



LOCAL GOVERNMENT COUNCILS' PERFORMANCE AND PUBLIC SERVICE DELIVERY IN UGANDA

Kamuli District Council Score-Card Report 2012/2013



Naomi Asimo ■ Peter Achilu ■ Geoffrey Namukoye ■ George Dhenga

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Cover Illustrations:

A Ferry that was restored at Izaniro Landing site in Kiyunga Parish, Kisozi Sub-county. This ferry is increasingly opening up Kamuli district to businesses from the city centre and neighbouring districts across the Nile.

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LIST OF ACRONYMS

ACODE	Advocates Coalition for Development and Environment
ANC	Ante-Natal Care
CAIIP	Community Agricultural Infrastructure Improvement Programme
CAO	Chief Administrative Officer
CBF	Community Based Facilitators
CBO	Community Based Organization
CDD	Community Driven Development
CP	Conservative Party
CSO	Civil Society Organization
DEC	District Executive Committee
DGF	Democratic Governance Facility
DLB	District Land Board
DLG	District Local Government
DPAC	District Public Accounts Committee
DSC	District Service Commission
ENR	Environment and Natural Resources
FAL	Functional Adult Literacy
FDC	Forum for Democratic Change
FGD	Focus Group Discussion
FY	Financial Year
HC	Health Centre
IPF	Indicative Planning Figure
LG	Local Government
LGA	Local Government Act
DLG	District Local Government
LGCSCI	Local Government Councils' Scorecard Initiative
LLG	Lower Local Government
MoLG	Ministry of Local Government
NAADS	National Agricultural Advisory Services
NPPA	National Priority Programme Areas
NRM	National Resistance Movement
P/S	Primary School

PHC	Public Health Care
PLE	Primary Leaving Examinations
PMA	Plan for Modernization of Agriculture
S/C	Sub-County
SDU	Service Delivery Unit
SLM	Sustainable Land Management
TC	Town Council
UBOS	Uganda Bureau of Statistics
UFA	Uganda Federal Alliance
ULGA	Uganda Local Governments Association
UNICEF	United Nations Children's Fund
UNRA	Uganda National Roads Authority
UPC	Uganda People's Congress
UPE	Universal Primary Education
UWONET	Uganda Women's Network
VEDCO	Voluntary Efforts for Development Concerns
VHT	Village Health Teams

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This scorecard report was prepared as part of the Local Government Councils' Scorecard Initiative (LGCSCI). The Initiative is a partnership between the Advocates Coalition for Development and Environment (ACODE) and the Uganda Local Governments Association (ULGA). The report is an output of consultations with the district political and technical leadership. At the lower local government, consultations took place with the sub-county leadership and community members through focus group discussions (FGDs). We acknowledge the contributions of the LGCSCI project team at ACODE and the district based researchers across the country.

At the district level, we are particularly indebted to the offices of the District Chairperson, the District Speaker, the Chief Administrative Officer (CAO), the District Clerk to Council and Heads of Department for their support to the assessment process on which this report is based. In the same spirit, we acknowledge the cooperation of the district councilors who are the primary unit of study and analysis for the scorecard. We are grateful to Drake Rukundo for peer reviewing and Mukotani Rugyendo for technical editing of this report.

Funding for this assessment is provided by the Democratic Governance Facility (DGF). We are grateful to the DGF contributing partners: United Kingdom (UK), Denmark, Norway, Ireland, Sweden, The Netherlands, Austria and the European Union (EU). Finally, it is important to recognize that there still remain considerable gaps of information and data required to fully assess the performance of district councils and councilors. 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 Kamuli District Local Government under the Local Government Councils' Scorecard Initiative. The scorecard assesses the performance of the Local Government Council, the District Chairperson, the District Speaker and individual Councilors who are vested with powers and responsibilities under the Local Government Act (Cap 243) to ensure effective governance of the respective local governments. The scorecard is intended to build the capacity of leaders to deliver on their mandate and empower citizens to demand for accountability from their 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 performance reports. In addition, a review of minutes of standing committees and council sittings was undertaken to inform the report about the performance of Council business, the Chairperson, Speaker 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.

Findings from the assessment indicate that the quality of services is largely influenced by the size of the district resource envelope. The District was dependent on central government transfers that accounted for over 95.4 per cent of district revenue. Locally-generated revenue and donor contributions were projected at a meagre 1.1 per cent and 3.5 per cent respectively. During FY2012/13 the district projected a budget total of Ushs. 26,256,519,952 compared to Shs. 23,424,995,204 for FY2011/12, indicating a 10.8 per cent increase in the projected revenue. Despite budget cuts during this period, Kamuli's domestic budget was boosted by increased funding by major development partners operating in the district.

With regard to key service areas, staffing levels in the health sector had improved with filled positions rising from 45 per cent in FY2011/12 to 65 per cent in FY2012/13. Under the Water and Sanitation Sector, water coverage was at 68.4 per cent, while the functionality of water sources was at 91.4 per cent. Pit latrine coverage was at 71.3 per cent. In the Agriculture Sector, the district had at least three extension workers per sub-county and 20 demonstration farms.

The assessment in Kamuli district covered 26 councilors, 15 of whom were male and 11 female. In FY2012/13, Kamuli District Council scored a total of

67 out of 100 points - an improvement of 27 points compared to FY2011/12. The best performance was exhibited under the monitoring role (27 out of 30 points). The District Chairperson, Hon Proscovia Salaamu Musumba garnered 88 out of 100 points for the six months she was in office with an outstanding performance under her oversight function in which she scored 39 out of 45 points. The District Speaker, Hon. Samuel Bamwole, scored 87 out of 100 possible points within the six months he served as Speaker. His best performance was exhibited under contact with electorate where he obtained all 20 points. The total average score for councilors was 61 out of 100 points, a significant improvement from the average 43 points in FY2011/12. The best male councilor was Hon. Moses Muwangala, with 89 out of 100 points, while the best female councilor Hon. Betty Kalema gathered 78 out of 100 possible points.

Generally, the major service delivery challenges in Kamuli District included: poor performance of local revenue collection; under-funding by central government; inadequate staffing in specific service sectors; and, limited facilitation for supervision and monitoring. Recommendations are made in this report to enhance the capacity of the district to improve service delivery and accountability to citizens.

1. BACKGROUND

1.1 Introduction

This report is a synthesis of findings from the fourth assessment of Kamuli District Local Government under the Uganda Local Government Councils' Scorecard Initiative (LGCSCI). LGCSCI is a long-term initiative with the goal of strengthening citizens' demand for good governance and effectiveness in the delivery of public services. LGCSCI also aims at boosting the professionalization and performance of councilors at district level. The initiative was launched in 2009 in 10 district councils expanding to 20 districts in the second assessment in FY2009/10 and later to 26 districts in the third and fourth assessments covering FY2011/12 and FY2012/13. Significantly, FY2012/2013 was the second year in the Council's five-year term of office (2011-2016) and will therefore present a comparative analysis of the performance of the district political leadership against the first year of this term FY2011/12.

The 4 organs assessed include the: District Council, District Chairperson, Speaker and individual Councilors. The assessment exercise involved interviews, focus group discussions, document review and field visits, among other methods. Findings from the scorecard are widely disseminated both at national and district levels at interactive workshops that bring together the assessed political leaders, district technical officials, lower local government leaders, officials from government ministries, departments, and agencies, civil society organizations, media and the wider public. The findings and recommendations form the basis for advocacy by the implementing partners.

This report is presented in four sections. Following this introduction, the second section presents an analysis of the district budget and status of services for the FY under review. The third section presents the district performance based on findings from the scorecard while the conclusion and recommendations are presented in the fourth section.

1.2 Kamuli District Profile

Kamuli District is one of the oldest districts in the Busoga sub-region with a population estimated at 500,800 (UBOS 2012), and an annual population

growth rate of 3.2 per cent. Details of key demographic indicators for the district are presented in Table 1.

Table 1: Demographic Characteristics of Kamuli District Local Government

Factor	Kamuli	2012 UBOS projections	2013 UBOS projections
Total population	520,000	500,800	517,400
Population density	199.6 people per Km2		
Annual Growth Rate	3.2%		
Urbanization Level	11.8%		
Infant population below 1 year	4.3%		
Population under 5 years	20.5%		
Children of primary school age(6-12)years	-		
Population under 18 years	59%		
Youth(18-29)years	-		
Elderly(60+) years	31,601		

Source: Kamuli District Development Plan 2010/11-2014/15; UBOS Statistical Abstracts 2012 & 2013

During FY2012/13, Kamuli District comprised three (3) constituencies¹ in two (2) counties² with 13 sub-counties³ including one Town Council (TC). The district's population was estimated by UBOS at 500,800 in 2012, composed of 241,500 males and 259,300 females. This estimate indicates a major population rise when compared with the 361,399 according to the 2002 population census. This translates into increased demand and pressure on available social services within the district. These figures do not, however, cater for the transiting population from neighbouring districts and non-resident traders who exert more pressure on resources at the district's disposal and public services like Public Health Care.

With the new leadership (political and technical), the district was starting a recovery process following a near economic stagnation that resulted from political and administrative conflicts that had engrossed it for nearly 20 years. The district's productivity had also been hampered by the large proportion of unproductive children under 18 years, who constituted 59 per cent of the district population, and high migration of skilled labour to other districts. Development in Kamuli was also impacted by the creation of Kaliro and Buyende districts in 2005 and 2009 respectively. Kamuli District was faced with a reduction of territorial boundary as well as local revenue.⁴ The district

1 The three constituencies included: Buzaaya County, Bugulumbya North and Bugulumbya South.

2 Kamuli district had two counties of Buzaaya and Bugulumbya.

3 The 13 sub-counties included: Balawoli, Bugulumbya, Bulopa, Butansi, Kamuli TC, Kisozi, Kitayunjwa, Mbulamuti, Nabwigulu, Namasagali, Namwendwa, Nawanyago, and Wankole

4 Kamuli District lost revenue previously generated from fishing and livestock in Kidera, Buyende and Kagulu sub-counties; and market dues from Igwaya, Bukungu, Kidera, and Buyende main markets estimated at 2 million

reportedly lost an estimated 40 per cent of its local revenue to Buyende District in the form of fishing on Lake Kyoga, livestock and market dues.

1.3 Economic Potential

For many years Kamuli District could be described as a “dead end” with regard to administration and commercial activities. Unlike other districts in the Busoga sub-region, such as Jinja, which see a lot of business transiting through them, Kamuli District saw no such thing. The district mostly fed its own local market with very little substantive inter-district commercial activity with neighbouring districts.

Figure 1: Ferry at Izaniro Landing site, Kiyunga Parish, Kisozi Sub-county



Source: ACODE digital Library August 2013

However, there is hope following the restoration of the ferry, which is increasingly opening up Kamuli District to businesses from the city centre and neighbouring districts across the Nile. The improvement of the district roads has also opened up new avenues for movement of goods and services in and out of Kamuli. Financial institutions like banks are on the rise. The locals are also increasingly benefiting from the increasing sugarcane growing activities despite its negative effect.⁵

1.4 Deliberate Efforts By the District Leadership to Improve Administration⁶

a) Improving Potential for Local Staffing

per market day.

- 5 Many locals have been reported to neglect growing of food crops even for home consumption in favour of growing sugarcane for commercial purposes.
- 6 Refer to Kamuli District Local Government Approved recurrent and non-recurrent budget estimates for FY

As part of the strategy to increase the number and uplift the quality of administrators in the district, plans are underway to establish a Shs 3billion technical school at Nawanyago. In like vein, the district council also discussed a district bursary scheme intended to benefit the bright under-privileged students in the district.

b) Improving Access to Information

Plans are underway to improve access to district information (documents and reference materials). The former district human resource office was being renovated to be used as a resource centre for the district. To address challenges previously resulting from limited office space, the district commenced completion of the administration block with an additional Shs 198 million waiver granted by the Ministry of Local Government.

c) Enhancing Capacity of District Leaders

As part of capacity building for the political leaders the district organized an education tour to Mukono District between 21- 22 March 2013 attended by the District Councilors, CAO and Clerk to Council. Similarly, Kamuli District female councilors benefited from capacity building initiatives by UWONET, which was geared towards improving participation and enhancing the capacity of women in leadership.

d) Improving Performance of Local Revenue⁷

In an attempt to increase the level of contribution of local revenue to the district budget, the District Council discussed a bill for ordinance on local revenue. The District Council also proposed, among others, payment of tax by heavy duty trucks transporting sugarcane, stones and sand within the district; and payment of 100 per cent fees by those contracted to collect market dues before collecting them.

e) National Efforts

At a national level, Kamuli District has benefited from the improvement in the releases of funds in terms of time. Also, with the directive by central government for districts to spend funds received late on activities already commenced, Kamuli District budget size was further supported by the Shs 71,133,330 of unspent balances from the FY2011/12 budget, which balances were re-assigned to the sectors to which they were unspent.

2012/13 (Approved on 29/08/2012 under council minute MIN.NO.05/KDLC/2012/13)

7 Refer to MIN.NO.26/KDLC/2012/2013 of council meeting held on 8th April 2013; also see MIN.NO.54/KDLC/2012/2013.

1.5 District Leadership

For effective management of any Local Government, the leadership is categorized under the technical and political arms, with each playing relatively distinct yet complementary functions. The technical arm is headed by an appointed Chief Administrative Officer (CAO) while the political arm is headed by an elected District Chairperson.

1.5.1 Technical Leadership

The technical arm is the public service of the district with the responsibility⁸ over the administration of the district. The CAO is supported by other technical personnel, including heads of department, to facilitate the smooth running of activities and plans in specific service areas. Much as the CAO is directly answerable to central government as the head of the public service in the district, he also owes responsibility to the District Council as he is mandated to oversee the implementation of lawful council decisions. Table 2 details the technical leadership of Kamuli District in FY2012/13.

Table 2: Kamuli DLG Technical Leadership FY2012/13

OFFICE/DEPARTMENT	NAME
Chief Administrative Officer	Mr. Felix Cuthbert Esoku
Deputy Chief Administrative Officer	Mr. Godfrey K. Kateeba
District Engineer	Mr. Grace Mulondo
District Education Officer	Mr. Joseph Musoke
Chief Finance Officer	Mr. Juma Ali Ngobi
District Planner	Mr. Robert Banafamu
District Health Officer	Ms Blandina Nakiganda
District Production Officer	Mr. Richard Musenero
District Natural Resources Officer	Mr. Robert Isabirye
Senior Personnel Officer	Ms. Jane Nanono
District Senior Internal Auditor	Mr. Alex Kifuse
District Community Development Officer	Mr. Leo Merewoma

1.5.2 Political Leadership

The political wing is composed of the district council, which is constituted by a district chairperson elected by adult suffrage and elected district councilors including a speaker elected by the councillors (LGA, Section 11). The election of representatives for special interest groups is as per Section 118 of the LGA (1997) while Section 10 guides the composition of Councils. The district council is, by the powers conferred to it under the second schedule of the LGA, a body corporate with executive and legislative powers. This scorecard

⁸ LGA Section 64, sub section 1 and 2 (a); Section 67, sub section 1

focuses on the assessment of the district political organs including the: District Council, District Chairperson, Speaker, and District Councilors.

Kamuli District was under the political leadership of two chairpersons in FY2012/2013. Hon Samuel Bamwole served as acting District Chairperson from July 2012 - December 2012. Hon Proscovia Salaamu Musumba then took over the leadership of the district from December 2012 to June 2013. The district council, under the leadership of Hon. Salaamu Musumba was composed of 26 district councilors, 15 of whom were male and 11 female. Nineteen of the councillors subscribed to the ruling NRM party, one FDC and seven Independent. Details of the political leadership of Kamuli District during this period are presented in Table 3.

Table 3: Kamuli District Political Leadership FY2012/13

Designation	Name	Constituency
Chairperson	Hon. Proscovia Salaamu Musumba	Kamuli District
Vice Chairperson	Hon. John Basalirwa	Wankole Sub-county.
District Speaker	Hon. Samuel Bamwole	Nawanyago Sub-county
Deputy Speaker	Hon. Betty Kalema	Namasagali Sub-county
Members of Parliament	Rt. Hon. Rebecca Alitwala Kadaga	Kamuli Woman MP
	Hon. Andrew Allen	Bugabula North Constituency
	Hon. Asuman Kiyangi	Bugabula South Constituency
	Hon. Mugabi Muzaale Martin Kasule	Buzaaya County Constituency.
Resident District Commissioner	Mr. Jackson Asimwe	
Deputy RDC	Mr. Elijah Madoi	

Source: State of the District Report FY 2012/13.

Council activities during this period were supported by five standing committees from which secretaries were drawn to constitute the District Executive Committee (DEC).

Table 4: Kamuli District Executive Committee (FY2012/2013)

Designation	Name	Constituency
District Chairperson; Secretary Works and Technical Services	Hon. Proscovia Salaamu Musumba	Kamuli District
Vice Chairperson; Secretary Finance, Planning and Administration	Hon. John Basalirwa	Wankole Sub-county
Secretary Education and Health.	Hon. Moses Muwangala	Bulopa Sub-county
Secretary Gender and Community Development	Hon. Sarah Auma Mwando	Nawanyago/Wankole S/Cs
Secretary Production and Marketing, and Natural Resources	Hon. Julius Wakibi Tigawalana	PWD -Kamuli District

Source: Kamuli District State of affairs report 2012/13.

With the full constitution of the DEC, there was a visible change in the district's functions of planning and oversight.

The new leadership, under the guidance of Hon. Salaamu Musumba, brought with it other specific developments among which were functionalization of district commissions and boards. The confirmation of civil servants who had for years served in acting position had since created more job security and seriousness. There was noticeable improvement in time management, especially by technical staff, improved documentation of district information including the district reports⁹ and minutes as well as an improvement in accountability.¹⁰

1.6 Methodology

The process of conducting the assessment used a variety of methods consistent with the goals and the theory of change¹¹ of the scorecard. The following approaches were used in the process.

1.6.1 The Score-card

The score-card as an assessment tool is premised on a set of parameters which assess the extent to which the Local Government Council organs and councilors perform their responsibilities.¹² These parameters are based on the responsibilities of the local government councils as articulated in the Local Governments Act Cap 243 and the Constitution of the Republic of Uganda. 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 and budgeting; participation in lower local governments; and, monitoring of service delivery.¹³

The scorecard is reviewed and ratified annually by internal and external teams. The internal team is comprised of the ACODE research team and the local partners. The Expert Task Group, which is the external team, is comprised of individual experts and professionals from local governments, the public sector, civil society and the academia.

9 Kamuli District, under the leadership of Hon. Salaamu Musumba, published the district state of affairs report, and minutes and sector reports are more focused.

10 DEC features on radio every last Thursday of the month to interact with citizens. Supervision and monitoring intensified.

11 The theory of change holds that by providing local councils' performance-related information to the public, citizens will demand for increased accountability from local political leaders, hence triggering a vertical spiral of demand for accountability from the local to the national level.

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

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

1.6.2 Score-card Administration

Before commencement of the assessment exercise, an inception meeting was organized on 22 March 2013 for councilors, technical staff, and selected participants from civil society and the general public. This meeting was designed as a training workshop to demonstrate the purpose of the scorecard, its methodology for assessment of Council performance; and to orient councilors for the assessment and its impact on improving the performance of Council.

- a) **Literature Review.** The assessment involved comprehensive review of documents and reports on Kamuli 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

- Department work plans
- Kamuli DLG Local Tax Register FY2012/13

Budgeting Documents

- Kamuli DLG Approved budget FY 2012/13

Reports

- District State of Affairs Report FY 2012/2013
- District Council, Executive Committee and Business Committee minutes for FY2012/13
- Minutes from standing committees
- Sector and department Quarterly performance reports
- Kamuli DLG Budget Speech FY 2011/12
- Financial performance reports for FY2011/12
- Kamuli District Local Government Budget Speech, FY2013/2014.
- Schedule for court cases involving Kamuli DLG

Other Documents

- Kamuli District Local Government (Local Revenue) Ordinance, 2013

- b) **Key Informant Interviews.** Key informants were purposely 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 scorecard. 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 basing on the criteria set in the scorecard FGD guide. A total of 26 FGDs were organized in 13 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 to verify information provided by their respective councilors. A total of 311 people participated in the FGDs, 112 of whom were women and 199 men.
- 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 centres, water source points, agricultural 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.

1.6.3 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. These bits of data were used to generate frequency and correlation matrices that helped make inference and draw conclusions on individual and general performance.

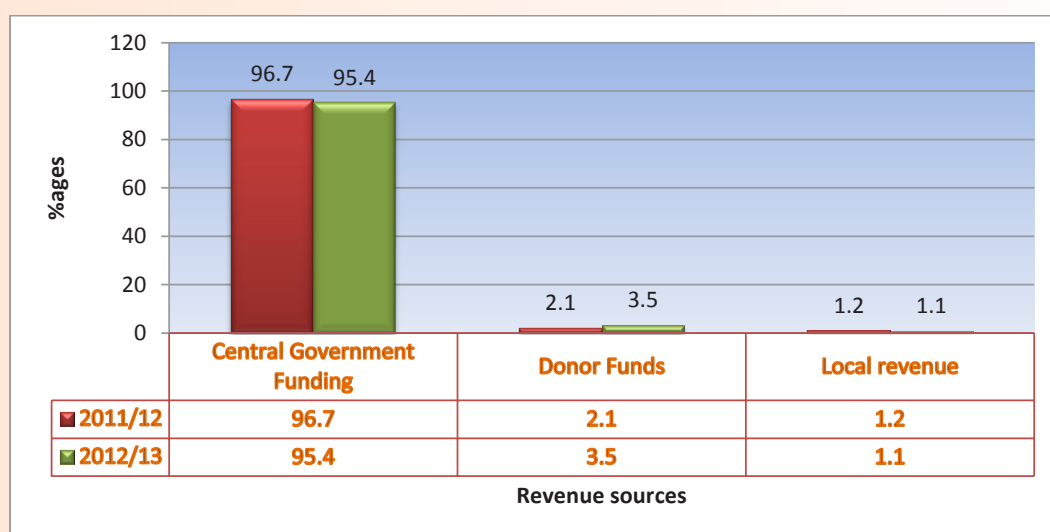
2. BUDGET ARCHITECTURE AND ITS IMPLICATION ON THE STATUS OF SERVICE DELIVERY IN THE DISTRICT

Under decentralisation, local councils are the planning organs for local governments. It is their responsibility to plan and budget for funds needed by and at the district's disposal so as to maximize its benefit in terms of public services. This section presents a critical analysis of Kamuli District's resource envelope vis a vis the state of services during FY2012/13.

2.1 District Resource Envelope

Districts generate revenue from three major sources: Central Government transfers in the form of conditional and unconditional grants; local revenue from sources designated for that purpose within the district; and, subsidiary funding from donors.

Figure 2: Composition of Kamuli DLG Resource Envelope FY2011/12-FY2012/13



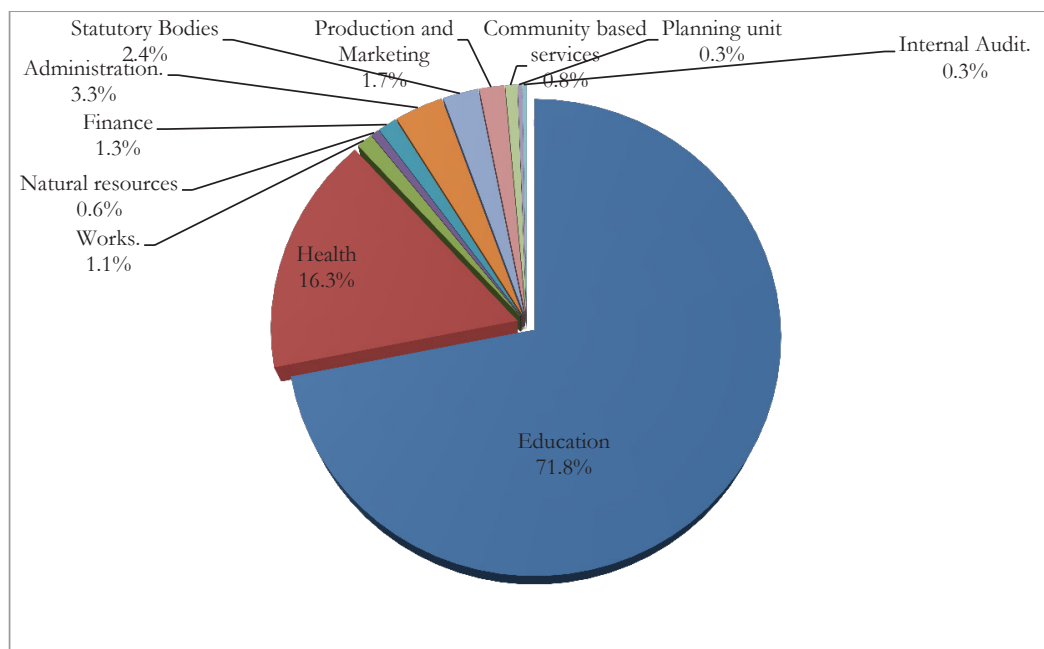
Source: Kamuli District Local Government Planning Office FY2012/13.

During this period the total contribution from Central Government increased by US\$ 2,402,532,566. The district budget was further enhanced by donor funding which increased from US\$ 491,629,636 (2.1 per cent) in FY2011/12 to US\$ 920,621,818 (3.5 per cent) in FY2012/13, indicating a 1.4 per cent increment. That having been said, however, Kamuli District did not receive the fourth quarter capital budget funds which shortfall affected mostly the roads sector. Overall, the district operated with a budget shortfall of US\$ 207,880,522, most of which funds meant to cover recurrent costs.

2.1.2 Breakdown of Sector Allocations

Just like the central government, the performance of any local government is measured against the quality, accessibility and utilization of key services. Local governments manage their finances and development activities through departments which spend resources in specific service delivery areas. Based on the national priorities, the focus of service delivery in FY2012/13 was in the areas of: education, health, roads, water and sanitation, agriculture, and environment and natural resources (ENR). Figure 3 presents a breakdown of the district funds as allocated to the various sectors.

Figure 3: Budget Allocations by Sector for FY2012/13



Source: Kamuli District Local Government Approved Budget FY2012/1

It is evident from Figure 3 that nearly two-thirds of the total district budget was allocated to education services. Unfortunately, this did not directly

translate into direct improvement in the quality and quantity of UPE school infrastructure and resources, as most of the funds were used to pay staff salaries.¹⁴ Similarly, all the funding allocated to the health sector, which received the second largest portion of the district budget, was conditional.¹⁵

2.2 Status of Service Delivery

The lower tiers of government in Uganda were established as part of the decentralization policy in a deliberate effort by government to make basic social services more accessible to the citizens. This policy was adopted on the assumption that once basic services were accessible to all citizens, the quality of lives of the intended beneficiaries would improve, as well as increase their participation in the decision-making process. The performance of the local governments is therefore ultimately measured against the quality and accessibility of these services as well as the responsiveness of citizens to programmes and policies intended to enhance the effective provision of such services.

An assessment of selected service delivery indicators for Kamuli District exhibited an overall improvement in service delivery. However, there were still areas that needed to be upgraded. Table 5 presents selected service delivery indicators and their level of achievement as of FY2012/13.

Table 5: Key Service delivery indicators in Kamuli District (FY 2012/13)

Sector	Indicators	National standard/ NDP target	District Target 2012/13	Level of achievement	
				FY 2011/12	FY 2012/13
Education -Primary Education	Children of primary school-going age (6-12 years)		-	48.4% of total population	168,377
	Enrolment	-	-	Total: 114,157	
	Boys: 56,043	55:1	No target	70:1	
	Girls: 58,114	122,915	No target	57:1	
	Pupil :Classroom Ratio (PCR)	55:1	54:1	85:1	88:1
	PLE Performance (%)	55:1	53:1	Div 1 : 4.4	Div I: 5.7
				Div II: 25.7	Div II: 31.1
				Div III: 20.0	Div III: 21
				Div IV:19.5	Div IV: 14
				U:26.1	Div U: 23.2

14 Payment of primary teachers' salaries totalled to Shs 10,763,040,000 out of the total allocation to education of Shs 10,828,169,628, representing 99 per cent of the total allocation to this sector. This left a total of Shs 65,129,628/= (1%) to other UPE activities

15 Out of the total Shs 2,464,606,000/= that was allocated to the health sector, none of it was unconditional.

Health Care services	ANC 4th Visit	60%	-		8,614
	Deliveries in Health Centres	35%	-	7,248 (30%)	11,257
	Total beds	-	-		425
	Access to Maternity services	-	-		14,834
	MMR (per 100,000 live births)	506	-	347	195
	IMR (per 1,000 live births)	87%	-	79	38
	Staffing Levels	-	75%	45%	67%
	Staffing Levels	-		44%	
Road Sub-sector	Km of roads under routine maintenance	-	500	75%	-
	Km of roads rehabilitated	-	60km	61.7kms	63.8km
	Km of roads under periodic maintenance	-	59	52kms	59
	Proportion of roads in good condition	-	50%	-	50%
	Construction of bridges	-	-	-	-
	Opening up new community roads	-	45km	-	60km
Water and Sanitation	Water coverage			-	68.4%
	Number of boreholes sunk	-	28	12	28
	Number of boreholes rehabilitated	-	31	16	32
	Functionality of water sources	80%		90%	91.4%
	Proportion of the population within 1km of an improved water source	-	-	-	-
	Pit latrine coverage	90%		-	71.3%
Agriculture	Number of extension workers per S/County	-	13	-	12% i.e 3 extension workers only
	Number of service points	-	1	-	1 Nawanyago
	1Kiwolera	-		86	
	Number of demonstration farms	-	20 demos	-	20 demos
	Technical back-up visits	-	12 visit	-	12 (3/quarter)
	No. of farmers accessing Advisory services			-	
FAL	Number of instructors	-	126	141	120
	Number of participants		3002	4205	2,339
	Number of service centres	-	126	137	120
	Level of coverage	-		-	78%
Environment and Natural Resources	Staffing Level	2	13	-	13
	Conduct Environmental monitoring and assessment.	-	26 district level, 66 S/C		26 district level, 66 sub-county
	Production and update District State of the Environment Report (DSOER)	1	1	Last produced in 2004	1
	District Environment Action Plan	1	1	Seen a draft	1
	Preparation of District Wetland Ordinance	-	0	-	0
	Monitor wetland systems in the district	-	36	-	36
	Establishment of Agro-forestry nurseries	-	4	-	4
	District Wetland Action Plan	-		Not done	
	Ordinance on Environmental Conservation		No target	Nothing done	

Source: Various district sector departments

2.2.1 Education

During the year under review, Kamuli District, with support from local development partners registered considerable development in terms of infrastructure and human resource. The district had a total of 334 primary schools of which 184 were government-aided and 150 private. The recruitment¹⁶ of teachers for government-aided primary schools paved way for a slight but noticeable improvement in the overall provision of education services in several parts of the district. The pupil-to-teacher ratio dropped from an average of 58:1 in 2011 to 55:1 in 2012. The overall improvement in PLE performance as presented in Table 6 may therefore be attributed to support from development partners alongside consistent council deliberations on issues surrounding delivery of education services in the district.

Table 6: Kamuli District PLE performance 2010-2012

Performance	Div 1	Div 2	Div 3	Div 4	Div U	Div X	Total pass
Academic Year							
2010	3.8	31.8	26.0	13.6	19.6	5.1	75.3
2011	4.4	25.7	20.0	19.5	26.1	4.4	69.6
2012	5.7	31.1	21.0	14.8	23.2	4.2	72.6

Source: Kamuli District Education Office, July 2013

In 2012 a total of 11,626 pupils sat Primary Leaving Examinations (PLE). 5.7 percent passed in Division I, 31.1 per cent in Division II, and 21 per cent in the third division. It is worth noting that amidst all the challenges generally facing the UPE programme and institutions, the district registered improvements of 1.3%, 5.4%, and 1% in Division I, II and III respectively with a drop of 2.9 per cent on the number of failures. Overall, this improvement may partly be attributed to improved support supervision from the district education department, the increased role of District Councilors in monitoring, and provision of refresher courses for P.7 teachers. In some schools, parents contributed by pooling resources which allowed academic interventions by experienced external teachers to guide on the curriculum usage for teachers and question approach for pupils. Specifically, this significant improvement may be attributed to a few urban and private schools, like Bupandengo P/S, Happy Hours P/S and Trinity Junior School, whose good performance impacts the general performance of the district.

¹⁶ A total of 122 teachers were recruited within the FY2012/13 according to the Kamuli DLG Budget speech

Figure 4: Children studying in an incomplete classroom in Kakanu P/S and Part of a collapsed staff unit still in use- Mbulamuti P/S



Source: ACODE Digital Library July 2013

In general, however, despite deliberate efforts to improve the quality and performance of education, several schools around the district lamented shortage of desks¹⁷, dilapidated structures¹⁸, under-staffing and shortage of staff accommodation. Some structures were in a sorry state, partly because they were occupied before proper completion. The performance of UPE schools in particular was undermined by high school dropout rates (27 percent of the 168,377 pupils enrolled in 2012¹⁹) and parents' reluctant to support pupils.²⁰ With regard to sanitation in schools, much as pit latrine stances were constructed in some schools, the average pupil-to-stance ratio was still high at 85:1.

2.2.2 Functional Adult Literacy

Functional Adult Literacy was adopted with the aim of enabling illiterate adult citizens acquire basic literacy and numeracy skills. The skills attained were meant to enhance their different economic and development activities so as to improve their livelihood.

In the FY2012/13, Kamuli District had registered a total of 2,399 (1,246 female and 1,153 male) FAL beneficiaries with 123 instructors throughout the 13 sub-counties. To this effect, the district allocated Shs 20,624,000 for

17 The problem of shortage of desks was outstanding in schools like: Kiige P/S, in Kagumba P/S, Balawoli S/C; Nababirye P/S, Mbulamuti S/C; Busandha P/S, Bugulumbya S/C; Mukokotokwa P/S, Kitayunjwa P/S, in Kitayunjwa S/C; Nakalanga P/S, Lugoloire P/S in Mbulamuti S/C and Kamuli township in Kamuli Town Council

18 Dilapidated structures were observed in schools like: Kakanu P/S, Kasozi P/S in Namasagali S/C, Kyeeya P/S, Bugondha-Butaga P/S, Makooka P/S in Namwendwa S/C, Township P/S, in Namasagali sub-county, Namwendwa sub-county and Kamuli TC

19 Refer to article by Tom Gwebayanga "UPE dropout rate worries Kamuli". The New Vision, Monday August 12, 2013

20 Parents are expected to contribute 3-5 kilograms of maize seeds in addition to a fee ranging from 500-3000 depending on the school towards feeding of children while at school.

FAL activities, a significant Shs 6,000,000 over the 2011/12 allocation. This is a clear indication of the growing value the local government is attaching to FAL. However, despite this effort and even with its good projected end result, poor response was recorded. The programme is challenged by politicization, low interest by citizens, and low support to the instructors.

2.2.3 Health

The development of any economy is to a large extent dependent on a literate, healthy and disease-free population. During the FY 2012/13, Kamuli District health system comprised 54 health units,²¹ including four HCIVs, ten HCIIIs and 40 HCII. Though still below the 75 per cent district target, the staffing level rose from 49 per cent to 67 per cent, a salient indicator of efforts towards improving services in the health sector. The district had also benefited from locally-based development partners like Plan Uganda, SRIDES project under USAID, Star-EC, VEDCO, UNICEF as well as the Busoga Diocese.

In terms of infrastructural development, health centres like Nabulezi HCII, which had previously been closed down following the collapse of its pit latrine, received a new two-stance latrine. Most HCs commended the National Medical Stores for improvement in the timely delivery of drugs and medical supplies, though it is still done quarterly. The responsiveness of communities, especially mothers, towards services provided at the HCs serves as an indicator on the functionality and effectiveness of the Villages Health Teams (VHTs).

However, the functionality of the public health system in general was still challenged by various factors, ranging from under-staffing, shortage of staff accommodation, to limited monitoring from the district. Health workers in Namasagali HCIII, in particular, decried the poor condition of staff houses, shortage of beds, mattresses and mosquito nets and the practice of sharing of wards by male and female patients and, in some cases, children²² too. The capacity of the HC was overstretched by the external population from Kayunga and Luuka districts. During the rainy season, this HC is cut off by overflowing swamps, making delivery of drugs and supervision by district staff difficult. This time round medical personnel reported drug stock-outs mainly as resulting from drug stocking by citizens. Low retention of health workers was reportedly still a challenge, especially following the delay by the technical team to implement council proposals on salary top-ups for medical staff. Health workers reportedly continued moving out of the district in search for better remuneration.

21 17 of these were private units with one, Kamuli Mission Hospital at HCIV level and the other 16 at HCII level.

22 The sharing of wards was observed in Namasagali HCIII, Kitayunjwa HCIII, Nakandulo HCIII, Wankole HC III, Nabirumba HCIII, and Namwendwa HC IV

2.2.4 Agriculture

Kamuli District is one of the districts that have benefited from poverty eradication initiatives through programmes like NAADS and, CDD under PMA. This assessment, however, focuses on the National Agriculture Advisory Services (NAADS), being the most popular of these interventions. In Kamuli District, NAADS has been in existence for ten years (since 2003). By FY2012/13, district figures indicated a total of 17,955 beneficiaries across the 13 sub-counties. District records also indicated the major enterprises²³ selected and proved to benefit the people of Kamuli as being: bananas, maize, dairy, beans, cassava, coffee, fish, and poultry.

Unfortunately, while agriculture employs over 80 percent of Uganda's population, only the smallest portion in terms of funds intended for value addition in the sector reaches the rural farmer. The productivity of Kamuli's farming community for instance has, over time, been undermined by the increasing involvement of many communities in rice and sugarcane growing for commercial purposes. This has created a deficiency in the production of food crops and has had a strain on the education system as many children either skip or drop out of school to attend to farming related activities. However, Council proposals together with efforts by local partners like VEDCO seek to reverse this trend.

With regard to NAADS in particular, the success of the programme had been misrepresented by some district officials who use individual successful large-scale farmers to falsely represent NAADS achievements while neglecting the originally intended rural beneficiaries who have not fully reaped from the programme. It was observed that the programme was still challenged by a procurement structure that is that has not been well comprehended by the beneficiaries, hence undermining their capacity accountability. Citizens also exhibited poor attitudes towards the programme while there was a lack of commitment by Community Based Facilitators (CBFs).²⁴ Politicization of the programme was still rampant, with leaders at the lower government level exploiting it for personal benefit.

2.2.5 Roads

A good road network promotes economic growth of any community as it allows smooth movement of goods and services within the district, as well between the district and its surrounding communities. During the period

²³ Bananas, maize and dairy farming were reported to have benefited an estimated total of 1186, 1412, and 66 respectively while beans, cassava, coffee, fish and poultry have benefited 256, 198, 97, 39, and 20 respectively. Piggery, goat and citrus farming had the least beneficiaries.

²⁴ Refer to minutes of the production and natural resources standing committee meeting held on 25th March 2013.

under review, Kamuli District had a road network totalling 2261 kms. National roads constituted 155kms, district roads 480 kms, with a balance of 26 kms and 1600 kms under management of the town council and sub-counties respectively. During this period, Kamuli District managed to rehabilitate 63.8 kms - that is, a little over the targeted 60 kms.

However, the failure by the district to undertake routine maintenance was due to budget cuts and subsequent non-receipt of fourth quarter capital budget funds from the central government. The district received a total of Shs 626,379,000/= towards road sector activities through Uganda Road Fund and Community Agricultural Infrastructure Improvement Programme (CAIIP). By the end of FY2012/13, the district's assessment of the condition of its roads indicated that 50 per cent were in motorable condition at an average speed of 50km/hr., a decline from the 60 per cent realized as at January 2013. This decline was attributed to heavy rains between January and June.²⁵

Figure 5: A bad section on Nawantumbi-Kisozi Road



Source: ACODE Digital Library, July 2013

Despite these achievements, a few sections of the district roads, especially in swampy areas, still remained a problem, particularly during the rainy season. Outstanding examples include Tabu swamp along the Nawantumbi-Kisozi road, and Kabanyoro swamp along the Kananage-Namasagali²⁶ road, and Kasambira swamp along Busota-Kisozi road.

²⁵ Refer to the Kamuli DLG performance report on the implementation of works and technical services in Kamuli District: FY 2012/13 (prepared July 2013).

²⁶ Much as the Kananage-Kasozi-Namasagali road was budgeted for at Shs 63,000,000 for periodic maintenance

Even with the existence of road maintenance equipment at the district, their use was reportedly limited to town council roads which partly explains why roads in the town council, though covered with murrum, are in better state as compared to other parts of the district.

2.2.6 Water and Sanitation

Water and sanitation are a basic necessity for a healthy and productive community and it is the responsibility of the Local Government to ensure clean and safe water is accessible to all citizens within their area of jurisdiction. In Kamuli District, during FY2012/13, water coverage was 68.4 per cent with a functionality rate of 91.4 per cent as of 30 June 2013. The main water sources in the district during this period were boreholes, protected wells and rain water. Although the coverage of piped water had increased, it still was limited to Kamuli TC, Nawanyago, Butende, and Kisozi trading centres.

While the district was able to sink 28 boreholes and rehabilitate 32 boreholes (one borehole over and above the targeted 31) across the district, some challenges were still observed. Water user committees and the citizens had dedicated little care towards the maintenance of water sources. Some boreholes like one in Butaga Village, Namwendwa S/C and Bwiza parish, Namasagali S/C continued to produce salty, hard, or brown water which was not suitable for consumption. The water from the borehole supplying Bwiza parish in particular was observed to have silver metal-like particles. Citizens claimed these cases had been reported to the responsible authorities but no satisfactory action had been taken. Boreholes in areas like Bugobi II in Kisozi parish had extremely low pressure while communities in places like Bugobi I in Kisozi parish relied on seasonal wells and rain water.

and the road works effected, the culverts placed at Kabanyoro swamp were small and set at a low level such that this area continued to flood during rainy season.

Figure 6: Efforts by Plan Int'l to sensitize school children on sanitation



Source: ACODE Digital Library, July 2013

2.2.7 Natural Resources

District councils are mandated under the Second Schedule of the LGA to “assist the Central Government to preserve the environment through protection of forests, wetlands, lake shores, streams and prevention of environmental degradation” . Kamuli District is endowed with 9 forest reserves, 34 nursery beds and 18 swamps, of which 3 are permanent. The district also enjoys a water boundary from River Nile constituting an estimated 3.9 per cent of its total land area.

Today, ENR is a major area of focus worldwide given the biting effect of global warming which has notably affected particularly the farming community. This sub-section analyses the performance of the ENR sector in terms of funding, planning, as well as implementation of district activities and plans geared towards the maintenance and rejuvenation of such resources.

During FY2012/13, the ENR sector received a scanty 0.6 per cent of the district budget. In terms of staffing, the district had set a target of 13 staff for the ENR department which, according to Table 5, was fully achieved. By the end of the FY the ENR department was operating at 55 per cent staffing level, with 13 out of 22 positions filled leaving 9 critical positions unfilled.

The functionality of the sector was still challenged by, among other factors, the failure to enforce recruitment of key officers, such as a cartographer, which caused financial losses to the district as it depended on outsourced consultancies. There was increased unregulated encroachment on wetlands

and forest reserves by stubborn farmers and charcoal burners. The district also lacks clear demarcation maps for wetland boundaries and a clear policy on sand mining. Such a policy would have facilitated management of revenue from the increasing sand mining geared towards meeting the demand in the construction industry. The sector was further held back by the inactiveness of local environment committees and inadequate funding to the department which impacted negatively on the implementation, monitoring and supervision of policies and activities relating to ENR.

However, the allocation to the sector was boosted by funding (Shs 70million) from the Sustainable Land Management (SLM) programme. By the time of assessment, the department had also undertaken other effort to fill the staffing gaps.

3. THE SCORECARD: ANALYSIS AND INTERPRETATION OF RESULTS

The Local Government Councils' Scorecard assessment deliberately focuses on the political arm of local governments given that the technical arm is already annually assessed by the Ministry of Local Government (MoLG). The scorecard assessment is guided by parameters as derived from the core administrative and governance functions of the Local Government Council organs. The District Council constitutes the: District Chairperson, District Speaker and elected District Councilors. Indicators measuring the performance of these organs are classified broadly under four parameters: Legislative role; Planning and Budgeting; Accountability; and Monitoring of public services.

3.1 Performance of the District Council

Section 9 of the Local Government Act Cap 243 confers legislative and executive powers to local councils. It is against this and the functions as outlined in the Second Schedule of the LGA that the performance of the District Council as an organ is assessed. By this assessment, the scorecard seeks to establish the extent to which a council uses its legislative and executive powers to address the issues that affect the delivery of services in the district.

In FY2012/13 there was a significant improvement in the overall performance of the District Council as presented in Table 7. This was largely a result of the reconstitution of district political leadership, including functionalization of boards and commissions as well as council committees. The improvement in the councils' oversight function is particularly worth noting. The Council was able to score 27 out of 30 points under monitoring, which would have even been better had there been evidence to support monitoring conducted in the areas of Agriculture, FAL and ENR.

Table 7: Kamuli District Council Scorecard for FY2012/13

Performance Indicators Year	Actual Score		Maximum Scores	Remarks
	2011/12	2012/13		
1. LEGISLATIVE ROLE	10	13	25	<ul style="list-style-type: none"> The rules of procedure were adopted in 2009 but not in the current term of office 2011-2016. No evidence was obtained to prove payments made to ULGA for membership and no evidence was obtained with regard to action on ULGA AGM resolution. Council operations were supported by 5 standing committees as well as a functional DEC and Business Committee Though council discussed a bill for ordinance local revenue it had not yet been approved (MIN. NO.54/KDLC/2012/2013). Refer to Section 21 and 38 sub-section 2 of the Local Government Act on approval or an ordinance.
Adopted model rules of Procedure with/without debate (amendments)	2	1	2	
Membership to ULGA	1	0	2	
Functionality of the Committees of Council	1	2	3	
Lawful Motions passed by the council	0	2	3	
Ordinances passed by the council	0	0	3	
Conflict Resolution Initiatives	1	1	1	
Public Hearings	0	0	2	
Evidence of legislative resources	2	3	4	
Petitions	1	1	2	
Capacity building initiatives	2	3	3	
2. ACCOUNTABILITY TO CITIZENS	12	15	25	<ul style="list-style-type: none"> The district was using the Public Service client charter and had it in plan to develop its own. However, there was no evidence of public display of the existing charter. The district organized an education tour to Mukono district in March 2013 There was no evidence of council debate on issues of corruption and human rights or of communication of council resolution to parliament on constitutional issues.
Fiscal Accountability	4	3	4	
Political Accountability	3	4	8	
Administrative Accountability	3	6	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	0	0	3	
3. PLANNING & BUDGETING	18	12	20	<ul style="list-style-type: none"> The district budget 2012/13 was laid before council, discussed and approve on 28/Aug/2012 (MIN.NO.05/KDLC/2012/2013). Also the percentage of local revenue generates is seen to have decline by 0.1% (Refer to Figure 2. A bill for ordinance was discussed by council and referred to the Finance committee.
Existence of Plans, Vision and Mission Statement	5	5	5	
Approval of the District Budget	4	3	4	
Local Revenue	9	4	11	

4. MONITORING SERVICE DELIVERY ON NPPAs	00	27	30	
Education	0	5	5	
Health	0	5	5	
Water and Sanitation	0	4	4	
Roads	0	4	4	
Agriculture and Extension	0	4	4	
Functional adult Literacy	0	3	4	
Environment and Natural Resources	0	2	4	
TOTAL	40	67	100	The improvement in performance may have resulted generally from the ability of standing committees to undertake monitoring.

The District Council has undertaken steps to increase locally-generated revenue as seen in the Local Revenue Ordinance discussed in Council. As part of Council proposals also, plans are underway to improve the management of revenue collection which will eventually improve the performance under the parameter on planning and budgeting.

3.2 District Chairperson

The District Chairperson is assessed against her mandate as provided for in the Local Government Act Section 13 sub-sections 1 and 2. It is imperative to point out that Hon Proscovia Salaamu Musumba took over office in December 2012. By the end of the FY2012/13, she had served for 6 months. The threshold against which she was assessed was therefore in consideration of this fact. Details of the chairperson's performance are presented in Table 8.

Table 8: Performance of District Chairperson

Name	PROSCOVIA SALAAMU MUSUMBA		
District	Kamuli		
Political Party	FDC		
Gender	Female		
Number of Terms	1		
Total Score	88		
ASSESSMENT PARAMETER	Actual Score	Maximum Score	Comments

1. POLITICAL LEADERSHIP	16	(20)	<ul style="list-style-type: none"> In FY2012/13 Hon Salaamu Musumba served as District Chairperson for 6 months December 2012 – June 2013 and was therefore assessed for this period. The team obtained 7 copies of DEC minutes of which 2 were chaired by the c/person; 3 by the vice c/person and 2 by Hon Bamwole while in his capacity as Ag. C/person. No evidence was obtained on actions based on annual assessment. Under Hon. Musumba's leadership the DEC, DSC, Standing Committees were fully constituted.
Presiding over meetings of Executive Committee	1	3	
Monitoring and administration	5	5	
Report made to council on the state of affairs of the district	2	2	
Overseeing performance of civil servants	2	4	
Overseeing the functioning of the DSC and other statutory boards/committees(land board, PAC,)	2	2	
Engagement with central government and national institutions	4	4	
2. LEGISLATIVE ROLE	13	(15)	<ul style="list-style-type: none"> The chairperson attended 3 out of 4 council meetings conducted between December 2012 and June 2013 during which period she was chairperson. She was therefore awarded full marks on this ground
Regular attendance of council sessions	0	2	
Motions presented by the Executive	6	6	
Bills presented by the Executive	7	7	<ul style="list-style-type: none"> The chairperson's office is open for citizens every Friday. On Wednesdays, the chairperson undertakes monitoring especially based on concerns presented to her office.
3. CONTACT WITH ELECTORATE	10	(10)	
Programme of meetings with Electorate	5	5	
Handling of issues raised and feedback to the electorate	5	5	<ul style="list-style-type: none"> IEvidence obtained indicates that the chairperson engaged various organizations for different benefits to different parts of the district.
4. INITIATION AND PARTICIPATION IN PROJECTS IN ELECTORAL AREA	10	(10)	
Projects initiated	3	3	
Contributions to communal Projects/activities	2	2	
Linking the community to Development Partners/ NGOs	5	5	<ul style="list-style-type: none"> The obtained on monitoring of schools was for the months of July and August 2013 which fall under the FY2013/14 and not 2012/13 which is under review. Some of the evidence obtained indicated actions outside the assessment period and was therefore disregarded E.g. Reports on monitoring health centers 15/7/13; ENR 2/7/13; Schools 4/July/2013 and 9/Aug/2013; constructors' meeting on 24/7/13
5. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS	39	(45)	
Monitored Agricultural services	3	7	
Monitored Health Service delivery	7	7	
Monitored schools in every sub-county	6	7	
Monitored road works in the district	6	7	
Monitored water sources in every sub-county	7	7	
Monitored functional Adult literacy session	5	5	
Monitored Environment and Natural Resources protection	5	5	
TOTAL	88	100	Note: The chairperson was in office for 6 months within the period under review(Dec 2012–June 2013)

The performance exhibited by the District Chairperson as seen in Table 8 is one to be applauded. Much as Hon Musumba was only serving her first term in office as District Chairperson and having served only 6 months by the time of the assessment, her strengths are outstanding, especially in her monitoring role in which she garnered 39 out of a total 45 points. Hon Musumba was able to provide clear evidence including individual reports and correspondences. The chairperson's exemplary performance was also evident

in specific achievements under her leadership as witnessed by members of the research team and confirmed by district staff and citizens consulted during the assessment process. Key among these achievements include:

- a) Improved accountability through the monthly appearance of DEC on radio. This interface between the citizens and members of the DEC provided a platform for DEC members to communicate to citizens about council decisions.
- b) As a result of benchmarks put in place under her leadership, there was evident improvement in documentation of district information, particularly council minutes and sector reports. An outstanding example was the publication of the State the District address.
- c) In an attempt to boost the education sector, the district leadership under the guidance of Hon Musumba strengthened focus on the enforcement of the policy on feeding for pupils in UPE schools. Respondents from FGDs and schools visited confirmed that by the time of assessment, except for a few defiant ones here and there, parents contributed 3-5kgs of maize seeds per term per pupil and cash contribution of Shs 3,000per child towards milling charges and the cook. Similarly, the Bursary scheme for disadvantaged children within the district was a brain-child of Hon Musumba.
- d) With regard to enhancing local revenue collection, Hon Musumba was the brain behind the proposal to print new serialized books of accounts intended to improve tracking of revenue and accountability by officials at the LLGs.
- e) The approval and functionalization of district boards and commissions DLB, DEC, DSC, DPAC, council standing committees, though mandated by law, was a fruit of her leadership. Similarly, internal squabbles within council as well as between the technical and political wings subsided. With confirmation of civil servants, there was great improvement in their time management.

3.3 District Speaker

The office of the District Speaker is mandated under Section 11 of the LGA to ensure the effective functionality of the District Council. However, by virtue of this office, the District Speaker is not exempt from his primary function as a District Councilor. To this effect, therefore, the scorecard assesses the Speaker in his primary mandate as a District Councilor with additional functions of a speaker.

Hon Samuel Bamwole took over the office of the speaker in December 2012 following the election of Hon. Proscovia Salaamu Musumba to the office of District Chairperson. Prior to this (July – Dec 2012), Hon. Bamwole served as acting District Chairperson while Hon Betty Kalema served as acting District Speaker. The threshold used to assess the District Speaker as detailed in Table 9 is therefore cognizant of this fact. Important to note also is the fact that Hon. Bamwole was assessed as District Chairperson in the first year (FY2011/12) of the current term of office (2011-2016). The table therefore does not present a comparative analysis of his performance in the two financial years.

Table 9: Kamuli District Speaker's Scorecard FY2012/13

Name	SAMUEL BAMWOLE		
District	Kamuli	Gender	Male
Constituency	NAWANYAGO	No. of Terms	3
Political Party	NRM	Total Score	87
ASSESSMENT PARAMETER	Actual Score	Maximum Score	Comments
1. PRESIDING AND PRESERVATION OF ORDER IN COUNCIL	18	(25)	<ul style="list-style-type: none"> Hon Bamwole served as speaker in 2012/13 between December 2012 – June 2013 (6 months) following 6 months of serving as Ag. District Chairperson July 2012 – December 15th 2013. He was therefore assessed for 6 months. Hon Bamwole chaired 3 out of 4 Council and 3 out of 4 Business Committee meetings between Dec. 2012 – June 2013. However, there was no evidence of documented guidance from the speaker to either council or committee on any special skill or knowledge.
Chairing lawful council/ meetings	3	3	
Rules of procedure	7	9	
Business Committee	3	3	
Records book with Issues/ petitions presented to the office	2	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	20	(20)	<ul style="list-style-type: none"> Speaker has an office at the district headquarters which he used as a point of contact.
Meetings with Electorate	11	11	
Office or coordinating centre in the constituency	9	9	
3. PARTICIPATION IN LOWER LOCAL GOVERNMENT	10	(10)	<ul style="list-style-type: none"> During his time as speaker Hon Bamwole made a good attempt at monitoring service units. However, most of the evidence provided for reports prepared and follow up actions taken were at the time when he served as Ag District Chairperson and therefore not applicable to the period of assessment.
Attendance in sub-county Council sessions	10	10	
4. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS	39	(45)	
Monitoring Health Service delivery	7	7	
Monitoring Education services	7	7	
Monitoring Agricultural projects	7	7	
Monitoring Water service	7	7	
Monitoring Road works	7	7	
Monitoring Functional Adult Literacy	0	5	
Monitoring Environment and Natural Resources	4	5	
TOTAL	87	100	

The total score of 87 out of 100 total points is highly commendable for six-month duration in office. However, there is still need for more effort by the speaker to enhance the information flow between the district and his sub-county council. A gap in this area is likely to create disconnect between the two tiers of local government.

3.4 District Councilors

For a District Council to be fully constituted, Councilors are elected to represent the level III administrative units within the district (sub-counties or their equivalent). As representatives of the citizens, District Councilors are mandated to undertake planning in Council and oversight of Government programmes implemented within the district on behalf of Government. These functions are meant to ensure effective and quality services within the district. Through their oversight function Councilors are not only able to follow up on programmes within their constituencies but also identify shortfalls in the different service areas and units which guide planning and follow up actions.

Table 10: Performance of Kamuli District Councilors FY2012/13

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

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
Julius Wakibi		NRM	M	2	34	50	47	8	8	2	0	18	11	5	16	4	0	0	1	5	1	1	4	12
Sarah Kizito		NRM	F	1	59	49	-17	1	8	0	0	9	11	9	20	0	5	7	1	1	5	0	1	20
Ruth Makooba		NRM	F	2	32	37	16	4	7	2	0	13	0	9	9	2	3	3	1	5	1	0	0	13
Maxwell Mugudde		NRM	M	1	25	30	20	8	8	2	0	18	0	5	5	0	1	1	1	1	1	1	1	7
Tony Tanansi Tuliraba		Ind	M	1		23		8	8	0	0	16	0	0	0	0	1	1	1	1	1	1	1	7
Maham Nalugya		NRM	F	1	14	21	50	8	8	0	0	16	0	0	0	0	1	1	1	1	1	0	0	5
Average				1	42	61	78	7	8	1	0	16	8	8	16	3	5	5	4	4	4	1	3	26

3.5 Interpretation of Findings

During the FY2012/13, Kamuli District Council was composed of 26 councilors, 15 of who were male and 11 female. The overall performance by the councilors improved remarkably during this period, with an average score of 61 points compared to the 42 points in FY2011/12.

An analysis of minutes obtained attests that this remarkable transformation may be attributed to the improvement in councilors' participation during plenary and committee meetings as well as improved documentation both by the councilors and the Clerk to Council. The Councilors' vigilance was seen, for instance, in the development proposals made for Council's consideration on the Local Revenue Bill, and discussion on service delivery and related issues. Evidence gathered from FGDs conducted and visits to the sub-counties pointed to the fact that councilors had taken more interest in monitoring government programmes as well as attending the sub-county council meetings. The majority of the councilors were able to produce reports on issues observed during individual monitoring. Overall, these improvements in performance and participation may be a product of the reconstitution of the district political leadership and the more stringent administration under the leadership of the new District Chairperson. Table 10 presents details of the performance of District Councilors during this period.

However, the performance of District Council organs was impaired by both internal factors (resulting from the problems within the district itself) and external factors (those that the district may not have direct control over).

3.5.1 Endogenous Factors Affecting Performance

Kamuli District Council performance was still challenged by, among other factors: low local revenue; gaps in the education sector; limited downward accountability; and, low education levels among political leaders.

a) Low Local Revenue

The contribution of the locally-generated revenue to the district's overall budget in FY2012/13 was very inadequate (1.1 percent). This was ascribed majorly to the low tax base and the poor structure and policy on management of its collection, especially at sub-county level. This has a great implication on the functionality and effectiveness of key activities like those of Council which are dependent on local revenue.

b) Gaps in the Education Sector

Although the district had noticeably made attempts at improving performance of primary schools, both private and public, the poor condition of structures, lack of teaching materials like textbooks, limited desks, reluctance by parents to support pupils and high levels of pupil absenteeism and dropout had hampered performance in government-aided schools. Despite efforts in monitoring by councilors and council, these schools reflect negatively on the effectiveness of the district in providing quality education services. It calls for more intensive engagement by the district with the Central Government and other local development partners for more meaningful interventions.

c) Limited Downward Accountability

Besides the monthly radio talk shows conducted by DEC, other forms of accountability that would promote citizen engagement were not vivid. The organs were not seen to effectively exploit mechanisms like the public display of budgets and other district information, including council decisions in public places like sub-county headquarters; or even organise face-to-face interface between the local leaders and citizens. Though the use of these and other such mechanisms was limited by finances, it continues to undermine efforts to promote effective accountability to the citizens by district leaders.

d) Low Quality Council Debate

A big portion of Kamuli District Councilors have education qualifications below tertiary level which partly explains their limited contribution to meaningful debate during Council and committee meetings and is also responsible for their inability to produce reports that can influence change in their constituencies. Such Councilors continue to rely on verbal communication and less documentation. This constrains follow-up action and undermines meaningful monitoring.

3.5.2 Exogenous Factors Affecting Performance

a) Under-funding from the Centre

The district experienced budget cuts which impacted on the level of achievement of planned activities. The district did not receive the fourth quarter capital budget funds. This shortfall adds to the already existing challenge of the district's growing dependence on the already low central government funding and the limited flexibility the budget structure allows. Owing to this, routine maintenance planned for some of the roads was not undertaken.

4. CONCLUSION AND RECOMMENDATIONS

4.1 Conclusion

The improvement in performance of Kamuli District was cross-cutting for the Council organs assessed. This is a reflection of the overall improvement in the administration of the district. The increased and more focused discussions by Councilors in Council were a clear indicator of the potential, not only of individual Councilors, but also of the Council to address service delivery gaps within the district. It is evident that with the reconstitution of the political leadership, the conflicts that had undermined the district's performance as identified in the previous assessments were under check. This paved the way for insight and more constructive engagement by the respective organs.

From a pecuniary perspective, however, the meagre percentage of locally-generated revenue and increasing portion of conditional funding downplays the district's potential to attain fiscal autonomy. The district needs to intensify its efforts to generate more revenue locally if it is to recover from the close to 20 years of economic stagnation.

4.2 Recommendations

4.2.1 Improve local revenue collection and tax administration

An analysis of the district committee and council minutes indicates efforts by the District Council to address this challenge. The strategies in plan by the District Council (including the Local Revenue Bill, and proposal for production of coded receipt books) when effectively implemented will go a long way to widen the tax base and boost the generation of revenue.

4.2.2 Review national budget architecture

Much as the Central Government has improved the release of funds to LGs in terms of time, most of the funds allocated to LGs are conditional and still leave very little room for manoeuvre by the district administration. The limited financial flexibility may have its advantages but on the other hand

contributes to the loopholes in the service sectors like education. There is need for a collaborative effort by Kamuli DLG and other LGs to advocate for change in the national budget architecture to allow room for creativity by the LGs, which will enable them solve the pressing problems identified in the service areas more effectively.

4.2.3 Improve management of the scarce resources at the district disposal

There is need for Local Government leaders and administrators to ensure that even the little resources at their disposal are well planned for and effectively managed to ensure that they meet service delivery needs the best they can.

4.2.4 Improve infrastructure and supplies in government-aided schools

There is an urgent need to improve the conditions under which government-aided schools are operating if they are to compete favourably with their counterparts in the privately run primary schools. Structures need routine maintenance and proper completion before use. There is need for regular supply of up-to-date teaching and learning aids as well as stringent policies on attendance and promotion of pupils if the standard of the product (pupils sitting PLE) is to be improved. This is also recommended for FAL which needs support with learning aids.

4.2.5 Enhance accountability

For effective involvement of citizens at the grassroots in governance issues, the district has a role to play in creating civic awareness. Budget civic awareness for instance, is fundamental in promoting citizen involvement in planning as well as enhancing citizens' capacity to demand for accountability from their leaders. To facilitate this, LGs need to display in public places budget information as well as key development plans and decisions that will inform the electorate

4.2.6 Restructure capacity building for Councilors

Findings from the scorecard assessment continue to associate the challenges of low levels of performance of some district councils and councilors to low levels of education. There is evident need for review of the policy governing the minimum academic qualifications for district councilors. But beyond this review, the content of the capacity building training provided to councilors needs to be restructured to align it with specific councillor capacity needs. Councilors, for instance, need capacity building in report writing and

conducting meaningful community meeting. But this is not included in the training agenda for the annual country-wide training conducted by the Ministry of Local Governments.

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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	
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	4	2	3	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	
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	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	3	2	5	10	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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ABOUT THE AUTHORS

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

Peter Achilu is an independent researcher. He holds a degree in social work and social Administration of Busoga University, a Degree in Education of Kampala University, Diploma in Education of Namasagali University. Peter currently works with Volunteer efforts for development concern (VEDCO) as a Program officer in Eastern region Kamuli District in improving wellbeing of vulnerable and rural communities living under abject poverty, improve household incomes, food security, and access to clean water and sanitation facilities that translated into reduced incidences of diarrhea diseases and hence reduced mortality rates especially among children under five.

Geoffrey Namukoye is an independent researcher. He holds a Degree of Library and Information Science from Makerere University Kampala. He is currently working with Uganda Development Services as a Programme Officer. Geoffrey is also a Correspondent of The Observer Newspaper in Kamuli and Buyende Districts.

George Dhenga is an independent researcher. He holds a Bachelor of Arts Degree in Arts from Makerere University. And presently works with the Uganda Red Cross, Kamuli Branch as a Project officer.

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Advocates Coalition for Development and Environment

Plot 96, Kanjokya Street, Kamwokya

P. O. Box 29836, Kampala

Tel: +256 312 812150

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