



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

**Moroto District Council Score-Card Report 2012/2013**



**Eugene G. Ssemakula ■ Paul N. Aboi ■ Pascal Lobur**

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Construction work on Moroto - Nakapiripirit Road

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# LIST OF ACRONYMS

<b>ABEK</b>	Alternative Basic Education for Karamoja
<b>ACODE</b>	Advocates Coalition for Development and Environment
<b>ADRA</b>	Adventist Development and Relief Agency
<b>CAO</b>	Chief Administrative Officer
<b>CBO</b>	Community Based Organization
<b>CSO</b>	Civil Society Organization
<b>DEC</b>	District Executive Committee
<b>FAL</b>	Functional Adult Literacy
<b>FGD</b>	Focus Group Discussion
<b>FY</b>	Financial Year
<b>HC</b>	Health Centre
<b>KAPFS</b>	Karamoja Action Plan for Food Security
<b>MoU</b>	Memorandum of Understanding
<b>NAADS</b>	National Agricultural Advisory Services
<b>NGO</b>	Non-Governmental Organization
<b>OPM</b>	Office of the Prime Minister
<b>PRDP</b>	Peace Recovery and Development Plan
<b>RDC</b>	Resident District Commissioner
<b>UNDP</b>	United Nations Development Programme

# ACKNOWLEDGEMENT

This scorecard 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). 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 the Initiative.

The production of this report would not have been possible without the contributions of several institutions and persons. We are particularly indebted to the offices of the District Chairperson, District Speaker, Chief Administrative Officer and the District Clerk to Council for the support to the assessment process on which this report is based. Their timely provision of information and data is deeply appreciated. We also acknowledge the cooperation of the district councilors who are the primary unit of study and analysis for the score-card.

We conducted 12 Focus Group Discussions (FGDs) involving community members who provided useful insights and verification with regard to the performance of councilors. We express our unreserved gratitude to each of the participants in these FGDs for their individual and collective contributions.

We acknowledge the contributions of the LGCSCI project team at ACODE and the network of LGCSCI researchers across the country that provided useful comments and suggestions on the various drafts of the report. We acknowledge the contribution of the Expert Task Group that provides continuous oversight and intellectual guidance for the development of the scorecard and methodology.

Finally, we recognize that there still remain considerable information and data gaps required to fully assess the performance of district councils and councilors in the district. However, 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 the fourth report for Moroto 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 for Financial Year (FY) 2012/13. The assessment reviewed documents on planning and budgeting, service delivery monitoring; and Lira 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. Moroto District was found to be heavily dependent on central government transfers that account for 90% of district revenue. Locally-generated revenue and donor contributions contributed 3% and 7% respectively. The total budget performance of the district during FY 2012/13 stood at a total of Shs 8.99 billion of which Shs.347.471 million came as locally generated resources; Shs 7.982 billion from Central Government transfers; and Shs 661.48 million in form of donor funds. This was a decline from the previous Financial year 2011/12 where Shs. 519 million was realised from locally generated revenue, 9.22 billion from Central Government transfers and 2.04 billion from donors.

Moroto District is among the 26 districts that have been assessed. The assessment in the district covered 13 councilors, 6 of whom were female, while the rest were male. In FY2012/13, Moroto District Council scored a total of 56 out of 100 possible points-- an improvement of 1 point compared to FY 2011/12. The best performance was exhibited under the legislative role (17 out of 25 points).

The District Chairperson, Hon. Mark Aol Musooka scored 78 out of 100 points, an improvement of 2 points from 76 in 2011/12. The district

Speaker, Hon. Ceasar Lometo scored 54 out of 100 possible points which was an improvement of 5 points from 49 in 2011/12. On the other hand, the total average score for councilors was 59 out of 100 possible points, an improvement from 41 in FY 2011/12. The best councillor was Hon. Grace Adome, with 70 out of 100 points allotted on all the assessed parameters. She also registered the highest improvement (338%) from 16 points in FY 2011/12. The best male councilor was Hon. Ayo Joseph Otita with 66 points.

The major service delivery challenges in Moroto District included the following: conflict among between chairperson and speaker, Failure to run council as per the rules of procedure inadequate staffing; Donor fatigue, 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, raising local revenue and coordination of key actors are made to strengthen the capacity of the district to improve service delivery and accountability to citizens.

# 1. BACKGROUND

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## 1.1 Introduction

This report presents findings from the 2012/1013 Local Government Scorecard for Moroto District Local Government. Moroto District was one of the pioneer 10 districts in which the scorecard process commenced with the assessment for the financial year (FY) 2008/2009. Over the 4 years of assessment, two councils (2006-2011) and the current council (2011-2016) have been assessed and have benefited from capacity building components of the initiative. In this report, the main focus is on the results of the current Moroto District Council for FY 2012/13 as compared to those of the council's first year in office (FY 2011/12).

## 1.2 District Profile

Located in the north-eastern part of Uganda, Moroto District is one of the oldest in the Karamoja region and Uganda. The district borders<sup>1</sup> Kaabong District to the north, the Republic of Kenya to the east, Amudat District to the south, Nakapiripirit District to the south-west, Napak District to the west and Kotido District to the north-west. The current district comprises one municipality, one rural county (Matheniko) and six sub-counties of Rupa, Nadunget, Tapac, Katikekile, Southern Division and Northern Division. The current leadership of the district is presented in Table 1.

**Table 1: Political and Civil leadership of Moroto District Local Government**

Designation	Name
<b>District Political Leadership</b>	
Hon. Aol Mark Musooka	District Chairperson
Hon. Michael L Langat	Secretary for Health and Social Services
Hon. Calisto Iriama	Secretary for Production
Hon. Grace Adome	Secretary for Works and technical Services
Hon. Ceasar Lometo	District Speaker
Hon. John Baptist Lotee	Deputy Speaker
<b>District Technical Leadership</b>	

<sup>1</sup> These have kept changing over time with the creation of new districts such as Nakapiripitin 2000, Kaabong in 2005, Amudat in 2009 and Napak in 2011

Robert Mulondo	CAO
Peter Henry Wotunya	Deputy CAO
Pollar Opio	District Planner
Dr. Michael Omeke	District Health Officer
Caesar Orup	District Engineer
Rebecca Ezatiru	District Internal Audit
Moses Aleper	Chief Finance Officer
Achilla Odongo	District Production Officer
Paul Abul	District Education Officer
Moses Lokoroi	District Community Development Officer
Nahaman Ojwe	RDC
<b>Members of Parliament</b>	
Simon Peter Aleper	Moroto Municipality
Margaret Iriama	Woman Representative
John Baptist Lokii	Matheniko County

## 1.3 Methodology

The process of conducting the assessment used a variety of methods consistent with the goals and the theory of change<sup>2</sup> of the scorecard. The following approaches were used in the process.

### 1.4.1 The Score-card Tool

The scorecard is premised on a set of parameters which assess the extent to which local government council organs and councilors perform their responsibilities.<sup>3</sup> 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 parameter assessed include; legislation, contact with the electorate, planning and budgeting, participation in lower local governments and monitoring of service delivery.<sup>4</sup>

The scorecard is reviewed and ratified annually by internal and external teams. The internal team comprises ACODE researchers and 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.

2 See Tumushabe, G., et.al. (2010). Monitoring and Assessing the Performance of Local Government Councils in Uganda: Background, Methodology and Score Card. ACODE Policy Research Series, No.31, 2010. Kampala

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

4 See, Tumushabe, G., et.al., (2012). Strengthening the Local Government System to Improve Public Service Delivery Accountability and Governance. ACODE Policy Research Series, No. 53, 2012., Kampala.

### 1.4.2 Score-card Administration

Before commencement of the assessment exercise, an inception meeting was organized on 8 April 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 scorecard, nature of assessment, and to orient councilors for the assessment.

- a) **Literature Review.** The assessment involved comprehensive review of documents and reports on Moroto District Local Government. The specific documents and reports reviewed are listed in the section of references at the end of this report.
- b) **Key Informant Interviews.** Key informants were purposively selected for the interviews owing to 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 feed into the score card. They also offer an opportunity for civic education on roles and responsibilities of political leaders. Interviews with the technical leaders provide an independent voice and an opportunity to verify information.
- c) **Focus Group Discussions (FGDs).** Focus Group Discussions (FGDs) were conducted based on the criteria set in the scorecard FGD guide. A total of 12 FGDs were organized in 6 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. In all, 163 people, 65 of whom were women and 98 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. In each sub-county, visits were made to primary schools, health centers, water source points, NAADS demonstration sites, 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 make inferences and draw conclusions on individual and general performance.

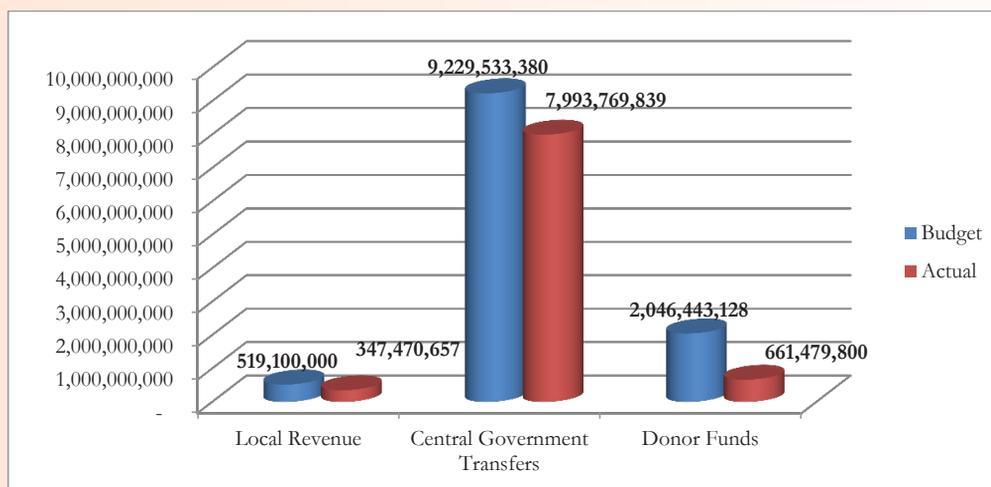
## 2. BUDGET PERFORMANCE AND THE STATUS OF SERVICE DELIVERY

For any local government, the availability of resources is highly reflective of the reach and breadth of service delivery in that particular local government. Under fiscal decentralization districts have a devolved mandate as bodies corporate to collect and generate local revenue while the central government through conditional, unconditional and equalization grants ensures that financial resources are available to run the devolved functions of district local governments. In this chapter we explore the budget performance of Moroto District and link it to the quality of service delivery in the district.

### 2.1 District budget performance

Sources of revenue for Moroto District fall under three categories, namely: locally raised revenue, government transfers and contributions from development partners. In Figure 1, the resource envelope available Moroto district during FY 2012/13 is provided.

**Figure 1: Budget performance during FY 2012/13.**



**Source:** Author's calculations based on Moroto District Annual work plans 2012/13.

The total budget performance of the district during FY 2012/13 stood at a total of Shs 8.99 billion of which Shs.347.471 million (3%) came as locally generated resources; Shs 7.982 billion (90%) from Central Government transfers; and Shs661.48 million (7%) in form of donor funds. In terms of budget realization, this accounts for only 75.4% of what had been planned.

The major challenge with regard to local revenue collection is the low local revenue base and non-payment of royalties by the Ministry of Energy and Minerals Development. In addition, the district is vulnerable to unpredictable budget cuts by government or complete non-remittance on the part of the donors. For instance, in FY 2012/13, UNDP did not remit any funds to the district, although the district expected this particular contribution to cover about 60% of the total donor funding.<sup>5</sup> There were also challenges with the central government budget cuts during the fourth quarter, especially PRDP releases that affected the performance of the district's budget.

Basing on the available resources of Shs 8.99 Bn to the district, the allocations for each of the 12 sectors are indicated in Table 2.

**Table 2: Moroto District Sectoral allocations for 2012/13 ('000)**

	2011/12	2012/13
Education	991,552	2,568,542
Administration	370,569	1,472,719
Health	975,017	1,318,672
Production and Marketing	953,240	953,450
Roads and Engineering	392,135	507,526
Water	500,842	484,079
Community Based Services	393,485	476,080
Statutory Bodies	404,926	432,429
Finance	327,150	224,354
Planning	92,990	145,895
Natural Resources	41,334	63,431
Internal Audit	10,406	22,980

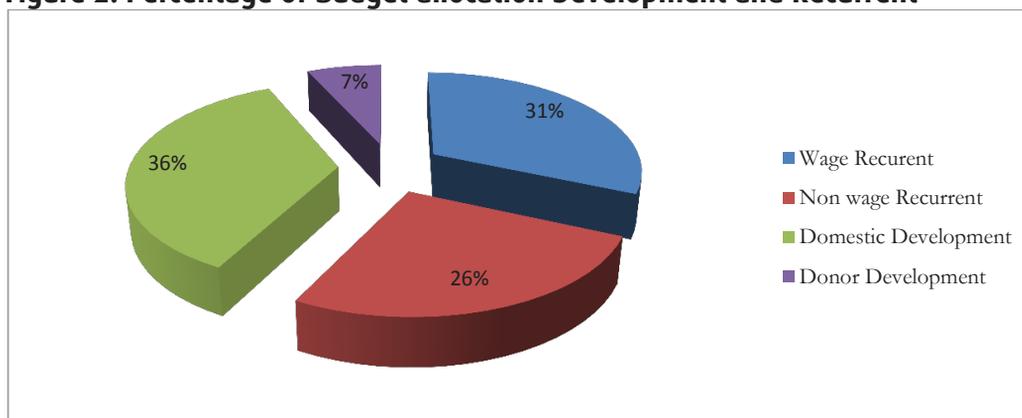
**Source:** Moroto District Annual work plans 2012/13 and 2013/14

From Table 2 above, it is evident that the Education Sector, closely followed by Administration and Health received the highest allocations, while Natural Resources and Internal Audit received the least allocation. Worth noting is the nominal increase in allocations to the sectors when compared to the 2011/12 budget outturns. However, there others like Finance and Production and Marketing whose budgets reduced or remained the same respectively. It

<sup>5</sup> See Moroto District Annual Work Plan 2013/14

should also be noted that the district budget is largely a consumptive budget, with the biggest percentage allocated to recurrent expenditure (both wage and nonwage) accounting for 57% of the total budget in contrast to 43% for development as indicated in Figure 2.

**Figure 2: Percentage of Budget allocation Development and Recurrent**



**Source:** Author's calculations based on Moroto District Annual Work Plans 2012/13

## 2.2 Status of Service Delivery

Service delivery is one of the core objectives of decentralization as stipulated in the second schedule of the Local Government Act.<sup>6</sup> The decentralized services include education services, medical and health services, water, roads, among others. In this assessment, we provide a concise analysis of the state of these decentralized services. Explanatory factors responsible for the analyzed service delivery status.

### 2.2.1 Education

Moroto District has a total of 16 government-aided primary schools throughout the four rural sub-counties, i.e. Acerer, Nawanatau, Nadunget, Naitakwae, Loputuk and Kasimeri. Primary schools in Nadunget Sub-county; Moroto KDA, Moroto Rainbow, Kaloi, Moroto Army and Rupa primary schools in Rupa Sub-county; Kakingol, Lia and Musas primary schools in Katikekile Sub-county and Tapac and Loyara both primary schools in Tapac Sub-county. Owing to the existential situation of a predominantly pastoral community, the district also has an additional 73 ABEK<sup>7</sup> centres. The key indicators for education within the district are provided in Table 3.

<sup>6</sup> See second schedule of Local Governments Act 1997

<sup>7</sup> Alternative Basic Education for Karamoja, that is a tailored basic education programme that teaches numeracy and literacy skills to the children while in their homesteads. This was in response to the high dropout rate.

**Table 3: Key indicators for Education in Moroto District**

Indicators	Level of achievement 2011/12	Level of achievement 2012/13
Enrolment	6206 pupils	6243
PLE Performance	Div 1: 2.6 Div 2: 24.5 Div 3: 26.7 Div 4: 21.9 U: 20.6	Div 1: 3.97 Div 2: 61.5 Div 3: 18.41 Div 4: 9.83 U: 3.14
No. of qualified primary teachers	98	403
No. of primary schools	16	16
No. of students passing in grade one		9
No. of student drop-outs	200	2500

**Source:** Moroto District Annual Work Plans 2012/13 and 2013/14

The Education Sector is faced with a number of challenges, key among which is the high number of school dropouts. In the financial year under assessment, a total of 2,500 children dropped out of school which is close to half of all the pupils that enrolled in the same year. This is attributed to the prevalent hunger in the region affecting the girl child specifically as most of them have opted to look for work for food in town. Another challenge is with regard to teachers' accommodation, since most of the rural schools have no houses for staff accommodation especially in the hard-to-reach mountainous sub-counties of Tapac and Katikekile.

These challenges notwithstanding, there are noticeable investments and efforts by the district through PRDP funding to construct dormitories and office blocks particularly in Musas PS, Loptuk PS and Rupa PS. In addition, during the financial year, the district constructed 19 pit latrine stance toilets, that is: 3 stances in Kasimeri PS, 5 stances in Loputuk PS, 5 stances in KDA Ps and 4 stances in Rupa PS. Figure 3 below shows some of the works under the Education Sector.

**Figure 3: Construction projects at Musas Primary School**



**Source:** ACODE Digital Library 2013

## 2.2.2 Health

Moroto has a total of 9 health facilities, i.e. a district hospital (Moroto Regional Referral Hospital), three HC IIIs (Nadine HC III, Tapac HC III, and St Pius Kidepo HC III) and five HC IIs (Loputuk HC II, Rupa HC II, Kosiroi HC II, Kakingol HC II and Lopelipel HC II). The district, however, largely relies on the HCs as the major service delivery units since there are very few private clinics. During the financial year under review, a number of outputs were realized by the district as indicated in Table 4 below.

**Table 4: Key indicators for Health**

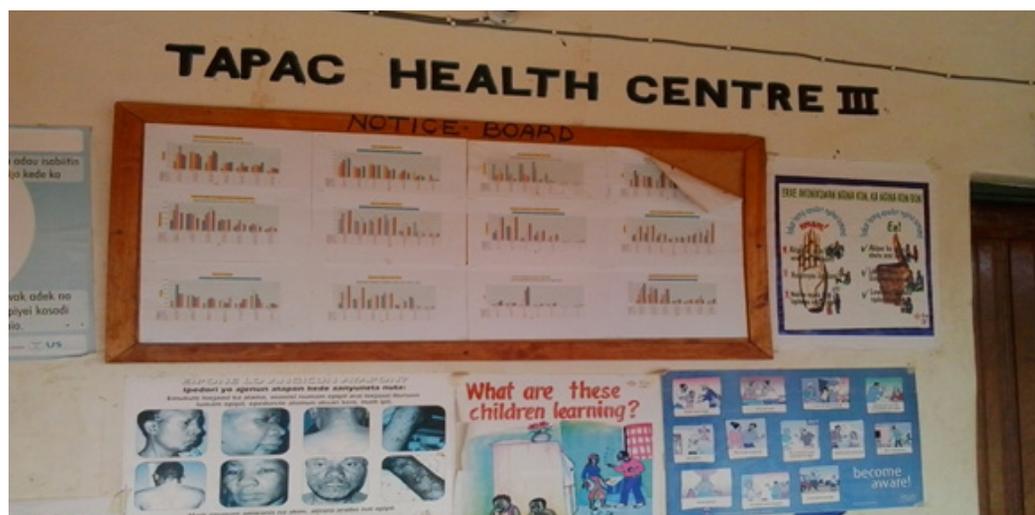
Indicators	2012/13
Latrine coverage	9.8%
Children immunised	7621
%age of approved posts filled with qualified health workers	61
%of Villages withfunctional (existing,trained, and reporting quarterly) VHTs	99
Number of outpatients that visited the Govt. health facilities	28,978
Number of trained health workers in health centers	86
No. of children immunized with Pentavalent vaccine	1743
No. of villages which have been declared Open Defaecation Free (ODF)	21

**Source:** Moroto District Annual work plans 2012/13 and 2013/14

Perhaps one of the major achievements by the department of health is in the area of sanitation. Efforts have been undertaken to curb the practice of open defecation. During the financial year, 12 villages in the sub-counties of Rupa and Nadunget were declared free of open defecation. These villages have been used as model villages and have been supported in building local latrines. Pit latrine coverage still stands at 9.8%.

The department faced a number of challenges, the most salient one being the low human resource level that stood at 62% and low staff retention levels. Only 12 parishes out of 31 in the district had a functional health center. Figure 5 shows key health info graphics as displayed on the noticeboard at Tapac HCIII.

**Figure 4: Health Information at Tapac HCIII**



### 2.2.3 Agriculture

Moroto District is predominantly a pastoral community. This has been changing over the years. There is now encouragement by government and civil society for the residents, especially in the sub-counties of Rupa and Nadunget to engage in crop production alongside cattle keeping. During the year under review, there was a noticeable effort by the district to intensify the orientation of farmers from solely focusing on pastoralism to agro production. As reflected in the annual work plan, the district embarked on ensuring functionality of sub-county farmer forums, provision of advisory services and farm inputs (7991kg beans nabe 4,9393kg of maize 1,378 local goats, procured 150 turkeys,19 local, and 40 local chicken). Table 5 shows the key indicators for agriculture.

**Table 5: Key indicators for Agriculture**

Sector	Indicator	2012/13
Agriculture (Agro produce)	Functional Sub-county Farmer Forums	24
PLE Performance	Farmers accessing advisory services	1052
No. of qualified primary teachers	Farmers receiving agriculture inputs	1052
No. of primary schools	Technical back-up visits	
Livestock	Promoting livestock health & productivity	26,450 livestock immunised

**Figure 5: Pastoralists herding cattle and a millet garden in Nadunget**



**Source:** ACODE Digital Library 2013

Despite the noticeable efforts at promoting agro-production a number of concerns were evident regarding the conceptualization and operationalization. At the conceptualization level, there seemed to be overzealousness in promoting agro production as a food security option as opposed to pastoralism. This is an erroneous approach as clearly pointed out by Levine.<sup>8</sup>

*“Contrary to a widespread misconception, crop farming in the agricultural belt is less secure as a livelihood than pastoralism in the dry belt - even for the poor.”*

At the implementation level, there was lack of coordination between the district actors and the centrally run programmes and initiatives. A key example was the Karamoja Action Plan for Food Security (KAPFS). The district executive committee did not only appear ignorant of the whole process but was also not in control of the activities undertaken, as indicated in this extract from the DEC minutes.

8 “What to do about Karamoja?” Why pastoralism is not the problem but the solution, Simon Levin. FAO/ECHO 2010.

*“The Food Security Action Plan document needed to be summarized in such a way that is easy for mobilizers understand especially the objectives. An induction needed to have been done about the studies done about the applicability of the strategies arrived”.*<sup>9</sup>

The tractor scheme spearheaded by OPM has the same problem of lack of coordination and participation by the district local government. The contractors were hired by OPM, and the district could not exercise any oversight, leading to complaints of acreage that was not uniform and unfair targeting of beneficiaries as noted in the extract of the DEC meeting:

*“On the tractor hire scheme, the chairperson realized that the most vulnerable were not utilizing the opportunity and therefore Food security should not be based on the issue of most vulnerable but to concentrate on increasing food production and the opportunity needs to be used optimally”.*<sup>10</sup>

The supply of cassava cuttings was also done without information from the district authorities which led to rampant dropping of the cuttings randomly and not planted. The same applied to potatoes vines.

## 2.2.4 Roads

The road network in Moroto District comprises of murrum roads save a few kilometers of tarmac within Moroto municipality. As a result, periodic and routine maintenance of these roads forms the bulk of activities undertaken by the department. During the financial year under review, the department undertook periodic maintenance of 11 km of roads (4 km of Nawanatau – Achere road and 7km of Rupa - Lokeriaut) and routine maintenance of 50 km (10km of Tapac - Lokwakipi road, 12km of Nadunget - Loputuk road, 10km of Katikekile - Nakonyen, 5km of Nakiloro - Kakingol, 3km of Lia -Tepeth, 10km Naoi - Kobebe). Table 6 below provides a summary of key indicators in the road sector.

**Table 6: Key indicators for roads**

Indicator	2012/13
Length in Km of District roads routinely maintained	50
Length in Km of District roads periodically maintained	11
No. of bridges maintained	0
Length in Km of District roads maintained.	0
Length in km of community access roads maintained	5
No. of Bridges Repaired	0
Length in km. of rural roads constructed (PRDP)	0

**Source:** Moroto District Annual work plans 2012/13 and 2013/14

<sup>9</sup> See DEC minutes 13 November 2013

<sup>10</sup> See DEC minutes 13 November 2013

The major challenges facing the road sector include lack of transport to facilitate effective supervision, inadequate funding to the sector and rampant flash floods that often render roads impassable after heavy downpour as seen in Figure 6 below.

**Figure 6: Road to Tapac - Moroto**



**Source:** ACODE Digital Library 2013

### 2.2.5 Water and Sanitation

Water coverage in Moroto District stands at 37%,<sup>11</sup> one of the lowest in Uganda. The efforts of the district to address this situation were analyzed and the workplan for FY 2012/13 reveals that a number of water points were worked upon by the district as indicated in Table 7 below.

**Table 7: Key indicators for Water**

Indicator	2011/12	2012/13
No. of supervision visits during and after construction	10	10
No. of water pump mechanics, scheme attendants and caretakers trained	-	0
No. of water and sanitation promotional events undertaken	-	1
No. of water user committees formed	0	13
No. of deep boreholes drilled (hand pump, motorised)	18	9
No. of deep boreholes drilled (hand pump, motorised) (PRDP)	9	5
Length in km. of rural roads constructed (PRDP)	0	

**Source:** ACODE Digital Library, September 2013

<sup>11</sup> Uganda Demographic Health Survey, 2011

The water sector is equally faced with a number of challenges, key of which is the issue of staffing. It was observed that the department had only two staff that is the District Water Officer and a maintenance technician. This definitely had a negative impact on the ability of the department to provide the needed services. In addition, transport for the sector was a problem as the available vehicle was in a poor mechanical condition, rendering it unusable especially in mountainous areas of Tapac.

## 2.2.6 Functional Adult Literacy

Functional Adult Literacy (FAL) falls under the Community-based Services Department. During the financial year, the department undertook two major activities with regard to FAL that is on spot supervision where 2 visits were conducted by the department in all the four sub-counties of Rupa, Nadunget, Katikekile and Tapac and ensuring that payment of FAL instructor allowances was effected. The situational analysis of FAL indicates very low levels of implementation as shown in Table 8.

**Table 8: Key indicators for FAL**

Indicator	National Standard	2012/13
Number of instructors	239	12
Number of participants	3632	44
Number of service centres	-	1
Level of coverage		13
No. FAL Learners Trained		12

**Source:** Moroto District Annual work plans 2012/13 and 2013/14

## 2.2.7 Natural Resources

Environment is a key factor in the development of the district. The importance of the environment to the livelihood of the community in Moroto District cannot be underscored. However, the situation in the district presents an escalating degradation of the environment resulting from the cutting of trees for use as firewood, brick making and charcoal burning as well as open cast mining of marble stones. This is not helped by the low funding to the department of natural resources of only Shs 63 m (this translates to 5.2m per month for the whole department), the bulk of which goes to paying salaries. This has made it increasingly difficult for the department to carry out any significant activity and, as a result, only two activities were carried out with regard to protecting the environment during FY 2012/13, that is: formulation of 2 watershed committees and 2 compliance management surveys. However, a number of NGOs like Welt Hunger in Tapac) have responded to the issue of environmental

degradation by establishing nursery beds within the communities. Figures 7 and 8 show the extent of environmental degradation and efforts to curb it in Tapac.

**Figure 7: L-R: open mining of marble in Tapac and Tree Nursery in Tapac**



The analysis of the key service delivery indicators presents overall poor performance especially in the sectors of environment, FAL and agriculture. Moroto lags behind key national development indicators. Although some progress is seen in the area of education, roads and health, the district has a lot of gaps that need to be addressed. The overall constraint that cuts through is a low level of sector funding compounded by low local revenue. This continues to affect both capital investment and facilitation of recurrent activities. The other challenge facing the district is low staffing created by the splitting of the district to create Napak District. It is important that the District Council continues to present these challenges to the relevant ministries and development partners. Policy implementation ought to be backed up by requisite financing for Moroto District to fully execute its mandate of good governance and service delivery.

## 3. SCORECARD PERFORMANCE AND ANALYSIS

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In this chapter, we present the findings from the assessment derived from the scorecard. It should be noted that the primary responsibility of monitoring local government technical performance rests with the Ministry of Local Government. However, the scorecard is an additional tool that monitors the performance of the political leadership given that the annual assessment by the ministry largely focuses on the technical arm of service delivery. The political arm comprising the district council, which includes: the Chairperson, the Speaker the DEC and Councilors on the other hand provides the oversight role. The actions and decisions undertaken by the political actors largely determine the levels of service delivery.

### 3.1 Performance of the District Council

The performance of Moroto District Council during FY 2012/13 was assessed based on four major parameters, namely: the legislative role, accountability to citizens, planning and budgeting, and monitoring service delivery on national priority programme areas. It should be noted that this was the second year of assessment for the district council and the results have been compared with the performance in the first year of assessment (FY 2011/12). Table 9 provides an analysis of the performance of the district council.

**Table 9: Performance of Moroto District Local Council**

Performance Indicators Year	Actual Score		Maximum Scores	Remarks
	2011/12	2012/13		
<b>1. LEGISLATIVE ROLE</b>	<b>11</b>	<b>17</b>	<b>25</b>	<ul style="list-style-type: none"> <li>Adopted under Min. 07/ DLC/2012 on 2/5/2012.</li> <li>Paid annual subscription 17/6/2013 receipt. No.6215</li> <li>Executive meetings sat on 20/7/12, 3/8/12, 19/9/12, 18/12/12, 11/1/13, 11/2/13, 11/3/13, 16/4/13, 23/5/13</li> <li>In process drafting Ordinance on Education</li> <li>No petitions held</li> <li>Council has undergone 3 capacity building sessions</li> </ul>
Adopted model rules of Procedure with/without debate (amendments)	2	2	2	
Membership to ULGA	1	1	2	
Functionality of the Committees of Council	0	3	3	
Lawful Motions passed by the council	2	3	3	
Ordinances passed by the council	0	1	3	
Conflict Resolution Initiatives	0	1	1	
Public Hearings	2	1	2	
Evidence of legislative resources	2	3	4	
Petitions	0	0	2	
Capacity building initiatives	2	2	3	
<b>2. ACCOUNTABILITY TO CITIZENS</b>	<b>10</b>	<b>13</b>	<b>25</b>	<ul style="list-style-type: none"> <li>PAC was not fully constituted</li> <li>Min 03/DLC/13 council debated on corruption by the elite Karimajongs taking away community land</li> <li>District commissions, boards and standing committees in place</li> <li>Evidence of involvement of CSOs in the development of the district</li> <li>No client charter in place though consultations on the process are on going</li> </ul>
Fiscal Accountability	2	2	4	
Political Accountability	4	6	8	
Administrative Accountability	1	3	8	
Involvement of CSOs, CBOs, Citizens private sector, professionals, and other non-state actors in service delivery	2	2	2	
Commitment to principles of accountability and transparency	1	0	3	
<b>3. PLANNING &amp; BUDGETING</b>	<b>18</b>	<b>11</b>	<b>20</b>	<ul style="list-style-type: none"> <li>District plans, vision and mission in place</li> <li>Approval of district budget done on time</li> <li>No tangible efforts to raise local revenue</li> </ul>
Existence of Plans, Vision and Mission Statement	5	5	5	
Approval of the District Budget	4	4	4	
Local Revenue	9	2	11	
<b>4. MONITORING SERVICE DELIVERY ON NPPAs</b>	<b>16</b>	<b>15</b>	<b>30</b>	<ul style="list-style-type: none"> <li>Committees visited 12 rural schools in Tapac, Nangunet and Katilekile, visited 4 health centres, 17 newly drilled boreholes, 6 roads, and 20 FAL groups</li> <li>Reports discussed in the General Purpose Committee</li> </ul>
Education	3	3	5	
Health	3	1	5	
Water and Sanitation	3	3	4	
Roads	0	2	4	
Agriculture and Extension	3	3	4	
Functional adult Literacy	2	2	4	
Environment and Natural Resources	2	1	4	
<b>TOTAL</b>	<b>55</b>	<b>56</b>	<b>100</b>	

The general performance of the district remained almost unchanged with only a one-point change from 55 in 2011/12 to 56 points in 2012/13. As presented in the table, however, it is evident that there was improvement by the district in some areas and was recorded in others. Noticeable improvement is observed in the legislative function (from 11 to 17 points), particularly in the functionality of committees, attempts at formulating ordinances, and conflict resolution. There was, however, decline in the planning and budgeting role (from 18 to 11 points) largely attributed to local revenue collection. The alleged marginal increase by Shs 4 million from Shs 308million in 2011/12 to Shs 347 million in 2012/13, this is a decline (from 4.2% to 3.8%) in the total contribution of local revenue to the district budget. This level of performance still places Moroto District Council among the bottom five districts in the assessment

## 3.2 District Chairperson

The chairperson's performance was assessed basing on five parameters, namely: political leadership, legislative role, and contact with the electorate, initiation and participation in development projects and monitoring of service delivery on national priority programme areas. The detailed performance per parameter is provided in Table 10.

**Table 10: District Chairperson**

<b>Name</b>	<b>Mark Aol Musooka</b>			
<b>District</b>	<b>Moroto</b>			
<b>Political Party</b>	<b>NRM</b>			
<b>Gender</b>	<b>Male</b>			
<b>Number of Terms</b>	<b>1</b>			
<b>Total Score</b>	<b>78</b>			
ASSESSMENT PARAMETER	Actual Score		Maximum Score	Comments
	2011/12	2012/13		
<b>1. POLITICAL LEADERSHIP</b>	<b>17</b>	<b>16</b>	<b>(20)</b>	<ul style="list-style-type: none"> <li>• Chaired 8 times and delegated 2 times</li> <li>• Meets with CAO once a week to monitor administration</li> <li>• Resolution to double stolen animals</li> <li>• Official house surrendered to district for renting out and money used for education bursary scheme</li> </ul>
Presiding over meetings of Executive Committee	3	3	3	
Monitoring and administration	5	5	5	
Report made to council on the state of affairs of the district	2	2	2	
Overseeing performance of civil servants	3	2	4	
Overseeing the functioning of the DSC and other statutory boards/committees(land board, PAC,)	1	2	2	
Engagement with central government and national institutions	3	2	4	

<b>2. LEGISLATIVE ROLE</b>	<b>13</b>	<b>6</b>	<b>(15)</b>	<ul style="list-style-type: none"> <li>Attended all council meetings</li> </ul>
Regular attendance of council sessions	2	2	2	<ul style="list-style-type: none"> <li>DEC presents motions for approval</li> </ul>
Motions presented by the Executive	6	4	6	
Bills presented by the Executive	5	0	7	
<b>3. CONTACT WITH ELECTORATE</b>	<b>6</b>	<b>10</b>	<b>(10)</b>	<ul style="list-style-type: none"> <li>Evidence of mobilizing communities on roads, education, NAADS and vaccination</li> <li>Appearance on radio</li> </ul>
Programme of meetings with Electorate	4	5	5	<ul style="list-style-type: none"> <li>Education bursary scheme</li> <li>Mobilizing land for school feeding programmes</li> <li>MOUs with Welt Hunger, ADRAA, Karamoja cluster</li> </ul>
Handling of issues raised and feedback to the electorate	2	5	5	
<b>4. INITIATION AND PARTICIPATION IN PROJECTS IN ELECTORAL AREA</b>	<b>9</b>	<b>9</b>	<b>(10)</b>	
Projects initiated	3	3	3	<ul style="list-style-type: none"> <li>MOUs with Welt Hunger, ADRAA, Karamoja cluster</li> </ul>
Contributions to communal Projects/activities	1	1	2	
Linking the community to Development Partners/NGOs	5	5	5	
<b>5. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>31</b>	<b>37</b>	<b>(45)</b>	<ul style="list-style-type: none"> <li>Made assessment of success rate of crops</li> <li>Visited 16 schools and all health centres minus Rupa</li> <li>Roads monitored include Moroto-Kidepo, Nower-Kidepo, Nadunget-Acherer, Katikekile-Tapac and Rupa-Musupo</li> <li>Meetings with communities in Kobebe about mining</li> <li>No visits to FAL</li> </ul>
Monitored Agricultural services	7	6	7	<ul style="list-style-type: none"> <li>Meetings with communities in Kobebe about mining</li> <li>No visits to FAL</li> </ul>
Monitored Health Service delivery	6	7	7	
Monitored schools in every sub-county	6	7	7	
Monitored road works in the district	7	6	7	
Monitored water sources in every sub-county	0	6	7	
Monitored functional Adult literacy session	5	0	5	
Monitored Environment and Natural Resources protection	0	5	5	
<b>TOTAL</b>	<b>76</b>	<b>78</b>	<b>100</b>	

The performance of the chairperson, Hon. Mark Aol Musooka, improved from 76 in FY 2011/12 to 78 in 2012/13. The major improvements were in the area of monitoring service delivery (from 31 to 37 out of 45 maximum points) and contact with the electorate (from 6 to 10 out of 10 maximum points). Indeed, during the financial year, the major achievements of the chairperson were noted in instituting the education bursary scheme, working with development partners and attracting investors to the district. Decline was, however, observed in the area of legislative role where the chairperson dropped from 13 to 6 points out of 15. This is attributed to the failure of DEC to present any bill for consideration by the council.

### 3.3 District Speaker

The parameters for assessing the district speaker included: presiding over and preservation of order in council, contact with the electorate, participation in lower local government, and monitoring service delivery on national priority programme areas. The detailed performance of the district speaker is provided in Table 11.

**Table 11: Speaker's Performance in 2012-2013**

Name	Ceasar Lometo			
District	Moroto	Gender		Male
Constituency	Youth	Number of Terms		1
Political Party	NRM	Total		54
ASSESSMENT PARAMETER	Actual Score		Maximum Score	Comments
	2011/12	2012/13		
<b>1. PRESIDING AND PRESERVATION OF ORDER IN COUNCIL</b>	<b>18</b>	<b>16</b>	<b>(25)</b>	<ul style="list-style-type: none"> <li>Chaired six times and delegated twice</li> <li>Challenges with rules of procedure as some councilors debate on the same issue more than once</li> <li>No evidence of special skills provided</li> </ul>
Chairing lawful council/ meetings	3	3	3	
Rules of procedure	7	6	9	
Business Committee	3	2	3	
Records book with Issues/ petitions presented to the office	2	2	2	
Record of motions/bills presented in council	3	3	3	
Provided special skills/knowledge to the Council or committees.	0	0	5	
<b>2. CONTACT WITH ELECTORATE</b>	<b>16</b>	<b>16</b>	<b>(20)</b>	<ul style="list-style-type: none"> <li>Evidence of meeting youth</li> <li>Written proposal for Moroto youth empowerment Centre</li> <li>No proper documentation of using speaker's office as coordinating centre</li> </ul>
Meetings with Electorate	7	7	11	
Office or coordinating centre in the constituency	9	9	9	
<b>3. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>2</b>	<b>6</b>	<b>(10)</b>	<ul style="list-style-type: none"> <li>Attended meetings in Nadunget, Rupa and Tapac</li> <li>Shares information about the youth</li> </ul>
Attendance in sub-county Council sessions	2	6	10	
<b>4. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>13</b>	<b>16</b>	<b>(45)</b>	<ul style="list-style-type: none"> <li>Evidence of visiting health centres, schools and agriculture services in Tapac, Nakilor, Nadunget, and Kakingole</li> <li>No evidence of actions taken on water services, road works, FAL and environment</li> </ul>
Monitoring Health Service delivery	1	3	7	
Monitoring Education services	5	5	7	
Monitoring Agricultural projects	1	5	7	
Monitoring Water service	1	0	7	
Monitoring Road works	1	1	7	
Monitoring Functional Adult Literacy	0	1	5	
Monitoring Environment and Natural Resources	4	1	5	
<b>TOTAL</b>	<b>49</b>	<b>54</b>	<b>100</b>	

There was improvement on the part of the speaker from 49 points to 54 points. The improvement was particularly in the monitoring aspect (13 to 16 points) and participation in lower local governments (from 2 to 6 points) and preservation of order in council.

### **3.4 District Councilors**

The scorecard for councilors was premised on four major themes: Legislative function of council, contact with the electorate, participation in lower local governments and monitoring of service delivery. Table 12 provides a detailed performance of each individual councilor.

**Table 12: Performance of Moroto District Councillors FY 2012/13**

Name	Sub-county	Party	Gender	Terms	2011/12	2012/13	% change	Legislative role				Contact with electorate			Participation in LLGs		Delivery on NPPA							
								Plenary	Committee	Motion	Special skill	Sub total	Meeting electorate	Office	Subtotal	Sub county meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Grace Adume	Youth	NRM	F	1	16	70	338	8	8	2	0	18	4	9	13	0	7	7	3	7	3	5	39	
Zubeda Teko	South & North Division	NRM	F	1	59	68	15	8	8	2	0	18	3	9	12	6	5	5	5	5	3	4	32	
Clementina Lochoro	Rupa	NRM	F	1	37	68	84	8	8	0	0	16	4	9	13	8	7	7	1	3	7	1	5	31
Joseph Otita	Rupa	NRM	M	1	70	66	-6	8	8	2	0	18	5	5	10	10	1	5	7	5	1	4	28	
Michael Langat L.	Tapac	Ind	M	1	53	65	23	8	8	2	0	18	3	9	12	2	5	7	5	7	1	1	33	
Callisto Iriama	South Division	NRM	M	3	54	64	19	8	8	2	0	18	5	5	10	6	3	5	5	5	3	4	30	
Cosmas Ayepa	North Division	NRM	M	1	67	59	-12	8	8	2	0	18	5	9	14	0	5	5	7	3	1	1	27	
Regina Kuri	Tapac	FDC	F	1	30	58	93	8	8	2	0	18	5	6	11	10	1	7	1	7	1	1	19	
Abdallah L. Mazio	PWD	NRM	M	1	33	50	52	8	8	2	0	18	0	0	0	4	5	7	1	1	7	3	4	28
Betty Akuu	PWD	NRM	F	1	23	45	96	8	8	2	0	18	0	9	9	0	5	5	0	1	1	1	18	
Andrew Pulkol Lochugae	Nadunget	NRM	M	5	18	45	150	8	8	0	0	16	3	5	8	10	1	1	1	5	1	1	11	
Rose Adero Loki	Nadunget	NRM	F	3	54	43	-20	8	8	2	0	18	3	0	3	0	1	1	5	5	1	4	22	
John Baptist Lotee	Katikekile	NRM	M	1	20	40	100	8	8	2	0	18	5	2	7	0	1	1	3	1	5	0	4	15
Average				2	41	59	79	8	8	4	0	20	3	6	9	4	4	5	4	4	5	2	3	26

From the table, there was general improvement on part of the councilors when compared with the previous assessment of 2011/12. There was overall improvement across all parameters, especially the legislative role and monitoring service delivery. The best performing councilor during the FY 2012/13 was Hon. Grace Adome, female youth and secretary works and technical services, who scored 70 points. She was also the councilor who made the most significant improvement with a percentage increase of 338% from 18 points in 2011/12. However, two councilors declined to be scored which affected their performance since we relied on secondary data.

# 4. INTERPRETATION OF FINDINGS AND RECOMMENDATIONS

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## 4.1 Factors affecting performance

A number of aspects were noted as having an impact on the performance of the various political leaders in the district. These can be categorized into internal and external factors.

### 4.1.1 Internal factors

#### a) Low civic competence of the electorate

The mindset of many of the electorates in the districts is that political leaders are the elders who are supposed to provide for their day-to-day needs. As a result, the expectations of the electorate are very high.

This has made it increasingly hard for the political leaders to interact freely with the electorate

#### b) Poor interpersonal relationship between chairman and speaker

There was noticeable tension between the district chairperson and the speaker. This tension had divided the council. From either party of lack of respect on one side or the other had affected the functioning of council. The tension primarily arose from lack of role clarity on part of the district speaker who has been often accused of carrying out functions beyond his legal mandate as speaker.

### 4.1.2 External factors

- **Unpredictable budget cuts and delayed releases:** The ability of the district to deliver services is highly dependent on the available resources. The unpredictable budget cuts as discussed in chapter 2 of this report greatly affected performance. It led to failure to implement services as planned, leading to poor performance.
- **Donor fatigue: inability to attract funding:** Moroto, just like many districts in the has largely survived on donor funding. However, this has led to

donor fatigue with some funders either losing interest or failing to meet their commitments. An example is UNDP which did not fund the district during the financial year despite having earlier committed to doing so.

- **State actors that do not involve the local government:** As earlier pointed out in section 2.3, the implementation of projects and activities in the district by central government ministries without proper involvement of district political leadership has greatly affected the quality of service delivery at the district level.

## 4.2. Recommendations

From the foregoing, it is evident that the quality of service delivery in the district is largely dependent on the availability of resources, proper coordination of various actors(donors, local government and the line ministries), and a well-functioning council. We therefore make the following recommendations to improve on revenue collection:

- **Local Revenue:** The district needs to intensify efforts of collecting local revenue. This is one of the ways that will enhance proper functioning of the district. Given the potential for mining in the district, there should be a clearly laid out strategy by the district to collect royalties from these activities.
- **Capacity building for leaders:** There is need for continuous training for the political leadership especially with regard to running of council and role clarity. This can be done through exchange visits to other local governments that are performing better in this aspect.
- **Coordination with key actors:** The district council needs to take conscious steps to ensure that the activities implemented by the central government ministries are well coordinated and understood by the other various stakeholders.

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

District	2011/12	2012/13	% change	Legislative Role										Accountability To Citizens					Planning & Budgeting				Monitoring NPPAs													
				Rules of procedure	Membership ULGA	Functionality of committees	Lawful motions	Ordinances	Conflict resolution	Public hearings	Legislative resources	Petitions	Capacity building	Sub Total	Fiscal accountability	Political accountability	Administrative accountability	Involvement of CSOs	Principles of accountability	Sub Total	Planning and budgeting	District budget	Local revenue	Sub Total	Education	Health	Water	Roads	Agriculture	FAL	Environment	Sub Total				
Wakiso	71	76	7	2	0	3	1	1	1	2	2	2	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	2	2	2	20	4	5	6	2	3	20	5	4	2	11	5	5	3	3	3	2	2	24	
Mpigi	67	72	7	1	2	3	3	1	1	2	4	0	1	18	4	5	18	4	5	8	2	0	19	5	4	2	11	5	5	4	2	0	4	2	4	24
Amuria	76	70	-8	2	2	2	3	3	1	0	4	0	2	19	4	6	19	4	6	3	2	3	18	4	4	4	12	4	5	2	4	2	4	0	2	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	4	2	11	5	3	4	3	0	2	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	5	4	7	16	2	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	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	4	7	16	5	3	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	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	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	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	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	4	2	11	5	5	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	4	13	3	4	2	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	5	4	7	16	0	3	0	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	4	13	4	4	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	13	3	3	1	4	2	0	3	16
Nakapiripiri	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	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	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	4	13	4	4	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	11	3	3	4	3	3	2	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	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	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	2	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	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	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	4	13	4	4	2	3	2	2	2	19

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

Name	Gender	District	Political Party	Number of Terms	Performance		Political Leadership						Legislative Role			Contact With Electorate			Development Projects						Monitoring Service Delivery On NPPAs								
					2011/12	2012/13	% change	DEC	Monitoring admin	State of affairs	Oversight civil servants	Commissions/Boards	Central govt	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 Sabaam 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 Mapeundu	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	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	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 Imkamanyire	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	0	0	30	
Deuseddit 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	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	2	3	24	
Fred Lukumu	M	Bulisa	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	2	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

Name	Political Party	District	sub county	Gender	Terms	Performance		Presiding And Preservation Of Order In Council					Contact With Electorate		Monitoring NPPAs										
						2011/12	2012/13	% Change	Chairing council	Rules of procedure	Business Committee	Records book	Record of motions	special skills	Sub Total	Meetings with Electorate	Coordinating center	Sub Total	Participation In LLG	Health	Education	Agriculture	Water	Roads	FAL
Samuel Bamwole	NRM	Kamuli	Nawanyago	M	3	87	3	7	3	2	3	0	18	11	9	20	10	7	7	7	7	0	4	39	
Peter Douglas Okello	NRM	Gulu	Lalogi	M	1	89	84	-6	3	9	3	2	3	5	25	11	9	20	8	5	1	5	5	31	
James Kezaala Kunobwa	NRM	Mukono	Seeta Namuganga	M	2	73	79	8	3	6	3	2	3	3	20	7	9	16	10	5	7	5	3	33	
Juliet Jemba	NRM	Mpigi	Muduma/Kiringente	F	2	40	78	95	3	6	3	2	3	0	17	11	9	20	10	7	1	5	7	31	
Muhammed Mafabi	Ind	Mbale	Bubwangu	M	2	75	77	3	3	4	3	2	3	2	17	11	9	20	10	3	7	7	3	30	
Martin Ocen Odyek	UPC	Lira	Railway	M	1	26	75	188	3	9	3	2	3	5	25	3	6	9	2	7	7	7	3	39	
Dan Nabimanya	NRM	Ntungamo	Rukoni West	M	1	66	75	14	3	9	3	2	3	0	20	9	9	18	10	7	1	5	5	27	
Henry Ndyabahika	NRM	Rukungiri	Buhunga	M	2	64	75	17	3	9	3	2	3	0	20	5	9	14	6	7	6	5	7	35	
Richard Mayengo	NRM	Jinja	Mafubira B	M	3	68	73	7	3	9	3	2	3	2	22	8	9	17	8	5	1	1	5	26	
Proscovia Namansa	NRM	Luwero	Katikamu/	F	3	64	73	14	3	9	3	0	3	0	18	11	9	20	10	7	0	4	7	25	
Idda Fuumbe	NRM	Nebbi	Nyaravur/Atego	F	4	68	73	7	3	9	3	2	2	2	21	9	9	18	10	7	1	0	7	24	
Daudi Byekwaso Mukitibi	NRM	Wakiso	Kakiri	M	3	75	73	-3	2	9	3	2	3	0	19	9	9	18	10	5	7	0	5	26	
James Paul Michi	NRM	Tororo	Eastern Div.	M	1	32	69	116	2	6	3	2	3	5	21	7	9	16	2	3	4	5	5	30	
Christopher Odongkara	NRM	Amuru	Pabbo	M	1	51	69	35	2	9	3	0	3	0	17	9	9	18	6	6	2	7	4	28	
Charles Echemu Engoru	NRM	Amuria	Asamuk	M	2	41	68	66	2	9	0	0	3	2	16	6	9	15	10	7	4	5	0	27	
Charles Beshesya	NRM	Kanungu		M	1	61	68	11	3	9	3	2	3	0	20	11	9	20	2	5	1	5	5	26	
Clovis Mugabo	NRM	Kabarole	Mugusu	M	2	54	66	22	3	9	3	2	3	2	22	11	9	20	10	5	1	5	1	14	
Didan Amama	Ind	Buliisa	Ngwedo	M	1	31	65	110	3	6	2	0	0	0	11	11	9	20	0	7	3	3	7	34	
Nathan Kitwe Isingoma	NRM	Hoima	Busisi	M	1	33	64	94	3	9	3	2	3	2	22	7	9	16	6	1	3	3	7	20	
William K. Tibamanya	NRM	Mbarara	Rugando	M	1	58	64	10	3	9	3	2	3	0	20	7	9	16	2	5	1	5	5	26	
Michael Matsyetsye	NRM	Bududa	Bumasheti	M	2	35	63	80	3	6	3	2	3	0	17	11	6	17	4	1	4	5	5	25	
Martin Chaiga	NRM	Moyo	Moyo	M	2	44	63	43	3	9	2	2	3	0	19	11	9	20	0	7	0	1	3	24	
Andrew Odongo	FDC	Soroti	W/Div	M	1	61	60	-2	3	9	3	2	3	5	25	11	9	20	4	2	1	1	1	11	
Ceasar Lomoto	NRM	Moroto	Youth	M	1	49	54	10	3	6	2	2	3	0	16	7	9	16	6	3	5	5	0	1	16
Jotham Loyer	NRM	Nakapiripirit	Kakomongole	M	3	62	44	-29	3	4	2	2	3	0	14	7	2	9	4	3	5	1	1	1	17
John Bostify Oweka	FDC	Agago	Omot	M	1	23	2	6	3	0	3	0	3	0	14	0	2	2	0	1	1	1	1	1	7
Average					2	55	68	38	3	8	3	2	3	1	19	9	8	17	6	5	4	4	4	2	26

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