service Delivery in Amuru District Local Government

Under the decentralization policy, provision of basic public services such as education, health, roads and agricultural advisory services were devolved to district local governments.⁸ The quality of these services provided to citizens is the ultimate measure of the performance of government. A review of selected service delivery indicators for Amuru District shows that despite advances made in various areas, service provision remains below target levels as shown in Table 4.

Table 4: Service Delivery Indicators in Amuru District (FY2011/12 & FY2012/13)

Sector	Indicators	National standard/ NDP target	Level of achievement 2011/12	District Target 2012/13	Level of achievement 2012/13
Education -Primary Education	Enrolment	-	40,859	No target	49,854
	PCR	45:1	112: 1	53:1	84:1
	PTR	45:1	75:1	53:1	84:1
	PLE Performance	-	Div 1- 1.61% Div 2-7.56% Div 3- 5.29%	Div 1 - 50	Div 1 – 1.5% Div 2- 39.7% Div 2- 26.1%
Health Care services	ANC 4th Visit	-	20%	45%	28%
	Deliveries in Health Centres	35%	34%	50%	34.6%
	Total beds		Not known		Not known
	Access to Maternity services	-	60	120	60
	MMR	-	Not Known	All Health	All HC IIIs, IV and
	IMR		610/100000	No target	610/100000
	Staffing Levels	76/1000	172/1000	No target	172/1000

⁸ See Part II of the Second Schedule of the Local Government Act CAP 243

Road Sub-sector	Km of roads under routine maintenance	(186.03 km)	59.4 km	149 km	82 km
	Km of roads rehabilitated	-	Not known	7.03 km	5 km
	Km of roads under periodic maintenance	-	Not known	30 km	18 km
	Proportion of roads in good condition	(186.03	49.4 km	107.78 km	93.78 km
	Construction of bridges	-	1	01	00
	Opening up new community roads	-	1	92.75 km	80 km
Water and Sanitation	Water coverage	100%	63.8%	72%	71%
	Number of boreholes sunk	52 as per	49	52	45
	Number of boreholes rehabilitated	57(all	10	13	08
	Functionality of water sources	100%	77.4%	92%	88%
	Proportion of the population within 1km of an improved water source	100%	47%	72%	71%
	Pit latrine coverage	56%	29%	No target	63%
Agriculture	Number of extension workers per sub-county	2 per s/c	Not known	Not known	Not known
	Number of service points	-	Not known	Not known	Not known
	Number of demonstration farms	-	1,039	Not known	1,039
	Technical back-up visits	-	Not known	Not target	Not known
FAL	Number of instructors	-	94	58	29
	Number of participants	-	1971	No target	188
	Number of service centres	-	69	29	22
	Level of coverage	-	4 Sub Counties	5 Sub Counties	5 Sub counties
Environment and Natural Resources	Staffing Level	2		Not known	Not filled
	Conduct Environmental monitoring and assessment	Quarterly	Not known	4	12
	Production and update District State of the Environment Report (DSOER)	1	No report	1	1
	District Environment Action Plan	1	No evidence	1	0 (The process is
	Preparation of District Wetland Ordinance	-	No evidence	No target	No evidence
	Monitor wetland systems in the district	Quarterly	No evidence	4	5
	Establishment of Agro-forestry nurseries	-	No evidence	No target	Not known

Source: Amuru DDP 2010/2011-2015/2016

2.2.1 Primary Education Services

Government's effort to invest in Primary education in Amuru District was evident in infrastructural developments that were observed by the research team in schools across the district. However, pupils in some schools like Kaladima P7 School in Lamogi Sub-county were studying in deplorable

structures for classrooms. It is important to note that even in schools where government has built infrastructure, class rooms were not adequate because of the overwhelming number of pupils enrolled. The National minimum requirement for PCR is 45:1. In Jimo P7 School (Grade III) in Lamogi Sub-county, 112 pupils were registered in the primary one class that had only one stream. The contribution of development partners like NUDEIL that have continued to support the district in the education sector was also noted.⁹ An analysis of statistics in Table 4 reveals that the pass rate of pupils in Division I and II in PLE remained low. In the year under review; 1.5 per cent of pupils who sat for PLE passed in Division I compared to 1.61 per cent in FY 2011/12. The number of pupils failing (Division 4, U and X) in the last five years is still high despite the noticeable improvements between 2009 and 2011.

Figure 3: L-R: Pupils seated on the floor in Labongogali Primary School, Amuru Sub-county and Classrooms construction funded by NUDEIL in Kaladima Primary School, Lamogi Sub-county.



Source: ACODE Digital Library September 2013

The poor performance in PLE was attributed to a number of factors that included: high pupil absenteeism especially during farming and harvest periods as children were engaged on the farm by their parents and guardians. Statistics at the education department of Amuru District revealed that in the year under review, at least two teachers were absent from their duty stations at every given moment, representing a 20 per cent absenteeism rate. The unexplained deletion of teachers from the payroll also created a shortfall in the staffing level. In the year under review, 20 teachers' names were deleted from the payroll. Parents' support towards education in terms of providing scholastic materials and feeding the children have remained minimal. The district leadership has an uphill task to ensure improved general performance

⁹ NUDEIL has been providing infrastructural assistance to the education sector in Amuru District. For instance, in the year under review, it was constructing 4 blocks of staff accommodation in Agole P7 School-Pabbo Sub-county and a two classroom blocks and an office in Kaladima P7 School, Lamogi Sub-county.

and improved quality of primary education. The district council should solicit for funds in order that the Education Ordinance is retrieved from the Ministry of Justice and Constitutional Affairs for subsequent implementation to mitigate a few of these challenges.¹⁰

2.2.2 Functional Adult Literacy (FAL)

The Functional Adult Literacy programme was designed to impart literacy and numeracy skills to the poor and vulnerable groups who missed access to formal basic education. FAL seeks to enable them to effectively participate in the economic growth and development process at the community. The course content comprises numeracy, reading, writing and basic literacy. There were 22 functional learning centres, 29 instructors and 188 learners across five sub-counties in the district during the year under review. FAL was faced with a number of challenges, which included: inadequate funding for facilitators; some instructors were unmotivated and quit teaching. There was also low attendance by learners, especially during cultivation period, and lack of shelter for the centres. Many FAL centres had closed due to lack of support and non-facilitation of instructors who are supported under the district conditional grant. With a budget allocation of Shs 9.957.000¹¹ in the year under review, little was there to show for the programme which remains seemingly neglected.

2.2.3 Health Services

Amuru District's 178.800 people are served by 32 functional health centres which include 1 HC IV, 7 H C IIIs and 24 HC IIs. The health centre coverage, especially for HC IIs still poses a challenge of accessibility to the citizens. Participants in the FGD confessed that they trekked beyond the recommended 5km to access a health centre. In an interview with a service user at Atiak, HC IV, a 44 year old man alluded to the fact he had travelled over 6km from Pacilo parish to the health centre and had waited for over 2 hours without being attended to.

"I came from Ibinonga in Pacilo parish, over 6km, I brought my child who suffered a dog bite at 9:00am, but it's now 11:45am and I am yet to be attended to." **44-year old resident of Pacilo Parish, Atiak Sub-county**

Amuru district continues to grapple with the challenge of staffing in the health centres, especially for HC IIs. Available statistics in the health department showed that only 52 per cent of the staff ceiling was filled, leaving a shortfall

¹⁰ The Education Ordinance of Amuru District passed in 2009 has been certified and awaits collection from the Justice Ministry upon payment of a sum of Ushs. 700,000.

¹¹ Budget allocation for FAL reduced from Shs27,499,828 in FY 2011/2013 to Shs9,957,000 in FY 2012/2013.

of 48 per cent.¹² This has brought with it the challenge of an overwhelmed workforce. Staff absenteeism was also reported in the year under review.¹³ In Atiak HC IV, for instance, only 11 out of 43 staff of the health centre were present at their work station at the time of the visit by the research team. Essential medical services like theatres, dental service, X-ray and ultra sound scan were found lacking in Atiak HC IV. All HC IIIs are supposed to have wards for in-patients; however, HC IIIs across the district except Bibia HC III did not have wards.¹⁴ Private health centres like Lacor HC III provide superior health services that continue to overshadow public health service provision.

Figure 4: L-R: Childrens ward and Bushy compound in Atiak HC IV – Atiak Sub-county



Source: ACODE Digital Library September 2013

2.2.4 The State of the Road Infrastructure

The population of Amuru is served by murram community (717.4 km) and feeder (210.4 km) roads. In the year under review, most roads in Amuru local government were not regularly maintained or rehabilitated; so many had broken bridges, which made them not only unmotorable but also difficult for children going to school, especially during the rainy season. This was attributed to a number of challenges which included inadequate road equipment. Each local government was allocated road equipment to help maintain roads; however, the equipment can only be used for routine maintenance like light grading.¹⁵ Heavy grading, like opening of new roads and rehabilitation require heavy equipment and yet local governments have to borrow from UNRA.¹⁶ It was

¹² Amuru District HMIS Report FY 2012/2013

¹³ There was a challenge of staff absenteeism reported in many health centres with staff preferring to attend workshops to staying in their duty posts and attending to their duties.

¹⁴ Ultra-sound machine at Atiak HC IV was without an operator, making it difficult for patients to seek ultra-sound services.

¹⁵ Amuru local government received a grader, pickup truck, tipper lorry and a motorcycle.

¹⁶ Heavy-duty road equipment stationed in Gulu serves five local governments; Amuru, Nwoya, Oyam, Adjumani

noted that Central Government delays in the release of funds also hindered road maintenance in the district. The road sector needs improvement for Amuru District to benefit from trade with Gulu and cross-border trade with neighbouring Southern Sudan.

Figure 5: L-R: Gang group maintaining Jimo road, Lamogi Sub-county and a newly opened road linking Amuru and Nwoya districts at Otwee ward, Amuru Town Council



Source: ACODE Digital Library, August 2013

2.2.5 Water and Sanitation

a) Water

In the year under review, at least 71 per cent of the population of Amuru had access to safe water against a projected figure of 72 per cent. Development partners like JICA, NUDEIL were helping the district in construction of boreholes to reduce the challenges in the water sector.¹⁷ However, the scattered settlement pattern made it difficult to meet the people's demand for water. In the year under review, Amuru was served by 539 water sources, comprising 354 boreholes, 126 protected springs and 59 shallow wells. With the impending decommissioning exercise of 100 boreholes, water coverage is likely to fall to 60 per cent. In some areas like Pawel Parish – Pukumu village, where the only borehole that served the entire community had been non-functional for the past six years as a result of poor maintenance, residents had resorted to using unsafe water sources like streams. Whereas many in parishes like Okunggedi in Amuru Sub-county, locals shared water sources with either schools or health centres.¹⁸

b) Sanitation

and Gulu.

¹⁷ JICA drilled 8 boreholes and NUDEIL drilled 28 boreholes in Amuru in the FY 2012/2013

¹⁸ FGD participants in Okunggedi parish said they shared water source with Okunggedi Primary School

The household latrine coverage stands at 63 per cent while at institution level it stands at 85 per cent. The pupil-latrine stance ratio in schools is 70:1. Many households visited by the research team during focus group discussions had basic sanitation facilities like latrines and utensil drying racks.

Figure 6 L-R: Water sources in Kal Parish, Pabbo Sub-county and (Right) Pawel Parish, Atiak Sub-county



Source: ACODE Digital Library, August 2013

2.2.6 Agriculture

Agriculture remains the major economic activity and source of livelihood for the majority of the population in Amuru District. It employs approximately 98 per cent of the population. The major crops grown in Amuru include: tobacco, maize, millet, sorghum, sweet potatoes, cassava, groundnuts, simsim, beans, peas and sunflower. The sector continues to grapple with challenges of funding, human resources and unpredictable climate. At the departmental level, the sector lacks a substantive District Agricultural Officer, District Veterinary Officer and Sub-county extension workers. Participants in FGD alluded to the fact that they had fallen victim to unpredictable weather and realized almost no yield in the first half of the year.

“I have been able to enhance my banana plantation through NAADS support and my household income has been enhanced through sale the banana and suckers” **Commercial farmer, Lamogi Sub-county**

In the year under review, government’s funding for agriculture was majorly channeled through NAADs which many residents said faced challenges. Many participants interviewed said the NAADs group dynamics made the program unreliable because it took so long for all the group members to benefit as only a member of a group was supported in a year.¹⁹ NAADs beneficiaries across

¹⁹ 58 Food security farmers per parish, 3 Market -oriented farmers per parish and 1 Commercial farmer per sub county were supported in the year under review in Amuru.

the district also complained of overpricing of the items given to them like seeds, livestock and farm implements. This was attributed to procurement committees²⁰ at village level that wanted to make a difference by inflating the prices. There were a number of challenges that bedevilled NAADS, including: negative attitudes of beneficiaries who did not own the project; beneficiaries selecting enterprises that were not of high market value; poor road infrastructure that made it difficult for NAADS officials to do monitoring; and, most local leaders not monitoring projects in their areas. Through NAADS support, many respondents who were beneficiaries said their capacities had been built and household income enhanced. For instance, a respondent in Lamogi Sub county who is a commercialized farmer said he had become successful with support from NAADS.

Figure 7: NAADS Demonstration farm (Banana) and a NAAD demonstration farmer takes another farmer through the basics of farming banana, Lamogi Sub-county

Source: ACODE Digital Library, August 2013



2.2.7 Environment and Natural Resources

Amuru District is endowed with wetlands, rivers and vegetation cover with nearly 24,000 hectares of forest cover including six Central Forest Reserves at Keyo, Olwal, Labala, Got Gweno, Wicheri, Kilak, and a Local Forest Reserve covering three hectares in Pabbo. The district is also host to a 922 km² game reserve. Unfortunately, at the time of assessment the district was grappling with many challenges that were threatening to destroy the Environment and Natural Resources available, key among which were: increasing unsustainable human activity within the forest area; and, increasing deforestation especially for human settlement purposes and charcoal burning. With the meagre funding directed towards the district's ENR department, very little was being done by the department to avert the side-effects of these activities. The department

²⁰ Village procurement committees are selected by NAADS beneficiaries and are responsible for purchases of products.

also faced the challenge of inadequate staffing; both the District Environment Officer and the Natural Resource Officer were serving in acting capacities.

2.2.8 Efforts to Address Gaps in Service Delivery

Analysis of council minutes revealed a gap in the quality of debate in council. There was no evidence to show that councilors substantially debated and provided concrete solutions to the gaps in service delivery. This was evidenced by the fact that most councilors were pre-occupied with proposing and seconding for adoption of documents in council, and there was an absence of even a single motion on service delivery raised before and passed by council.

Contributions of NGOs and CSOs like NUDIEL, JICA and Action Aid had gone a long way in bridging the existing gaps in service delivery in the district; new community roads had been opened, classroom blocks constructed in some primary schools, and boreholes drilled, to mention but a few. Despite these efforts, there were still wide gaps in service delivery. For instance, in some of the schools that were visited, there were new classroom blocks, yet pupils -especially those in lower classes - sat on the floor.

3. THE SCORE-CARD FINDINGS AND INTERPRETATION

The score-card is an innovation by ACODE to fill in the existing gap of assessing the performance of political leaders. The Ministry of Local Government carries out annual assessment of the technical staff of the district. The district is mandated to administer and provide services. The district council consists of the Chairman, Speaker and Councilors. The score-card assessment is premised on a set of parameters which guide the extent to which local government council organs and councilors perform their responsibilities.²¹

3.1 Amuru District Council

The Local Government Council is the highest authority within a local government with political, legislative, administrative and executive powers. The score-card for the council is derived from the functions of local government councils as stipulated under the Local Governments Act. The assessment of the local government councils is aimed at establishing the extent to which a council uses its political, legislative, administrative and planning powers to address the issues that affect the electorate within their jurisdiction. Table 5 shows the details of the Amuru Council's performance on each assessed parameter.

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

Table 5: Performance of Amuru District Council in FY 2012/13

Performance Indicators Year	Actual Score	Maximum Scores	Remarks
1. LEGISLATIVE ROLE	10	25	
Adopted model rules of Procedure with/without debate (amendments)	2	2	Standard rules of procedures adopted by council on 16th April 2013 under Min No: 9/FC/FY/2012/2013/12/2.
Membership to ULGA	2	2	DEC sat only 7 times, Standing committees (Finance sat 7 times and Social Services sat 4 times), while business committee sat 5 times.
Functionality of the Committees of Council	1	3	
Lawful Motions passed by the council	0	3	
Ordinances passed by the council	0	3	Council did not move any motion in the year under review. Neither did council pass any ordinance.
Conflict Resolution Initiatives	1	1	
Public Hearings	0	2	Council have physical district council chambers (The Multipurpose Hall) but no library and councilors' lounge
Evidence of legislative resources	2	4	
Petitions	1	2	
Capacity building initiatives	1	3	Council petitioned the Ministry of Trade on issue of land title of Elego in the FY 2012/2013 Council engaged authorities of Adjumani district in a dialogue over the land dispute in Apaa. Council conducted capacity building training for councilors with support from Action Aid
2. ACCOUNTABILITY TO CITIZENS	13	25	
Fiscal Accountability	3	4	No evidence available that PAC reports were approved by council. There was evidence of sharing of revenue especially locally generated revenue with Sub Counties.
Political Accountability	4	8	
Administrative Accountability	3	8	
Involvement of CSOs, CBOs, Citizens private sector, professionals, and other non-state actors in service delivery	2	2	There was evidence of debate in the finance committee and council on loss of funds from departments as reported by CAO, but there was no evidence of concrete action taken.
Commitment to principles of accountability and transparency	1	3	No evidence of adoption of revised charter on accountability. Copies of client charters were displayed in Sub-county notice boards.
3. PLANNING & BUDGETING	17	20	
Existence of Plans, Vision and Mission Statement	4	5	Vision and Mission statements were displayed in departmental offices and Budget was laid on 28th June 2012.
Approval of the District Budget	4	4	Evidence of Capacity building plan was not availed.
Local Revenue	9	11	Amuru through central government have planned to construct a border market at Elego to help enhance Local revenue collection. Locally raised revenue contribution to annual budget had increased by 0.2% from 0.5% to 0.7%

4. MONITORING SERVICE DELIVERY ON NPPAs	0	30	All the committees had not undertaken monitoring of all service delivery units in the district. There was no evidence available.
Education	0	5	
Health	0	5	
Water and Sanitation	0	4	
Roads	0	4	
Agriculture and Extension	0	4	
Functional adult Literacy	0	4	
Environment and Natural Resources	0	4	
TOTAL	40	100	Good performance

Amuru District Council scored a total of 40 out of 100 possible points. The best performed parameter was planning and budgeting (17 out of 20). For the second year running, Amuru registered its worst performance in the council's role of monitoring service delivery (0 out of 30). Standing committees of social services and finance that are mandated to monitor service deliveries on behalf of council did not do so. The council's inability to monitor service delivery is an indication of abdication of its oversight role because it becomes difficult for it to ensure value for money allocated for respective sectors.

3.2 District Chairperson

The Chairperson is the political head of the district as provided for in the Local Government Act.²² In the year under review, the Chairperson of Amuru District Local Government was Anthony Louis Omach Atube. A District Chairperson shall, subject to Section 79 of the Local Governments Act and Article 197 of the Constitution, monitor and coordinate the activities of municipal and town councils and of other lower local governments and administrative units in the district; and on behalf of council, oversee the performance of persons employed by the government to provide services in the district; and, to monitor the provision of government services or the implementation of projects in the district.²³ Table 6 provides details of the Chairperson's performance in FY 2012/13.

Table 6: Chairperson's Score-card

Name	Anthony Louis Omach Atube		
District	Amuru		
Political Party	NRM		
Gender	Male		
Number of Terms	2		
Total Score	78		
ASSESSMENT PARAMETER	Actual Score	Maximum Score	Comments

²² Local Government Act CAP 243, Section

²³ Local Governments Act CAP.243, Section 13

1. POLITICAL LEADERSHIP	18	(20)	Chaired six DEC meetings, and delegated once on 2nd April 2013. Chairperson led a delegation from Amuru to Adjumani for a dialogue on the Apaa land dispute between the two districts
Presiding over meetings of Executive Committee	3	3	
Monitoring and administration	4	5	Chairman made a report on state of affairs of the district on 13th September 2013.
Report made to council on the state of affairs of the district	2	2	Chairperson attended District Security Committee meetings on 27/2/2013 and 5/3/2013
Overseeing performance of civil servants	4	4	Chairperson also engaged the Manager of Rural Electrification Agency on extension of electricity to government institutions in Amuru.
Overseeing the functioning of the DSC and other statutory boards/committees(land board, PAC,)	1	2	
Engagement with central government and national institutions	4	4	
2. LEGISLATIVE ROLE	4	(15)	Executive did not present any motion in Council, except for vote on account. Neither did they present any bill.
Regular attendance of council sessions	2	2	
Motions presented by the Executive	2	6	
Bills presented by the Executive	0	7	
3. CONTACT WITH ELECTORATE	9	(10)	Chairperson appeared regularly on Mega FM and twice on Rupiny FM talking about service delivery.
Programme of meetings with Electorate	4	5	
Handling of issues raised and feedback to the electorate	5	5	
4. INITIATION AND PARTICIPATION IN PROJECTS IN ELECTORAL AREA	10	(10)	Chairperson initiated and extended the Lwani Cassava growers project and Pabbo United Growers Project
Projects initiated	3	3	Chairperson signed MoU with NUDEIL, CRESO and AEI
Contributions to communal Projects/activities	2	2	
Linking the community to Development Partners/ NGOs	5	5	
5. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS	37	(45)	District chairperson directed the Suspension of quarry activities by CHICCO company, initiated an advocacy meeting on water and sanitation and a review meeting for FAL.
Monitored Agricultural services	5	7	Chairperson also wrote to the Ministry of Works on issues of roads
Monitored Health Service delivery	6	7	
Monitored schools in every sub-county	5	7	
Monitored road works in the district	6	7	
Monitored water sources in every sub-county	5	7	
Monitored functional Adult literacy session	5	5	
Monitored Environment and Natural Resources protection	5	5	
TOTAL	78	100	

Chairman Anthony Omach scored 78 out of the 100 possible points compared to 54 in FY 2011/2012. Chairperson Omach's performance improved tremendously in monitoring service delivery in NPPAs. In the year under review, the Chairperson undertook a personal initiative to monitor service delivery and took instant actions afterwards. For instance, the Chairperson convened a meeting with all school heads upon realizing a challenge of absenteeism by teachers and ordered immediate suspension of murram quarrying by

CHICCO²⁴ Company after his monitoring in the environment and Natural Resource sector. However, the chairman's performance under the legislative role remains wanting as his Executive Committee had neither presented any motions for resolution nor passed bills in council. This notwithstanding, the chairman initiated a number of community projects.²⁵

3.3 District Speaker

Hon. Christopher Odongkara was the district speaker during the year under review. This was his first term in office having been elected to council in 2011 general elections. Table 7 provides details of his performance during FY 2012/13.

Table 7: District Speaker's Performance in FY2012/13

Name	Christopher Odongkara	Level of Education	
District	Amuru	Gender	
Sub County	Pabbo	Number of Terms	
Political Party	NRM	Total	
ASSESSMENT PARAMETER		Actual Score	Maximum Score
1. PRESIDING AND PRESERVATION OF ORDER IN COUNCIL		17	(25)
Chairing lawful council/ meetings		2	3
Rules of procedure		9	9
Business Committee		3	3
Records book with Issues/ petitions presented to the office		0	2
Record of motions/bills presented in council		3	3
Provided special skills/knowledge to the Council or committees.		0	5
2. CONTACT WITH ELECTORATE		18	(20)
Meetings with Electorate		9	11
Office or coordinating centre in the constituency		9	9
3. PARTICIPATION IN LOWER LOCAL GOVERNMENT		6	(10)
Attendance in sub-county Council sessions		6	10

24 A Chinese company constructing the Atiak-Nimule road.

25 Chairman Anthony Louis OmachAtube initiated Lwani Cassava Growers' Association(Atiak Sub-county) and Pabbo United Rice Growers' group(Pabbo Sub-county)

4. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS	28	(45)	Monitored health, education, roads, agricultural projects and water sources; however no reports were provided for FAL and environment and natural resources.
Monitoring Health Service delivery	6	7	
Monitoring Education services	2	7	
Monitoring Agricultural projects	7	7	
Monitoring Water service	4	7	
Monitoring Road works	7	7	
Monitoring Functional Adult Literacy	1	5	
Monitoring Environment and Natural Resources	1	5	
TOTAL	69	100	

There was an improvement in the performance of the Speaker. Hon. Odongkara scored 69 out of 100 possible points compared to 51 points that he scored in the previous assessment. The Speaker was elected as a councilor; therefore it was crucial for him to prioritize monitoring of service delivery on National Priority Programme Areas in his constituency. Speaker's area of improvement was in monitoring service delivery. In this parameter, he scored 28 out of 45 points. Speaker's ability to preside over and maintain order in council also improved in the year under review as he scored 17 out of 25 compared to 5 out of 25 in 2011/2012.

3.4 District Councilors

District councils are the highest political authority within the area of jurisdiction of local governments and are vested with wide-ranging powers and responsibilities as stipulated in the Local Governments Act.²⁶ The performance of a district council, therefore, may as well be directly related to the quality and performance of the individual councilors. During FY 2012/13, councilors were assessed on the four performance parameters: (i) legislative role; (ii) contact with the electorate; (iii) participation in the lower local governments; and (iv) monitoring of service delivery on NPPAs. Amuru District Local Government Council had a total of 13 councilors.²⁷ Eight were assessed while five declined to be assessed.

Overall, there was a considerable improvement of councilors' performance compared to the previous assessment; the best performing councilors were Hon. Tito Okello (Youth) and Martin Akeru (Amuru TC), who scored 63 and 58 out of 100 points respectively. Councilors registered improved performance in legislative role as evidenced by improved level and frequency of debate in council. The majority of the councilors had debated at least four times on issues related to service delivery on NPPAs. The average performance of

²⁶ Local Governments Act (Cap. 243); Section 3, Sub section 9 (1) and Section 45

²⁷ This total excludes the chairperson and speaker who have been assessed separately in accordance with their unique roles and responsibilities under the LGA

individual councilors improved from 30 to 35. The councilors who improved with the biggest margins were: Martin Akera (Amuru Town Council), Tito Okello (Youth) and Concy Alyel (Amuru Sub county) with 142%, 91% and 83% change in scores respectively.

On the other hand, councilors scored poorly on participation in Lower Local Governments and contact with electorates, with an average score of 1 and 5 respectively. Councilors' poor performance in these two parameters is evidenced by the conspicuous absence of constituency issues in the discussions of council. Whereas the level of councilors' visibility in their sub-counties had improved, the majority did not hold community meetings on service delivery with their electorates. And while many councilors were found to have attended council meetings in their sub-counties, the majority had not provided official communication or shared information with the Lower Local Government, resulting in a disconnect between the Lower Local Government and the District Council. Table 8 below provides detailed analysis of all the assessed councilors and their performance.

Table 8: Summary Performance of Amuru District Councilors FY 2012/13

|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|

*Councilors marked were assessed using secondary data as they declined to turn up for the assessment

3.5 Interpretation of Results

The findings from the assessment reveal an improvement in the performance of Council, Chairman, Speaker and Councilors. The Chairman's political leadership and monitoring improved, as was the Speaker's ability to preside over and maintain order in Council; Councilors' quality of debate also improved. A number of factors were found to have undermined the performance of the councilors as indicated below.

3.5.1 Internal Factors

i) Contact with electorate

A councilor is supposed to consult with the constituents on challenges affecting them as a community and this should form the basis of debate in council. While some councilors improved in this parameter in the year under review, it was still a challenge to many a councilor; for example, most of them did not have a clearly drawn programme for meeting the electorates in the entire financial year. In some parishes where FGDs were conducted, like Kal and Pawel – Pukumu (Atiak Sub-county), discussants claimed they never attended any meetings organized by their councilors. However, they added that they always met their councilors at community functions/events and brought to their attention issues affecting them whenever they were sighted around the constituency. The outcome of various FGDs also revealed that most discussants knew their (especially those directly elected) councilors. However, PWD and youth participants claimed not to know their councilors at the district local government council and had no knowledge on how they were elected. For example, in Coke Parish, Lamogi Sub-county, a participant said he had not seen councilors representing PWDs and that he never knew about them. There was a fair recognition of the male youth councilor by participants in most of the focus group discussions conducted.

ii) Low civic awareness among the councilors

The score-card has gone a long way in enabling councilors to understand their job description. However in the year under review, a few councilors exhibited a negative attitude towards the assessment by declining to present themselves for scoring, and yet as leaders, they are supposed to remain accountable to those that elected them in those positions. Councilors who declined to present themselves for assessment scored low marks because they denied themselves the opportunity to explain what they had achieved. The research team relied on available information to score them. This was an exhibition of civic incompetence on their part. Councilors who scored poorly in monitoring government programmes within their local governments gave the excuse of

no facilitation for their failure to regularly monitor service delivery; yet it is the role of individual councilors to monitor service delivery with or without facilitation. In terms of participation in plenary, some councilors said they could not debate because they feared being shut down by points of order.

iii) Disconnect between Lower Local Governments and District Council

Councilors are supposed to participate in the business of their respective local governments as ex-officials. In comparison to the previous scorecard assessment, findings from this assessment revealed that councilors' participation at sub-counties had slightly improved. Records in the five local governments verified by the research team revealed that councilors attended full council meetings of their sub-counties. However, for most councilors, their attendance did not add value to the meetings as they did not guide, share or make official communications with the Lower Local Government. The LCIII Chairperson of Atiak Sub-county said the LCV Councilors were not doing much to coordinate the sub counties and the district.

"There has been a growing tension between the Sub County and the District over revenue sharing in Elego Market but unfortunately, our councilors at the district have not been helpful in this matter as we had expected them to be". **Chairman LCIII Atiak**

This affected councilors' performance owing to the fact that there was no coordination between the councilors and their sub-county. It was evident from the finding of the scorecard that those who performed better in plenary and committees were the councilors who had better contact with their Local Governments.

iv) Poor record keeping

Record keeping is very important, especially for purposes of future reference and authentication in case a councilor is involved in advocacy. While there was noticeable improvement among councilors where record keeping was concerned, there was a general problem with record keeping in most sub counties. For example, in Amuru Town Council the research team met a new clerk who could not find all council minutes for FY 2012/13. This made verification of information from the area councilor very difficult.

v) Monitoring of government programmes

Monitoring forms the core of the councilors' role, and councilors are mandated by the Local Governments Act to monitor service delivery in their sub-counties. Evidence of reports submitted for scores suggested that the majority of councilors encountered a number of challenges. To begin with, they were not well versed with the national minimum standards for different service delivery

units in their lower local governments. Some councilors submitted reports that suggested that they merely did spot checks as opposed to substantial monitoring. Secondly, councilors complained of a lack of facilitation to carry out monitoring; many councilors ignored some NPPAs like functional adult literacy programmes, road works and environment and natural resources. Thirdly, many councilors did not take follow-up actions, even after writing monitoring reports, thereby defeating the real reason of monitoring. Report writing was also still a challenge for majority of the councilors.

vi) Internal conflict

Internal bickering was reported amongst the political wing in Amuru District, which was threatening the cohesion in the district. For instance, Amuru District Council spent five months (November-April) attempting to remove the Speaker from office. This dragged the district back as no council business was conducted in this period.

3.5.2 External Factors

i) Low civic awareness among community members

The four years of the Local Government Council Scorecard Initiative have seen a gradual improvement in the level of the community's civic awareness. From the FGDs conducted during the assessment, it was evident that citizens are slowly beginning to grasp the roles of their leaders and what they should expect from them. However, many citizens still did not appreciate their roles as citizens in monitoring service delivery and some still expected personal benefits from their councilors, such as paying for their children's school fees. There is need to continuously engage citizens in civic awareness. The Local Government SMS platform and the Intensive Dissemination components recently launched by ACODE can be utilized as forums for continued engagement of the citizen in civic awareness activities.

ii) High dependence on Central Government funding

The ability of any local government to effectively deliver services ultimately relies on its financial prowess. Unfortunately for Amuru, it has continued to rely heavily on external source of funding (Central Government grants and Donor Fund) to finance its budget. In the year under review, Amuru registered a setback in many of its departments as the Central Government did not release funds for the fourth quarter, while the other three quarters' releases came rather late, affecting, for example, road construction and routine maintenance. This challenge is exacerbated by the narrow local revenue base.

iii) Land Conflict

Amuru District continues to grapple with conflicts arising from land disputes and claims of land grabbing. The border conflict between Palaro Sub-county in Gulu and Atiak Sub-county in Amuru has dragged on with seemingly no immediate solution in sight. These issues took the better part of council's time and resources at the expense of other key service delivery areas such as Education and Health.

4. GENERAL CONCLUSION AND RECOMMENDATIONS

4.1 Conclusion

Amuru District Local Government faces a wide range of challenges, ranging from slow improvement of service delivery despite fund releases from Central Government and support from development partners; land conflicts; internal wrangles amongst political leaders and a narrow local revenue resource base. The general analysis of this report shows a downward development trend in service delivery, and weak political leadership. Amuru's narrowing local revenue base and continued reliance on Central Government and donor funds leaves the district in an awkward situation where it has less influence on service delivery.

4.2 Recommendations

4.2.1 Improve local revenue enhancement

For Amuru District to achieve any meaningful development, it should shrug off its heavy reliance on Central Government and donor funds. It is prudent for the leaders to enhance the district's financial prowess by embracing investment and industrialization. Internally, the district has to exploit potential revenue sources by developing historical sites like the famous Guru-Guru Hill where the rebellion against the colonial powers by Lamogi clan took place, and the Amuru Hot Spring, among others. The district can consider public-private partnership in case it is incapable of doing so on its own. The district should expedite the process of developing the market at Elego into a modern border market to enhance local revenue in the short term.

4.2.2 Remuneration of councilors

Councilors do not earn salaries and yet much is expected of them in terms of regular monitoring of service delivery, contact with electorates and participation in lower local government. This is not helped by the fact that they reside in their sub-counties and must spend heavily on transport and accommodation when on council business at the district headquarters. During

the assessment, some councilors noted that they could not make monitoring reports because they were resource-constrained. Unlike in FY 2011/2012, when councilors were facilitated on quarterly basis with UGX 300,000 to carry out monitoring, in the year under review no such facilitation was made. This is further compounded by the fact that sub-counties in Amuru are exceptionally large. For councilors to carry out effective monitoring in their sub-counties, there is need to facilitate them. This can be done by reimbursing them on costs incurred by individual councilors or acquiring transport means like motorcycles for them under a loan arrangement.

4.2.3 Mitigate land conflict

Amuru Local Government is involved in a number of land disputes. This has slowed down the pace of service delivery as much attention of the district is turned to mitigating the effects of land disputes. If Amuru is to make any headway in terms of meaningful and tangible development, the district leadership and everybody who matters in this regard should contribute to devising ways of solving the land disputes both at intra-district and inter-district levels.

4.2.4 Civic awareness and civic competence

From the findings of the scorecard, it was evident that there is a gradual improvement in civic competence among the population. However, the fact that many participants in the various FGDs did not appreciate that as citizens they had an important role to play in monitoring service delivery and holding leaders accountable means a lot has to be done to awaken the civic competence of the population. There is need for ACODE, ULGA and other actors to continuously empower citizens to hold their leaders accountable. The SMS and Intensive Dissemination components of the Scorecard Initiative should be rolled out to other parts of the district to ensure that citizens have means of interacting with their leaders and holding them accountable. This will help in enhancing the much-envisioned demand side of accountability and improved quality of service delivery.

4.2.5 Unity of the District leadership

For development to be fostered in the district, it is crucial for both the political and technical leaderships to build a mutual working relationship. Amuru District Council's performance in this assessment was below par compared to other districts that were assessed. Political leaders attributed this to the technical wing of the district frustrating them from implementing their work. This kind of friction has greatly affected improvement of key service delivery

areas in the district like road maintenance, health and education. ULGA should create a platform where the relationship of political and technical leaders can be harmonized.

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Annex 1: Summary of Councils' Performance (FY 2012/13)

				Legislative Role										Accountability To Citizens					Planning & Budgeting				Monitoring NPPAs									
District	2011/12	2012/13	% change	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
Wakiso	71	76	7	2	0	3	1	1	1	2	2	2	1	15	3	6	8	2	1	20	5	4	7	16	4	5	3	4	3	2	4	25
Gulu	82	75	-9	2	2	2	3	0	1	2	4	2	2	20	4	5	6	2	3	20	5	4	2	11	5	5	3	3	3	3	2	24
Mpigi	67	72	7	1	2	3	3	1	1	2	4	0	1	18	4	5	8	2	0	19	5	4	2	11	5	5	4	4	2	0	4	24
Amuria	76	70	-8	2	2	2	3	3	1	0	4	0	2	19	4	6	3	2	3	18	4	4	4	12	4	5	2	4	2	4	0	21
Rukungiri	69	70	1	2	2	3	2	1	1	2	3	1	2	19	4	5	7	2	0	18	5	4	2	11	5	5	3	4	3	0	2	22
Ntungamo	64	69	8	2	1	3	2	1	1	0	4	1	1	16	4	4	7	2	0	17	5	4	7	16	2	3	3	3	3	3	3	20
Nebbi	51	69	35	2	1	3	2	1	1	0	2	1	3	16	4	5	4	2	3	18	5	4	4	13	5	5	3	4	3	0	2	22
Mbale	55	68	24	2	2	3	2	0	1	0	2	2	3	17	4	7	3	2	2	18	5	4	7	16	5	3	2	2	2	0	3	17
Mukono	78	67	-14	2	1	3	1	1	1	2	2	2	3	18	3	5	3	2	2	15	5	4	6	15	3	5	4	3	1	0	3	19
Kamuli	40	67	68	1	0	2	2	0	1	0	3	1	3	13	3	4	6	2	0	15	5	3	4	12	5	5	4	4	4	3	2	27
Hoima	48	67	40	2	1	3	3	3	1	2	1	2	2	20	2	4	3	2	0	11	5	4	2	11	5	5	4	4	2	4	1	25
Jinja	44	66	50	1	2	3	1	1	1	2	3	2	3	19	4	5	7	2	1	19	5	4	4	13	2	2	2	4	2	2	1	15
Moyo	55	63	15	2	2	3	0	1	0	0	4	0	1	13	4	6	5	2	2	19	5	4	2	11	5	5	2	2	2	0	4	20
Kabarole	75	63	-16	2	0	3	3	1	1	0	2	0	2	14	3	5	6	2	0	16	5	4	4	13	3	4	2	3	3	2	3	20
Lira	49	62	27	2	1	3	3	0	0	2	2	2	3	18	3	5	6	2	0	16	5	4	7	16	0	3	0	3	3	3	0	12
Mbarara	53	62	17	1	1	3	2	0	0	0	3	0	2	12	3	3	8	2	0	16	5	4	4	13	4	4	2	2	2	4	3	21
Bududa	60	61	2	2	1	3	1	1	1	1	2	2	2	16	3	7	3	2	1	16	5	4	4	13	3	3	1	4	2	0	3	16
Nakapiripirit	56	61	9	2	2	1	1	1	0	0	1	2	3	13	4	5	2	2	3	16	5	4	4	13	3	4	1	4	4	0	3	19
Soroti	68	60	-12	2	1	3	0	0	1	0	3	2	3	15	4	5	8	2	2	21	4	3	3	10	2	2	2	2	2	2	2	14
Buliisa	57	60	5	2	2	3	3	0	1	1	2	0	1	15	3	7	3	2	0	15	5	4	4	13	4	4	3	3	3	0	0	17
Luwero	70	60	-14	2	0	3	0	0	1	0	1	2	1	10	4	4	6	2	2	18	5	4	2	11	3	3	4	3	3	3	2	21
Kanungu	67	57	-15	1	1	2	1	1	1	0	2	2	0	11	4	4	6	2	0	16	5	4	2	11	3	3	2	3	2	2	4	19
Moroto	55	56	2	2	1	3	3	1	1	1	3	0	2	17	2	6	3	2	0	13	5	4	2	11	3	1	3	2	3	2	1	15
Tororo	40	55	38	2	2	2	2	1	1	1	4	1	1	17	2	5	4	2	1	14	5	3	2	10	3	4	0	0	2	1	4	14
Agago		51		2	1	3	1	0	1	0	2	1	2	13	3	4	4	2	0	13	5	4	2	11	2	2	2	2	2	2	2	14
Amuru	30	40	33	2	2	1	0	0	1	0	2	1	1	10	3	4	3	2	1	13	4	4	9	17	0	0	0	0	0	0	0	0
Average	59	63	12	2	1	3	2	1	1	1	3	1	2	16	3	5	5	2	1	17	5	4	4	13	4	4	2	3	2	2	2	19

Annex 2: Summary of the Chairpersons’ Performance (FY 2012/13)

					Performance		Political Leadership						Legislative Role			Contact Electorate		Development Projects			Monitoring Service Delivery On NPPAs												
Name	Gender	District	Political Party	Number of Terms	2011/12	2012/13	% change	DEC	Monitoring admin	State of affairs	Oversight civil servants	Commissions/Boards	Central gov't	Sub Total	Council	Motions Executive	Bills by Executive	Subtotal	Meetings Electorate	Issues by electorate	Subtotal	Projects initiated	Communal Projects	NGOs	Subtotal	Agriculture	Health	Schools	Roads	Water Sources	FAL	Environment	Sub Total
Richard Rwabuhinga	M	Kabarole	Ind	1	80	89	11	3	5	2	3	2	4	19	2	4	5	11	5	5	10	3	2	5	10	7	7	7	7	7	1	3	39
Priscovia Salaam Musumba	F	Kamuli	FDC	1		88		1	5	2	2	2	4	16	0	6	7	13	5	5	10	3	2	5	10	3	7	6	6	7	5	5	39
Martin Ojara Mapendu	M	Gulu	FDC	1	91	88	-3	3	5	2	4	2	4	20	2	4	5	11	5	5	10	3	2	5	10	5	7	5	7	5	3	5	37
Fredrick Ngobi Gume	M	Jinja	NRM	1	66	87	32	3	5	2	4	1	4	19	2	6	7	15	5	5	10	3	2	5	10	5	5	5	5	5	3	5	33
Matia Lwanga Bwanika	M	Wakiso	DP	1	70	82	21	3	5	2	4	2	4	20	2	2	3	7	5	5	10	3	2	1	6	7	7	7	5	7	1	5	39
Emmanuel Osuna	M	Tororo	NRM	2	78	82	5	3	5	2	4	2	3	19	2	4	5	11	4	5	9	3	1	5	9	5	7	5	5	2	5	34	
John Mary Luwakanya	M	Mpigi	NRM	1	80	80	0	3	5	2	2	2	4	18	2	6	0	8	5	5	10	1	1	5	7	7	7	7	7	0	2	37	
Charles K. Byabakama	M	Rukungiri	NRM	1	44	80	82	3	3	2	3	0	3	14	2	4	3	9	4	5	9	3	1	5	9	7	6	6	7	7	3	3	39
Francis Lukooya M.	M	Mukono	NRM	2	80	80	0	2	5	2	3	1	4	17	2	6	3	11	5	5	10	3	1	5	9	3	7	7	7	4	0	5	33
Mark Aol Musooka	M	Moroto	NRM	1	76	78	3	3	5	2	2	2	2	16	2	4	0	6	5	5	10	3	1	5	9	6	7	7	6	6	0	5	37
Anthony Omach Atube	M	Amuru	NRM	2	54	78	44	3	4	2	4	1	4	18	2	2	0	4	4	5	9	3	2	5	10	5	6	5	6	5	5	5	37
George Michael Egunyu	M	Soroti	NRM	1	82	78	-5	3	5	2	4	2	4	20	0	4	0	4	5	5	10	3	2	5	10	7	7	7	7	3	0	3	34
Francis Oluma	M	Amuria	NRM	1	74	78	5	3	5	2	3	2	4	19	2	6	3	11	5	2	7	3	1	5	9	3	7	7	7	5	0	3	32
George Tinkamanyire	M	Hoima	NRM	3	65	76	17	3	4	2	4	2	4	19	2	2	3	7	5	5	10	3	2	0	5	5	7	5	7	5	3	3	35
Alex Oremo Alot	M	Lira	UPC	1	40	76	90	3	4	2	4	2	4	19	2	6	0	8	4	5	9	3	2	5	10	6	6	6	6	6	0	0	30
Deusdeddit Tumusiime	M	Mbarara	NRM	1	70	75	7	3	5	2	3	2	4	19	2	0	0	2	3	5	8	3	0	5	8	6	6	6	6	6	4	4	38
John Lorot	M	Nakapiripit	NRM	2	69	75	9	3	3	2	3	2	4	17	2	4	3	9	5	5	10	3	1	5	9	5	7	1	7	5	2	3	30
Robert Okumu	M	Nebbi	NRM	1	65	74	14	3	5	2	4	2	4	20	2	4	0	6	5	5	10	1	2	3	6	0	7	7	7	7	2	2	32
Denis Singahakye	M	Ntungamo	NRM	1	69	74	7	3	5	2	4	1	4	19	2	4	5	11	5	5	10	3	2	3	8	4	3	5	7	2	2	3	26
Bernard M. Mujasi	M	Mbale	NRM	3	70	74	6	3	3	2	4	2	3	17	2	4	3	9	4	5	9	2	1	5	8	6	3	7	3	7	0	5	31
Josephine Kasya	F	Kanungu	NRM	3	53	74	40	3	4	2	4	2	2	17	2	2	0	4	5	5	10	3	2	5	10	7	3	7	7	3	3	3	33
John Baptist Nambeshe	M	Bududa	NRM	1	62	71	16	3	5	2	4	2	4	20	2	2	3	7	5	5	10	3	2	5	10	7	3	3	3	3	2	3	24
Fred Lukumu	M	Buliisa	NRM	2	56	70	25	3	4	1	2	2	4	16	2	6	0	8	5	0	5	3	2	5	10	6	7	7	7	3	0	1	31
Abdul Nadduli	M	Luweero	NRM	3	63	69	10	3	5	2	4	2	4	20	2	2	0	4	5	5	10	3	2	0	5	5	5	5	7	5	0	3	30
Jimmy Okudi Vukoni	M	Moyo	Ind	1	52	62	19	3	5	2	4	2	4	20	2	6	0	8	5	2	7	3	1	0	4	7	2	2	6	2	2	2	23
Peter Odok W'Oceng	M	Agago	NRM	1		47	11	2	5	1	3	2	3	16	0	0	0	0	3	0	3	2	5	10	2	2	2	2	6	2	2	2	18
Average				2	67	77	19	3	5	2	3	2	4	18	2	4	2	8	5	4	9	3	2	4	9	5	6	6	6	5	2	3	33

Annex 3: Summary of District Speakers’ Performance FY 2012/13

|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|

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