



LOCAL GOVERNMENT COUNCILS' PERFORMANCE AND PUBLIC SERVICE DELIVERY IN UGANDA

Jinja District Council Score-Card Report 2012/2013



Naomi Asimo ■ John Baptist Lusala

LOCAL GOVERNMENT COUNCILS' PERFORMANCE AND PUBLIC SERVICE DELIVERY IN UGANDA

Jinja District Council Score-Card Report 2012/2013

Naomi Asimo ■ John Baptist Lusala

Published by ACODE
P. O. Box 29836, Kampala
Email: library@acode-u.org; acode@acode-u.org
Website: <http://www.acode-u.org>

Citation:

Asimo, N., Lusala, J., B., (2014). Local Government Councils' Performance and Public Service Delivery in Uganda: Jinja District Council Score-Card Report 2012/13. ACODE Public Service Delivery and Accountability Report Series No.28, 2014. Kampala.

© ACODE 2014

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without the prior written permission of the publisher. ACODE policy work is supported by generous donations and grants from bilateral donors and charitable foundations. The reproduction or use of this publication for academic or charitable purposes or for purposes of informing public policy is excluded from this restriction.

ISBN: 978 9970 34 025 5

Cover Illustrations:

The Bujagali dam on River Nile which is one of the major attractions in the district. Jinja's water bodies and natural endowments are key areas where the district administration should exploit to widen local revenue base.

CONTENTS

LIST OF TABLES AND FIGURES	I
ABBREVIATIONS	II
ACKNOWLEDGEMENT	IV
EXECUTIVE SUMMARY	V
1. BACKGROUND	1
1.1 Introduction	1
1.2 Jinja District profile.....	2
1.3 District Leadership.....	3
1.3.1 Technical Leadership.....	4
1.3.2 Political Leadership.....	4
1.4 Economic Potential	5
1.5 Methodology	5
1.5.1 The Scorecard	6
1.5.2 Scorecard Administration	6
1.5.3 Data Management and Analysis.....	8
2. BUDGET ARCHITECTURE AND SERVICE DELIVERY IN JINJA DISTRICT	9
2.1. District Resource Envelope.....	9
2.1.1 General Trends In The District Budget Allocation	9
2.1.2. Intra-Sectoral Budget Allocations and Implication for Service Delivery	11
2.2 State of Service Delivery.....	12
2.2.1 Primary Education.....	14
2.2.2 Functional Adult Literacy (FAL).....	15
2.2.3. Health Sector.....	15
2.2.4 Agriculture.....	16
2.2.5 Roads.....	17
2.2.6. Water and Sanitation	18
2.2.7 Environment and Natural Resources.....	18
3. JINJA DISTRICT SCORECARD: ANALYSIS OF RESULTS AND INTERPRETATION	20
3.1 Performance of the District Council	20
3.2 Performance of the District Chairperson	22
3.3 Performance of the District Speaker	24
3.4 Performance of District Councilors	25

3.5 Interpretation of Results	28
3.5.1 Internal Factors	28
3.5.2 External Factors.....	29
4. CONCLUSION AND RECOMMENDATIONS	31
4.1 Conclusion.....	31
4.2 Recommendations.....	31
REFERENCES	33
ANNEXES	34
PUBLICATIONS IN THIS SERIES.....	37

LIST OF TABLES

Table 1: Jinja DLG Technical Leadership FY2012/13.....	4
Table 2: Jinja DLG Political Leadership FY2012/13.....	5
Table 3: Jinja District Council Standing Committees (FY2012/13).....	5
Table 4: Revenue trends for Jinja District (2010/11 - 2012/13).....	10
Table 5: A three-year comparative breakdown of budget allocation by sector.....	11
Table 6: Service delivery indicators for Jinja District FY2012/13.....	12
Table 7: Five-year PLE performance for Jinja District (2008 - 2012).....	14
Table 8: Performance of Jinja District Council in FY 2012/13.....	21
Table 9: Jinja District Chairperson’s Scorecard FY2012/13.....	22
Table 10: Jinja District Speaker’s Performance FY2012/13.....	24
Table 11: Summary performance of Jinja District Councilors FY 2011/12.....	26

LIST OF FIGURES

Figure 1: Administrative Units in Jinja District for FY 2012/13	2
Figure 2: Population Trends for Jinja District 1990-2013	3
Figure 3: FGD participation by gender	7
Figure 4: A newly constructed maternity ward at Budondo HCIII	16
Figure 5: Monitoring of Fish Farming in the district	16

LIST OF ACRONYMS

ACODE	Advocates Coalition for Development and Environment
ANC	Ante Natal Care
BEL	Bujagali Energy Limited
CAIIP	Community Agricultural Infrastructure Improvement Programme
CAO	Chief Administrative Officer
CBO	Community Based Organization
CSO	Civil Society Organization
DDP	District Development Plan
DEC	District Executive Committee
DGF	Democratic Governance Facility
DLG	District Local Government
DSC	District Service Commission
DSOER	District State of the Environment Report
DWDCG	District Water Development Conditional Grant
DWSG	District Water Service Grant
ENR	Environment and Natural Resources
ERA	Environmental Regulatory Authority
EU	European Union
FAL	Functional Adult Literacy
FDC	Forum for Democratic Change
FGD	Focus Group Discussion
FY	Financial Year
HC	Health Centre
IMR	Infant Mortality Rate
KM	Kilometre
LG	Local Government
LGA	Local Government Act
LGCSOI	Local Government Councils' Scorecard Initiative
LGDP	Local Government Development Programme
MMR	Maternal Mortality Rate
MoU	Memorandum of Understanding
MP	Member of Parliament

NAADS	National Agriculture Advisory Services
NDP	National Development Plan
NGO	Non Governmental Organization
NPPA	National Priority Programme Area
NRM	National Resistance Movement
NWSC	National Water and Sewerage Cooperation
OPD	Out Patients Department
PAC	Public Accounts Committee
PAF	Poverty Action Fund
PCR	Pupil Classroom Ratio
PDR	Pupil to Desk Ratio
PHC	Primary Health Care
PLE	Primary Leaving Examination
PTR	Pupil Teacher Ratio
SDU	Service Delivery Unit
SFG	School Facilities Grant
TASO	The AIDS Support Organization
UBOS	Uganda Bureau of Statistics
UK	United Kingdom
ULGA	Uganda Local Governments Association
UPE	Universal Primary Education
Ushs	Uganda Shillings

ACKNOWLEDGEMENT

This scorecard was prepared as part of the Local Government Councils Scorecard Initiative. The Initiative is a partnership between the Uganda Local Governments Association (ULGA) and the Advocates Coalition for Development and Environment (ACODE) - an independent public policy research and advocacy think tank based in Kampala, Uganda. The report is an output of consultations with the district political and technical leadership in Jinja District as well as randomly selected community members in sub-counties within the district.

The production of this report would not have been possible without the contributions of several institutions and persons. We acknowledge the contributions of the LGCSCI project team at ACODE and researchers from Jinja District who gathered information upon which this report is premised. 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 the 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.

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, we recognize that there still remain considerable gaps of information and data required to fully assess the performance of district councils and councilors. We have taken due care to ensure that where such information exists, it is presented as accurately as possible. However, we take responsibility for any errors or omissions. We are grateful to Drake Rukundo for peer reviewing and Mukotani Rugyendo for technical editing of this report.

EXECUTIVE SUMMARY

This is the third report for Jinja District Local Government under the Local Government Councils' Scorecard Initiative, a project intended to build the capacity of leaders to deliver on their mandate and empower citizens to demand for accountability from elected leaders. The scorecard assessed the performance of the: Local Government Council, District Chairperson, District Speaker and individual Councilors who are vested with powers and responsibilities under the Uganda Constitution and the Local Government Act (Cap 243) to ensure effective governance at local government level.

The objective of this report is to provide information and analysis based on the assessment conducted during Financial Year 2012/13. The assessment reviewed documents on planning and budgeting, service delivery monitoring, and performance reports. Review of minutes of standing committees and council sittings was undertaken to inform the report on the performance of the business of Council and its organs. Face-to-face interviews with targeted community leaders, key informant interviews at service delivery points, and Focus Group Discussions (FGDs) further enriched the fact-finding and assessment process.

In Jinja District the assessment involved 26 councillors (14 male and 12 female). Overall all organs assessed realized notable improvement in performance as compared with the FY 2011/12 assessment. With 66 out of 100 possible points, the District Council realized an improvement from the 44 points in 2011/12. Significant improvement was exhibited in the legislative, accountability and planning and budgeting functions. The performance of the District Chairperson and the Speaker also improved from 66 to 87 and 68 to 73 points respectively. Similarly, the average score for councilors also improved from 49 to 53 points. Hon. Annet Musika representing Budondo Sub-county emerged the best councilor in Jinja District with a score of 76 out of 100 points followed by Hon. Wabika Ayub, the male councillor representing Budondo Sub-county with 74 out of a possible 100 points.

Findings reveal that the quality and delivery of services in Jinja District during this period was hampered by, among other factors, poor collection of local revenue; insufficient funding from central government; and limited facilitation for supervision and monitoring. The district realized only 91.6 per cent of its total domestic budget of Ushs 25,123,347,000. Transfers from central government accounted for over 96.2 per cent of the district revenue while the contribution of locally-generated revenue and donor funds was low at 1.2

and 2.7 per cent respectively. The poor budget performance largely stemmed from low local revenue collections resulting from non-payment of loyalties by BEL and ESKOM.

This report recommends expansion of the local revenue base with improved revenue collection methods and systems; increased civic awareness on councilor and citizen roles and responsibilities; and, capacity building for the political leaders on managing multi-party politics.

1. BACKGROUND

1.1 Introduction

This report is a documentation of findings from the third annual scorecard performance assessment of Jinja District Local Government under the Local Government Councils' Scorecard Initiative (LGCSCI), a project being implemented by ACODE in partnership with ULGA.

LGCSCI is a long-term initiative aiming at strengthening citizens' demand for good governance and effectiveness in the delivery of public services as well as boosting the professionalization and performance of local government councilors through annual assessments. The assessment process involves document review, face-to-face interviews, focus group discussions, field visits and observation. Findings from the scorecard are published and widely disseminated both at national and district levels. At district level, the findings are presented at an interactive workshop that brings together the assessed political leaders, district technical officials, lower local government leaders, civil society organizations and the wider community. Dissemination of findings is intensified through the intensive dissemination and SMS platforms which aim at promoting citizen awareness and involvement in governance and enhancing communication between citizens and their elected leaders.

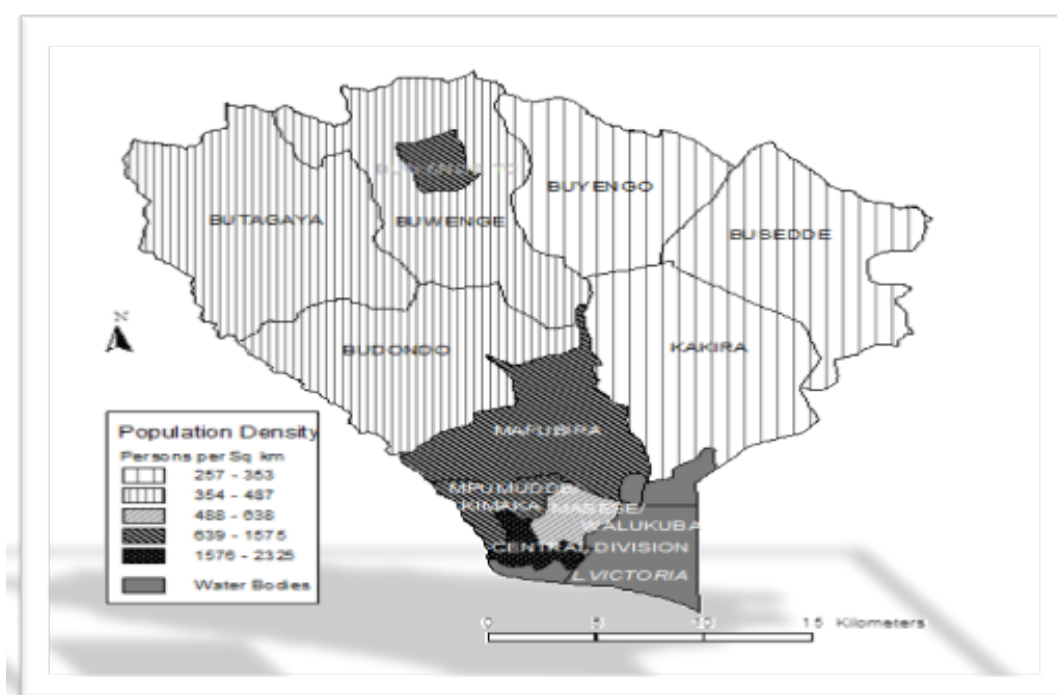
Though this was the fourth year of implementing the scorecard in the 26 local governments assessed under LGCSCI, it was the third year of assessment for Jinja District and the second in the current term of office (2011-16). The findings were therefore used to generate a comparative performance analysis against the first year of assessment (FY2011/12) in the 2011-16 term of office.

This report is presented in four sections. After this introduction, the second section presents an analysis of the budget performance and the status of service delivery in the district. The scorecard findings including a deeper analysis of the factors affecting the overall performance are presented in the third section; while the fourth section presents the conclusion and recommendations.

1.2 District Profile

Jinja District is one of the oldest districts in Uganda. Located in the eastern part of the country Jinja is neighbour to a number of districts¹ and a water boundary from Lake Victoria to the south. An estimated 65.8 sq.km of the district's total land area (767.8sq.km) is covered by water. In the period under review the district had a total population estimated at 501,300² (246,800 males and 254,500 females) Administratively, the district was constituted by 12 sub-counties including three town councils³, three divisions⁴ under Jinja Municipality and six rural sub-counties⁵ with a total of 53 parishes and wards and 386 villages.

Figure 1: Administrative Units in Jinja District for FY 2012/13



Source: Jinja District DDP 2011/12

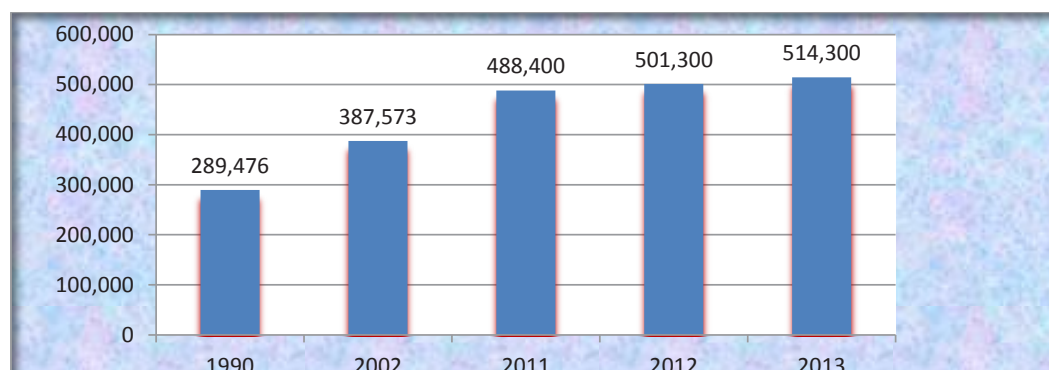
Jinja District is endowed with fertile soils that support agriculture which is the main economic activity engaging the majority (85%) of the district population. Despite the effects of the economic recession of the 70s, the district is

- 1 Jinja borders the districts of Iganga and Kamuli in the North, Mayuge in the East, Kayunga in the West and Mukono in the South-West.
- 2 UBOS, 2012
- 3 The district had three town councils including: Kakira, Bugembe and Buwenge.
- 4 The three divisions in Jinja district included: Mpumudde-Kimaka, Walukuba-Masese and Jinja Central Division.
- 5 The 6 rural sub-counties were: Budondo, Butagaya, Busedde, Buyengo, Mafubira, and Buwenge Rural.

slowly but steadily reviving its economic glory. In the past seven years, Jinja District has seen a rise in new large and medium-scale industries,⁶ as well as a revival in the tourism sector. This has been boosted with the completion of the Bujagali Hydro Power plant which is expected to contribute around 255MW to the national grid. This positive trend towards economic recovery is anticipated to expand the district’s locally generated revenue.

In addition to the influx of the business community, the district’s population has also, over the years, gradually grown to near double as shown in Figure 2 in which case there is no doubt about the increase in demand for resources and social services. Unfortunately, there is no evidence indicating that planning for the resources allocated to the district from the centre is cognizant of this fact. This imbalance is a contributing factor to the service delivery impediments in local governments.

Figure 2: Population Trends for Jinja District 1990-2013



Source: UBOS Statistics 2013

1.3 District Leadership

The Local Government Act (Cap 243) mandates the establishment of both the political⁷ and technical⁸ arms for the effective functioning of a district. While the political arm is headed by a District Chairperson elected by universal adult suffrage, the technical arm is headed by the Chief Administrative Officer (CAO) appointed directly by the central government. The scorecard assessment, however, deliberately focuses on the political arm and the organs assessed include the District Council, District Chairperson, Speaker and individual Councilors.

6 Major industries included MMI Steel Works, Kakira Sugar Works, and Steel Rolling Corporation.

7 Second Schedule of the Local Government Act Cap 243

8 Local Government Act (Cap 243) Section 64, sub- sections 1 and 2 (a) and Section 67, sub- section 1

1.3.1 Technical Leadership

The administration of a District Local Government that is, the implementation of programmes and lawful council resolutions rests largely with the technical wing under the leadership of the CAO assisted by heads of department and other civil servants. This wing constitutes the civil service of the district, the majority of whose staff are recruited through the District Service Commission under its mandate. Details of the district technical leadership are provided in Table 1.

Table 1: Jinja DLG Technical Leadership FY2012/13

Office	Name
Chief Administrative Officer (CAO)	Ms Olive Hope Nakyanzi
Deputy CAO	Mr Begumya Eriab Ntarwette
District Engineer	Mr Joseph Buyinza
District Health Officer	Dr Dyogo Nantamu
District Production & Marketing Officer	Dr Stephen Kiwemba
District Education Officer	Mr Abraham Were
Chief Finance Officer	Mr. Jackson N. Mushabe
District Planner	Mr Nathan Mubiru
Dist. Community Services Officer (Ag.)	Mr Alex Ddibya
District NAADS Coordinator	Dr Paul Kigenyi
District Environment Officer	Mr. Moses Maganda
District Natural Resources Officer (Ag.)	Mr Fred Baruzalire

Source: Jinja District Council and Executive Committee Minutes; State of the District Address FY2012/2013

1.3.2 Political Leadership

The political wing is composed of the district council⁹ which is constituted by the district chairperson and elected district councilors including a speaker elected by council (LGA, Section 11). Representatives for special interest groups are elected in line with Section 118 of the LGA (1997). By its mandate under the second schedule of the LGA, the district council is a body corporate with executive and legislative powers, and can sue and be sued. This scorecard focuses on the assessment of district political organs including the: District Council, District Chairperson, Speaker, and District Councilors.

Hon. Frederick Gume Ngobi was the district chairperson assisted by a council of 26 district councilors, 14 of whom were male and 12 female. Details of the political leadership of Jinja District during this period are presented in Table 2.

⁹ The composition of Council is guided by Section 10 of the Local Government Act (Cap 243)

Table 2: Jinja DLG Political Leadership FY2012/13

Designation	Name	Constituency
District Chairperson	Hon. Gume Frederick Ngobi	Jinja District
District Vice Chairperson	Hon. Paul Balidawa	Kakira Town Council
District Speaker	Hon. Richard K. Mayengo	Mafubira (B) Sub-County
Members of Parliament	Hon. Agnes Nabirye	Jinja Woman MP
	Hon Daudi Migereko	Butembe County
	Hon Mbagadi Nkaye	Kagoma County
	Hon. Grace Moses Balyeku	Jinja West
	Hon. Paul Mwiru	Jinja East
Resident District Commissioner	Mr. Richard Gulume Balyaino	

Source: Jinja District Council and Executive Committee Minutes FY2012/2013

The work of the district council during this period was supported by four standing committees as presented in Table 3. These sectors were particularly vital in the planning and monitoring of specific service areas and their respective budgets.

Table 3: Jinja District Council Standing Committees (FY2012/13)

Standing Committee	Secretary	Constituency
Education, Health and Community Based Services	Hon. Florence Asio	Youth-Female
Production & Natural Resources	Hon. Annet Musika	Budondo Sub-County
Works, Water and Sanitation	Hon. Yakut Tenywa	Mafubira (B) Sub-County
Finance	Hon. Kiomi Asuman Akiiki	Buwenge Town Council

Source: Jinja District Council Minutes FY2012/13

1.4 Economic Potential

With effective administration, support from the Central Government and commitment from investors within the district, Jinja District has the capacity to boost its development with revenue generated largely from taxes, royalties¹⁰ and other dues expected from the large, medium and small-scale investments and businesses. It is evident that Jinja District and the wider Busoga region are investing in the rejuvenation of the tourism sector. However, some of these efforts and anticipated achievements cannot be realized without favourable policies to facilitate them.

1.5 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.

10 Royalties from ESKOM and Bujagali Energy Limited (BEL)

11 See, Tumushabe G., et al (2012) Strengthening the Local Government System to Improve Public Service

1.5.1 The Score-Card

The scorecard is premised on a set of parameters which assess the extent to which Local Government Council organs and councilors perform their responsibilities.¹² These parameters are based on the responsibilities of the Local Government Councils. The organs assessed include: the District Council, District Chairperson, District Speaker and the individual Councilors. The parameters assessed include: legislation, contact with the electorate, planning 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 group comprises of the ACODE research team and local partners. The Expert Task Group, which is the external team, comprises individual experts and professionals from local governments, the public sector, civil society, and the academia

1.5.2 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 Jinja District Local Government. Box 1 shows the different categories of documents and reports reviewed.
- b) **Key Informant Interviews.** Key informants were purposively selected for the interviews owing to their centrality and role in service delivery in the district. Interviews were conducted with the district technical and political leaders. The interviews focused on the state of services, level of funding, and their individual contribution to service delivery in the district. For the political leaders, these interviews are the first point of contact with the researchers and they generate assessment values that feed into the scorecard. They also offer an opportunity for civic education on the roles and responsibilities of political leaders. Interviews with the

Delivery, Accountability and Governance. ACODE Policy Research Series, No. 53, 2012, Kampala

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

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

technical leaders provide an independent voice and an opportunity to verify information.

Box 1: Categories of Official District Documents used in the Assessment

Planning Documents

- District Development Plan 2011-2015
- Approved work plan for Revenue enhancement 2012/13
- Capacity building work plan 2012/13

Budgeting Documents

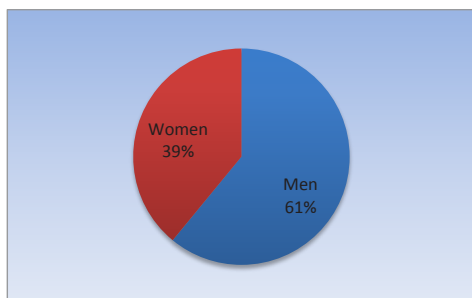
- Performance contract/BFWP 2012/13
- Income and expenditure statement 2012/13
- Approved district Budget 2012/13
- Jinja District Expenditure estimates 2012/2013
- District Budget Speech 2013/2014

Reports

- State of the District Affairs Report 2012/2013
- Health Sector Quarterly report 2012
- Education sector Activity report 2012
- Production and Marketing sector Activity report 2012
- Environment and wetland sub sector report
- Finance department report 2012/13
- Water development department report as at June 2013
- CBS sector report 2012/13
- Roads and Building sub sector report 2013

c) Focus Group Discussions (FGDs). FGDs are conducted based on the criteria set in the scorecard FGD Guide. A total of 24 FGDs were organized

Figure 3: FGD participation by gender



in 12 sub-counties in the district. FGDs were platforms for civic education and empowerment about the roles of councilors and other political leaders. They were mainly organized to enable voters verify information provided by their respective councilors. In all, 275 people (107 females and the rest male) participated in the FGDs.

d) Service Delivery Unit Visits. Field visits to Service Delivery Units (SDUs) were undertaken in each sub-county by the research team. In each sub-county, visits were made to primary schools, health centres, water source points, Agricultural demonstration sites, and roads. Field visits were mainly observatory and, where possible, interviews were conducted

with the personnel at the SDUs. These visits were also meant to verify the accuracy of the information provided by the political leaders.

1.4.3 Data Management and Analysis

The data collected during the assessment was both qualitative and quantitative. Qualitative data was categorized thematically for purposes of content analysis. Thematic categorization helped in the identification of the salient issues in service delivery. Quantitative data was generated through assigning values based on individual performance on given indicators. These pieces 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 STATE OF SERVICE DELIVERY IN JINJA DISTRICT

Following the fiscal and administrative devolution of government under the decentralization policy, district councils were mandated (under the LG Act that followed) to plan and budget for their localities and provide oversight over the implementation of devolved programmes. The provision and quality of public services is dependent on available financial resources. This section presents an analysis of the Jinja District resource envelope and the state of services in FY2012/13.

2.1 District Resource Envelope¹⁴

The domestic budget for local governments is supported by three major sources: funding from Central Government in form of conditional and unconditional grants; locally generated revenue; and supplementary funding from donors operating through local development partners.

2.1.1 General trends in the district budget allocation

By the close of FY 2012/13, Jinja District had realized Ushs. 23,019,240,108 representing 91.6 per cent of its total approved revised domestic budget of Ushs. 25,123,347,000. Unfortunately, none of these sources yielded results to full capacity. Government transfers were realized at 83 per cent, donor funds at 81 per cent and local revenue at a meagre 39 per cent.¹⁵ Table 4 is a statistical comparative presentation of the district's domestic resource envelope over a period of three financial years (2010/11 – 2012/13).

¹⁴ For purposes of this report, a resource envelope refers to the total funds at the district's disposal from the 3 main revenue sources including central government funding, donor funding, and locally generated revenue.

¹⁵ State of the District Affairs Address, p12-13

Table 4: Revenue trends for Jinja District (2010/11 - 2012/13)

Source	FY2010/11		FY 2011/12		FY 2012/13			FY 2013
	USHS	%	Ushs	%	Approved	Realized	%	% to Budget
Local Revenue	430,676,294	2.2	341,448,891	2	651,039,000	269,825,835	41.4	1.2
Gov't Grants	19,205,883,003	96.4	21,036,870,670	95.2	23,712,774,000	22,137,694,102	93.4	96.2
Donor Funds	283,336,989	1.4	639,998,841	2.9	759,534,000	611,720,171	80.5	2.7
Total Budget	19,919,896,286		22,108,318,402		25,123,347,000	23,019,240,108	91.6	

Source: Jinja DLG Finance Office, 2013

The statistics in Table 4 indicate that despite its economic potential, Jinja district's fiscal capacity has been declining over the three financial years analyzed. The district is endowed with lucrative industrious activities and tourist attractions¹⁶ yet the local revenue collection remains very low. Funding from the central government and donors was seen to gradually increase while locally-generated revenue was on the decline.

The deterioration in local revenue collection was partly a result of the unrealized yet budgeted for funds from large-scale investors in terms of royalties¹⁷ and also the creation of town councils which took along with them certain critical sources of revenue. These have left a very weak tax base from the rural and a few urban areas from which the district directly collects taxes. The effect of low revenue collection had trickled down to crucial council activities like monitoring and supervision of programmes and services in the district.

The district was also severely affected by the budget cuts during this period. Jinja District did not receive her fourth quarter releases, a shortfall that affected implementation of many planned activities, especially under NAADS. The water department, for instance, had several planned works carried out but without payment, which expenses have to be met under the FY 2013/14 budget. The effect of inflation on the budget implementation process was also of great impact on its performance. There was variance between input prices at budgeting time and the time of implementation thereby affecting quantities and service delivery.

16 Jinja District is host to the Source of the Nile, Owen Falls Dam, Itanda Fall, Buwala Falls, Rippon Falls, the Pier and Mpumudde Cultural Site. The district is also host to large scale industries like ESKOM, BEL, Kakira Sugar Factory. The district is also host to four power dams of Bujagali, Kiira, Nalubale, and Kakira generating an estimated total power capacity of 500 megawatts.

17 There was a delay in remitting of royalties by ESKOM which affected the district's cash flow and consequently caused a total reduction in projected local revenue. The delay resulted from an ongoing court case by the district council challenging the guidelines set by ERA which provide for what council considers unfairly low rates of payment (Ushs. 215 per Megawatt produced). Ref. District State of Affairs Address, pp. 12-13.

2.1.2 Intra-sectoral budget allocations and implication for service delivery

Given the variety of services that LGs are mandated to provide on behalf of the central government, effective delivery of these services and management of funds available for their provision are best achieved through service sectors. The sector approach enables a fairer and more effective platform for planning and supervision of the services and funds provided. Table 5 presents a breakdown of the Jinja District budget allocations by sector.

Table 5: A three-year comparative breakdown of budget allocation by sector

	2010/11	2011/12	2012/23
Administration	7.22	5.65	5.99
Finance	4.90	4.15	2.91
Statutory bodies	2.65	2.51	2.32
Production	6.65	7.27	6.18
Health	17.49	15.65	15.57
Education	47.14	52.17	58.06
Works	10.17	8.27	5.66
Natural resources	0.69	0.70	0.62
Community Based Services	1.18	1.67	0.96
Planning Unit	1.59	1.67	1.50
Internal Audit	0.33	0.29	0.24

Source: Jinja DLG, Office of the Principal Finance Officer

For FY 2012/13, over 58 per cent (Shs 13,161,760,484) of the total district domestic budget was explicitly for payment of salaries, 32.7 per cent (Shs 8,281,781,785) was a conditional grant, and the smallest portion (Shs 3,591,599,736) for development.

The function of the office of the internal audit in ensuring funds are spent according to financing guidelines was undermined by low facilitation. This curtails its ability to effectively carry out audits to ensure value for money. Similarly, the effectiveness of Council is also undermined given the fact that their facilitation is derived from local revenues. The inability of the local government to facilitate councilors sufficiently means that councilors lack the means to undertake monitoring and oversee implementation of mutli billion budget and government programmes.

2.2 State of Service delivery in Jinja District Local Government

District local governments are mandated to ensure provision of public services, in accordance with the National Priority Programme Areas (NPPAs) against which planning and budgeting is prioritized. At district level, the district council is mandated to ensure delivery of services, scrutinizing, deliberating and passing budgets and plans as well as overseeing the implementation of planning, budgeting and monitoring of government-funded programmes on behalf of the Central government. Important to note is the fact that the effectiveness, quality, quantity and accessibility of these services are directly linked to the amount of funding and the efficiency in its administration.

The performance of the local governments is measured against their level of achievement in the provision of these services with particular reference to their accessibility, availability, functionality and quality. The challenges hampering local governments' from operating to full potential have often been swept under the carpets. In order to enhance meaningful development, the scorecard assessment seeks to establish a correlation between the core functions of council and its organs and the quality of services within a given period of time. Table 6 presents details of selected indicators on services in Jinja District.

Table 6: Service delivery indicators for Jinja District FY2012/13

Sector	Indicators	National standard/ NDP target	Level of achievement 2011/12	District Target 2012/13	Level of achievement 2012/13
Education - Primary Education	Children of primary school-going age (6-12)	-	85,027		
	Enrolment	-	77,067	62,804	
	Pupil: classroom Ratio (PCR)	55:1	78:1	54:1	105:1
	Pupil: Teacher Ratio (PTR)	55:1	120:1	55:1	50:1
	Pupil to Desk Ratio (PDR)	3:1	6:1	3:1	6:1
	Pupil to Stance ratio	35:1	100:1	39:1	70:1
	PLE Performance (%)		D1 - 7.1 D2 - 37.8 D3 - 22.9 D4 - 14.1 U - 16.7 X - 3.8		D1 - 7.3 D2 - 41.4 D3 - 19.5 D4 - 13.8 U - 18.0 X - 4.20

Health Care services	ANC 4th Visit	60%	51%	65%	40%
	Immunisation coverage		55%	98%	
	Deliveries in Health Centres	35%	-	13,000/70%	60%
	OPD attendance		-	100%	148%
	Total beds	-	-		
	MMR	506	-	100/100,000	131/100,000
	IMR	87%	75/1,000	74/1,000	54/1000
	Staffing Levels	-	57% of qualified staff	561/70%	68%
Road Sub-sector	Km of roads under routine maintenance	-	60.9	33.8	
	Km of roads rehabilitated	-	151.8	-	77.9
	Km of roads under periodic maintenance		24.6	146.7	40.1
	Proportion of roads in good condition		-		
	Construction of bridges	-	-		
	Opening up new community roads	-	-		
Water and Sanitation	Water coverage		67		65
	Number of boreholes sunk	-	12	24	24
	Number of boreholes rehabilitated	-	10	10	20
	Functionality of water sources	80%	93%	93%	
	Proportion of the population within 1km of an improved water source		-		
	Pit latrine coverage	90%	-		
Agriculture	Number of extension workers per S/county	-	2	2	
	Number of service points	-	1	1	
	No. farmers accessing services				
	Number of demonstration farms	-	2 at S/C	5 at s/c; 1 at district	
	Technical back-up visits	-	-		
FAL	Number of instructors		324		
	Number of participants		6,290	6,480	
	Number of service centres	-	324		
	Level of coverage	-	-		
Environment and Natural Resources	Staffing Level	2	-		
	Conduct Environmental monitoring and assessment	-	-		
	Production and update District State of the Environment Report (DSOER)	-	-		
	District Environment Action Plan	-	-		
	Preparation of District Wetland Ordinance	-	-		
	Monitor wetland systems in the district	-	-		
	Establishment of Agro-forestry nurseries		-	-	
	District Wetland Action Plan	-			Not done
	Ordinance on Environmental Conservation			No target	Nothing done

Source: Jinja district sector offices, Budget speech and District State of Affairs report

2.2.1 Primary Education Services

Education is one of the priority service areas whose focus is set towards improving the quality of the country's labour force. Over the years, Jinja District prioritized education in its domestic budgets as seen in the sector allocations over the last three financial years (refer to Table 5).

In FY 2012/13, the district had a total of 87 government-aided and 68 registered private primary schools. Notably, while the overall enrolment was declining, the overall number of pupils registered for PLE was on the rise. In 2012 a total of 62,804 children of school going age were enrolled,¹⁸ manifesting a 4.3 per cent decline from the 65,652 pupils enrolled in 2011. A comparative statistical presentation of Jinja District PLE performance between 2008 and 2012 is illustrated in Table 7.

Table 7: Five-year PLE performance for Jinja District (2008 - 2012)

YEAR	DIV. 1	DIV. 2	DIV.3	DIV. 4	DIV. U	DIV. X	TOTAL
2008	150	2236	2338	1004	1733	311	7772
2009	372	2899	2032	1088	1375	367	8133
2010	507	3364	1972	942	1210	352	8347
2011	597	3172	1726	1184	1400	321	8400
2012	661	3733	1753	1241	1623	383	9394
%	7.3	41.4	19.5	13.8	18.0	4.2	

Source: Jinja District Education Department

Despite the increasing budgetary allocation to the education sector and support from local NGOs like Soft Power, infrastructural development was still lacking. Increasingly, even the School Facilities Grant is leaned more towards enhancing secondary school education and less towards UPE schools. More so, there was under-release of funds¹⁹ meant for infrastructural development under the School Facilities Grant (SFG) and LGDP under which the district received only 64 per cent and 49 per cent respectively. A big percentage of these funds were allocated to pay for works carried forward from FY 2011/12.

The poor condition of school infrastructure coupled with other challenges like poor parent attitudes, increasing rates of child labour,²⁰ had led to persistent pupil absenteeism and relatively high school dropout (rated at 4 per cent)

18 The 2012 enrolment registered more females (31,891- representing 51 per cent) than males (30,913 - representing 49 per cent).

19 The under-release of funds under the School Facilities Grant which was reinstated in FY2009/10 could not allow for completion of all planned works. The district was only able to construct 21 out of 36 latrine stances. Other works were carried forward to the next financial year.

20 Child labour has become a challenge in communities such as Busedde, Butagaya, Buyende and Kakira that are increasingly engaging in sugarcane growing.

which subsequently undermined the overall district PLE performance. With the growing number of pupils being enrolled, the district grappled with overcrowded classrooms²¹ and insufficient pit latrines.

2.2.2 Functional Adult Literacy (FAL)

Functional Adult Literacy (FAL) is intended to provide basic literacy and numeracy skills to individuals who could not attend normal education with the aim of improving literacy, which is a panacea for reducing poverty and achieving socio-economic development. In FY 2012/13, Jinja District had a total of 324 registered FAL centres with attendance of 6,290 learners. However, as far as monitoring was concerned, it was clear that most councilors did not appreciate the value of the programme given their limited knowledge of the whereabouts of the established centres within their constituencies.

Regrettably, FAL as a programme has deteriorated in functionality given the poor funding it receives and low commitment of both the instructors and beneficiaries. In FY 2012/2013 the programme was allocated less than Shs16 million. Many FAL groups had been constituted but majority were non-functional. Instructors were demotivated by the meager facilitation of as low as ten thousand shillings per quarter. The non-functionality of most FAL centres perhaps justifies the low knowledge and interest of district councilors in undertaking monitoring in this particular service area.

2.2.3 Health Services in Jinja District

Jinja district had three Health Centre IVs, ten Health Centre IIIs and thirty Health Centre IIs with a staffing level of 68 per cent qualified staff serving an average population of 514,300.²² The district's efforts to ensure functionality of facilities have been achieved largely through public private partnerships with donors and other investment institutions like banks. For instance, Budondo Health Centre III benefited from support by the Bujagali Energy Limited (BEL) that constructed a maternity ward, an extension of the OPD Block and a three-unit staff block. This health unit also received water tanks provided by Stanbic Bank. Similarly, the laboratory at Muwumba HCIII was renovated with support from DFCU Bank.

21 In primary schools like Namaganga, Nakanyonyi, Buwenge Township and Kalebera, classroom/pupil ratio was at an average 1:150.

22 2013 UBOS population projections

Figure 4: A newly constructed maternity ward at Budondo HCIII



Despite these achievements the health department still lacked resources to enable effective monitoring and supervision. Health Centre IIs were particularly challenged. In case of complications such as during deliveries, there were neither theatres nor transport to cater

for emergency cases, which put patients' lives at a great risk.

Participants at several FGDs decried the continued scarcity of drugs, absenteeism and late reporting by medical personnel in many health centres. The limited staff accommodation at the facilities was partly to blame for the late coming of staff. There was also a complaint of suppliers delivering medicines that were not desired by the intended beneficiaries.

2.2.4 Agriculture

Regardless of Jinja's industrial potential, the largest portion of its population²³, 78 per cent of which is rural, relies on subsistence agricultural activities, animal husbandry and fishing. The crops largely grown include maize, banana (matooke), beans, sweet potatoes and rice. The food production capacity of a few farmers has been enhanced by the NAADS²⁴ programme. As of FY 2012/13 the district owned a demonstration farm - Nakabango Demonstration Farm²⁵ – which was being used to promote agriculture.

Figure 5: Monitoring of Fish Farming in the district



On the other hand, agriculture at national and district levels continued to be undermined by the low budget allocations (4 per cent of the total budget in FY 2012/13). The dependency on the inconsistent weather

23 Eighty-five per cent (85%) of Jinja's population engages predominantly in subsistence agriculture and animal husbandry.

24 This programme aims at improving production, income levels and in the process standards of living. NAADS receives special funding from government and hence its consideration under the scorecard assessment.

25 The process by the district to acquire a title for the farm was delayed by a directive by the Ministry of Agriculture to the Uganda Land Board to defer the decision of ownership as it was in the process of changing the policy on decentralizing farms in the country.

had also led to low productivity. At district level, there had been concerns of looming food insecurity particularly given the increasing drift of farming activities from growing food crops to growing sugarcane.²⁶ In fact, participants at the FGDs lamented the poor soils and low productivity and implored the government to provide inputs like tractors and fertilizers. There is need to develop an irrigation scheme and provide weather information to farmers so as to enable timely planting with better predictability and to cushion produce from loss as is the case in Asia.

NAADS as a programme has become more complex and therefore continues to experience unique administrative and financial challenges. Participants at some FGDs expressed dissatisfaction with the programme, particularly the unfair selective distribution of inputs -- which inputs they claimed were persistently few, of poor quality and did not show value for money. In light of the looming threat of food insecurity, the district council had initiated an ordinance which was at second reading stage by the time of this assessment.

2.2.5 Roads Sub-sector

A good road network and infrastructure is critical for enhancing agriculture, production and marketing among other things. In the period under review Jinja District received road equipment including a motor grader, tippers, farm tractors, pickups and motor cycles for the Force on Account system of maintaining roads. Rehabilitation of roads was facilitated by funding received under the Community Agricultural Infrastructure Improvement Programme (CAIIP). Through this programme, 146.7 km of district roads underwent routine maintenance.

Areas within the district dominated by sugarcane growing had particularly benefited from road construction and maintenance undertaken by the Madhvani Group.

However, infrastructure development continued to be challenged by late release of funds, poor contracting and poor quality output. Citizens expressed dissatisfaction with the poor workmanship²⁷ as well as state of roads like that running from Jinja Town to Butagaya; sections on Namagera, Mpumwire, Kamira, and Budima roads which would become impassable especially during rainy seasons. Given the length of time it takes to pay CAIIP contractors, it was challenging for the respective department to get workers and suppliers of inputs. Implementation of CAIIP works in FY 2012/13 was particularly a slow process. Wakitaka – Kabembe road, for instance, had been implemented

²⁶ Sugarcane growing has particularly had its toll on agricultural productivity in sub-counties of Busedde, Buyengo, Kakira, Budondo and Butagaya.

²⁷ Citizens complained of poor quality murrum used in road works and lack of offshoots and culverts on roads.

for two years. The poor workmanship by the contractors triggered the District Council to conduct monitoring of CAIP roads in the district during which they established the magnitude of shoddy work being done.

2.2.6 Water and Sanitation

Clean and safe water as well as promotion of sanitation are key in preventing diseases and propelling community development. In Jinja district the piped water system is managed by the National Water and Sewerage Corporation (NWSC) while water supply to the rural areas is managed by the District. In FY 2012/2013, the district rural water coverage stood at 65 per cent. Among other achievements under this sector were the sinking of 24 and rehabilitation of 20 boreholes in several villages. Despite these and other efforts by the district, visits to the sub-counties still pointed to the fact that access to clean and safe water was still a major challenge in most outer parts of the district.

The management of rural water sources by the water department was supported by funding under the District Water Development Conditional Grant (DWDCG) funded under the Poverty Action Fund (PAF), supplemented by community contributions towards capital cost of the water sources. However, revenue from both sources had not been forthcoming, thus undermining the performance in this sector. During the period under review, for instance, out of the total budget of Shs 676,876,000 under the DWDCG, the district received only Shs 436,813,000, indicating a deficit of Shs 240,063,000.²⁸

The water sector also experienced gaps in implementing planned activities stemming from budget cuts particularly in the fourth quarter. As a result of this funding gap, some activities planned and undertaken during this period could not be paid for and were therefore forwarded to the next year's budget (FY 2013/14).

There were noticeable efforts by the district council to improve sanitation. Council had, for instance, tabled an ordinance on hygiene and sanitation improvement²⁹ and had gazetted a day for cleaning water and sanitation facilities.

2.2.7 Environment and Natural Resources

Jinja District is endowed with resources including along the Lake Victoria shoreline, forest reserves (mostly man-made) and cultivable land which

28 See, Jinja District Water Department

29 This ordinance had undergone its second reading by the time of assessment.

endowments provide an economic opportunity for the district given their contribution towards locally generated revenue.³⁰

As a matter of fact, the district leadership had undertaken some deliberate actions especially as regards tree planting in an attempt to reverse the effects caused by the fast forest depletion. Through the production department, communities had been facilitated with seedlings especially communities in the watershed areas of Buyengo and Busedde which they had planted to help improve on soil and water conservation and increase on forest coverage.

Like many other service sectors, the ENR sector still experienced the challenge of low funding which in one way or another undermined the level of implementation of activities within the sector. Other challenges faced by the sector included: poor implementation of existing policies to conserve the environment; rapidly growing population increasing demand for space and associated land tenure which had made it extremely challenging to conserve the natural resources; poor farming methods and tree harvesting³¹ for charcoal burning for both domestic use and sale. These contributed largely to forest depletion which was estimated at a rate of 50 per cent.³² Worse still, a few critical positions within the department were not filled like that of Wetlands Officer supposed to assist the Environment Officer implement activities.

30 Lake Victoria, for instance, attracts revenue through the fisheries and tourists that often visit Jinja to see the Source of the Nile.

31 Statistics indicate that the felling of trees for firewood and making charcoal for sale and home use is attributed to 58.4 % of households in the district that use wood fuel for cooking and 37.1% that use charcoal (UBOS, 2005).

32 See, Jinja DDP 2010/11-2014/15

3. JINJA DISTRICT SCORECARD: FINDINGS AND INTERPRETATIONS

The scorecard as an assessment tool evaluates four council organs on their core functions categorized into four major parameters of: legislative role, accountability to citizens, contact with the electorate, and monitoring of government programmes within the district. In so doing, the assessment also seeks to establish the correlation between these functions and the quality and effectiveness of key social services³³ in the district. This process enables establishment of underlying challenges to the performance of the assessed political organs against which policy recommendations are made.

3.1 Performance of the District Council

The scorecard for the district council is therefore derived from the core functions of the local government council as a corporate body as stipulated in the Local Government Act (CAP 243). By assessing the local government council, therefore, the scorecard seeks to establish the extent to which a council as an organ uses its political, legislative, administrative and planning powers to address the issues that affect the electorate within their jurisdiction. Table 8 presents details of the performance of Jinja District Council in FY 2012/13.

³³ Social Services under this assessment are those considered as National Priority Programme Areas (NPPAs) in a given financial year. In FY 2012/13 the NPPAs included: Primary Education, Primary Health Care, Agricultural Extension Services, Water and Sanitation, Rural roads, Environment and Natural Resources, and Functional Adult Education.

Table 8: Performance of Jinja District Council in FY 2012/13

Performance Indicators Year	Actual Score		Maximum Scores	Remarks
	FY 2011/12	FY 2012/13		
1. LEGISLATIVE ROLE	13	19	25	<p>Rules of Procedures were amended in previous years; Proof of subscription payment to ULGA was seen;</p> <p>Council made a resolution and sent to ULGA on increment of councilors, speaker and Executive Committee members; though the lounge for councilors is there in space, no seats are provided.</p> <p>Standing committees were constituted and functional.</p> <p>Two ordinances were at second hearing/reading.</p>
Adopted model rules of Procedure with/without debate (amendments)	2	1	2	
Membership to ULGA	2	2	2	
Functionality of the Committees of Council	2	3	3	
Lawful Motions passed by the council	2	1	3	
Ordinances passed by the council	0	1	3	
Conflict Resolution Initiatives	1	1	1	
Public Hearings	0	2	2	
Evidence of legislative resources	2	3	4	
Petitions	0	2	2	
Capacity building initiatives	2	3	3	
2. ACCOUNTABILITY TO CITIZENS	13	19	25	<p>The client charter was distributed to all stakeholders however there was no evidence of its display in public areas.</p> <p>There was neither evidence of council debate on corruption and human rights-related issues nor of communication between council and parliament on constitutional issues.</p> <p>Despite claims of submission of PAC reports there was no evidence seen to support the claim</p>
Fiscal Accountability	2	4	4	
Political Accountability	3	5	8	
Administrative Accountability	5	7	8	
Involvement of CSOs, CBOs, Citizens private sector, professionals, and other non-state actors in service delivery	2	2	2	
Commitment to principles of accountability and transparency	1	1	3	
3. PLANNING & BUDGETING	11	13	20	<p>Although local revenue collection was frustrated, part of the increment in local revenue collection over and above the planned was as a result of the interest from bank interest on district bank accounts.</p>
Existence of Plans, Vision and Mission Statement	5	5	5	
Approval of the District Budget	4	4	4	
Local Revenue	2	4	11	
4. MONITORING SERVICE DELIVERY ON NPPAs	7	15	30	<p>Standing committees did minimum monitoring due to lack of funds. But where this was reported to have been done, there was no sufficient evidence was seen to justify the number of service point visited neither was their follow up action. FAL centers were reportedly visited by technical persons while visits to health units were made by the district executive and not the standing committee in charge of health.</p>
Education	1	2	5	
Health	0	2	5	
Water and Sanitation	4	2	4	
Roads	0	4	4	
Agriculture and Extension	1	2	4	
Functional adult Literacy	0	2	4	
Environment and Natural Resources	1	1	4	
TOTAL	44	66	100	

Overall, Jinja District Council obtained 66 out of a possible 100 points, a performance that could have been even better had it not been for the insufficient documentary evidence to support the claims on monitoring

of programmes and activities. This shortfall may perhaps be explained by inefficiencies in the Office of the Clerk to Council in the first three quarters of the financial year. The improvement in performance in the office of the clerk to council and in effect availability of records was only realised in the last quarter of the financial year when the office was taken over by Mr Magemeso.

During the year under review, the district, through its own initiative, organized an education tour for district councilors to the Parliament of Uganda to enhance their appreciation of deliberations and rules of procedure. The district council had also presented and discussed two crucial ordinances³⁴ one on food security and another on health, water and sanitation.

With regard to monitoring³⁵, there were few visits conducted by both committees and individual councilors due to lack of finances. The DEC, however, managed the expected quarterly visits given that it is reasonably facilitated³⁶ to do so. Outstanding from the Council on monitoring was its effort to ensure value for money especially in the road sector

3.2 Performance of the District Chairperson

During the period under review, Jinja District Local Government was under the leadership of Hon. Gume Frederick Ngobi. During this period, Hon Ngobi, was also elected as the President of the Uganda Local Governments Association. Hon Ngobi was a member of the NRM party and was serving his first term³⁷ of office as District Chairperson. Hon. Ngobi scored a total of 87 out of a possible 100 points with his best performance exhibited under monitoring where he realized a significant improvement.³⁸ Details of his performance are presented in Table 9.

Table 9: Jinja District Chairperson’s Scorecard FY2012/13

Name	Fredrick Gume Ngobi
District	Jinja
Political Party	NRM
Gender	Male
Level of Education	Degree
Number of Terms	1

34 These had both undergone the second reading at the time of assessment

35 Works committee made two visits, the Health committee three and Education committee only one visit while individual councillors made visits to a few selected facilities.

36 The District Executive Committee received funding under PAF to enable quarterly monitoring.

37 The five year electoral term runs from 2011 to 2016

38 The improvement is based on a comparison in performance from the scorecard assessments conducted in FY 2011/12 and FY 2012/13.

Total Score	87			
ASSESSMENT PARAMETER	Actual Score		Maximum Score	Comments
	2011/12	2012/13		
1. POLITICAL LEADERSHIP	17	19	(20)	All other boards were fully constituted except for the District Land Board which was awaiting approval of one nominee.
Presiding over meetings of Executive Committee	2	3	3	
Monitoring and administration	5	5	5	
Report made to council on the state of affairs of the district	1	2	2	
Overseeing performance of civil servants	3	4	4	
Overseeing the functioning of the DSC and other statutory boards/committees(land board, PAC,)	2	1	2	
Engagement with central government and national institutions	4	4	4	
2. LEGISLATIVE ROLE	13	15	(15)	Under his leadership, Jinja DLG petitioned Central Government on the issues of loyalties from investors like ESKOM
Regular attendance of council sessions	2	2	2	
Motions presented by the Executive	6	6	6	
Bills presented by the Executive	7	7	7	
3. CONTACT WITH ELECTORATE	10	10	(10)	The Executive forwarded to council bills on food security, and accountability under NAADS; and motions on having monitoring funds collected in one pool, among others.
Programme of meetings with Electorate	5	5	5	
Handling of issues raised and feedback to the electorate	5	5	5	
4. INITIATION AND PARTICIPATION IN PROJECTS IN ELECTORAL AREA	9	10	(10)	The chairman initiated Kagoma Gate Project, Nakabango Elders Farm, signed an MoU with TASO to take up position of Baylor in providing supplementary healthcare services, and Ministry of Water and Energy for connection of piped water in towns like Namagera.
Projects initiated	3	3	3	
Contributions to communal Projects/activities	1	2	2	
Linking the community to Development Partners/NGOs	5	5	5	
5. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS	15	33	(45)	Marks were lost under the aspect of monitoring at least half of the service facilities in the district. Despite his attempts, evidence showed that the chairman visited a maximum of 5 out of 12 sub-counties under monitoring of water sources. This is below the threshold.
Monitored Agricultural services	3	5	7	
Monitored Health Service delivery	2	5	7	
Monitored schools in every sub-county	2	5	7	
Monitored road works in the district	2	5	7	
Monitored water sources in every sub-county	2	5	7	
Monitored functional Adult literacy session	2	3	5	
Monitored Environment and Natural Resources protection	2	5	5	
TOTAL	66	87	100	

Chairman Ngobi registered an overall improvement of 21 points in FY 2012/13 where he garnered 87 out of 100 points as compared to the 66 points obtained in FY 2011/12. Even with this performance, there is still need and room for improvement especially in the district's attempts to increase the local revenue collected from investors like ESKOM and BEL.

3.3 Performance of the District Speaker

Although the District Speaker is recognized for his unique role of guiding and overseeing council business, he is elected primarily as a district councilor and therefore is a representative of a particular constituency. The speaker, therefore, is assessed in his capacity as a councilor with additional legislative functions of presiding over and preserving order in council. During the year under review, Hon. Richard Mayengo was the district speaker for Jinja District Local Government. Details of his performance are as presented in Table 10.

Table 10: Jinja District Speaker's Performance FY2012/13

Name	RICHARD MAYENGO	Level of Education		Diploma
District	Jinja	Gender		Male
Sub County	MAFUBIRA B	Number of Terms		3
Political Party	NRM	Total		73
ASSESSMENT PARAMETER	Actual Score		Maximum Score	Comments
	FY 2011/12	FY 2012/13		
1. PRESIDING AND PRESERVATION OF ORDER IN COUNCIL	16	22	(25)	The speaker delegated his deputy to preside over one council meeting.
Chairing lawful council/ meetings	2	3	3	
Rules of procedure	9	9	9	
Business Committee	0	3	3	
Records book with Issues/ petitions presented to the office	2	2	2	
Record of motions/bills presented in council	3	3	3	
Provided special skills/knowledge to the Council or committees.	0	2	5	
2. CONTACT WITH ELECTORATE	20	17	(20)	
Meetings with Electorate	11	8	11	
Office or coordinating centre in the constituency	9	9	9	
3. PARTICIPATION IN LOWER LOCAL GOVERNMENT	4	8	(10)	
Attendance in sub-county Council sessions	4	8	10	
4. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS	28	26	(45)	
Monitoring Health Service delivery	7	5	7	
Monitoring Education services	1	5	7	
Monitoring Agricultural projects	7	5	7	
Monitoring Water service	7	1	7	
Monitoring Road works	1	1	7	
Monitoring Functional Adult Literacy	0	5	5	
Monitoring Environment and Natural Resources	5	4	5	
TOTAL	68	73	100	

Hon. Mayengo should be commended for his efforts in the new initiative

to take video recordings of council proceedings a move he took based on inspiration from the Gulu District Council. Though initially funded by the district speaker as an individual, discussions were underway to have this activity funded by the district

3.4 Performance of District Councilors

The scorecard assesses district councilors against their mandated roles of legislation, contact with electorate, participation in lower councils and monitoring of government priority areas in their respective sub-counties. The Jinja District Council in the year 2012/13 comprised of 26³⁹ councilors.

39 This number excludes the district chairperson and includes the district speaker.

Table 11: Summary performance of Jinja District Councilors FY 2012/13

Name	Sub-county	Party	Gender	Terms	2011/12	2012/13	% change	Legislative role					Contact with electorate			Participation in LLGs					Delivery on NPPA				
								Penary	Committee	Motion	Special skill	Sub total	Meeting electorate	Office	Subtotal	Sub county meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total	
Annet Musika	Budondo	NRM	F	2	72	76	6	8	8	0	0	16	11	9	20	10	5	7	1	5	5	3	4	30	
Ayub Wabika	Budondo	FDC	M	1	69	74	7	8	8	5	0	21	11	9	20	10	7	5	1	1	7	1	1	23	
Pauli Balidawa	Kakira	NRM	M	1	63	66	5	8	8	5	0	21	11	9	20	10	3	5	1	1	1	3	1	15	
Mohammed Katuntubiru	Youth	FDC	M	2	66	63	-5	8	8	3	0	19	11	9	20	10	1	2	3	1	3	3	1	14	
Peter Kamwami Muwaya	Buwenge TC	FDC	M	1	25	59	136	8	8	2	0	18	11	9	20	6	1	7	3	3	1	0	0	15	
Peter Muwamika	Walukuba/Masese	FDC	M	1	34	57	68	8	8	0	0	16	11	9	20	6	3	3	3	1	3	0	2	15	
Rose Mukama	Mafubira A & B	NRM	F	1	50	57	14	8	8	2	0	18	11	9	20	10	1	1	1	1	1	3	1	9	
Alozius Mugumira	Buyengo	FDC	M	2	32	56	75	8	8	2	0	18	11	9	20	4	3	1	1	3	5	0	1	14	
Grace Luya	Butagaya	NRM	M	1	21	56	167	8	8	0	0	16	11	9	20	6	5	1	1	5	1	0	1	14	
Mohammed K. Mbentyo	Central	FDC	M	1	66	54	-18	8	8	5	0	21	11	9	20	6	1	1	1	1	1	1	1	7	
Sarah Kodoko Balidawa	Buwenge Rural	NRM	F	1	63	53	-16	8	8	0	0	16	9	9	18	6	7	3	1	1	1	0	0	13	
Victor Ssembera	Butagaya	NRM	F	1	49	51	4	8	8	0	0	16	11	5	16	6	1	3	3	3	1	1	1	13	
Yakut Tenywa	Mafubira A	Ind	M	2	28	50	79	8	8	2	0	18	9	9	18	6	1	1	1	3	1	0	1	8	
Sylvia Mpabulungi	Busedde	NRM	F	1	45	49	9	8	8	0	0	16	11	9	20	0	1	7	1	3	1	0	0	13	
Jane Lilly Obwoyo	Jinja West	NRM	F	1	49	49	0	8	8	0	0	16	11	9	20	6	1	1	1	1	1	1	1	7	
Florence Asio	Youth	NRM	F	2	74	49	-34	8	8	0	0	16	9	6	15	10	1	3	1	1	1	0	1	8	
Asuman Akiki Kiomi	Buwenge Rural	NRM	M	1	49	49	0	8	8	0	0	16	11	9	20	6	3	1	1	1	1	0	0	7	
Fazira Kawuma	PWD	Ind	F	1	53	47	-11	8	8	0	0	16	11	9	20	2	1	1	1	3	3	0	0	9	
Juliet Mutesi	Bugembe TC	NRM	F	1	24	45	88	8	8	0	0	16	9	9	18	6	1	1	1	1	1	0	0	5	
Kassim Ntambi	Bugembe TC	NRM	M	1	43	45	5	8	8	0	0	16	8	6	14	10	1	1	1	1	1	0	0	5	
Patrick Mutasa	PWD	NRM	M	2	79	45	-43	8	8	0	0	16	11	9	20	2	1	1	1	1	1	1	1	7	

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		
Loy Kabanda Kyalo	Mpumudde Kimaka	NRM	F	1	58	43	-26	8	8	0	0	16	11	9	20	2	1	1	1	1	1	1	1	0	0	5
Samuel Kauta	Busedde	NRM	M	1	38	43	13	8	5	2	0	15	9	9	18	4	1	1	1	1	1	1	0	1	0	6
Monica Christine Abuze	Jinja Municipality East	FDC	F	1	35	42	20	8	8	0	0	16	11	2	13	2	1	3	1	0	5	0	1	0	1	11
Immaculate Pajobo Auma	Kakira TC	NRM	F	1	33	40	21	1	8	0	0	9	4	9	13	4	1	1	1	5	1	1	1	1	4	14
Average				1	49	53	22	8	8	1	0	17	10	8	19	6	2	2	2	2	2	2	2	1	1	11

The overall councilors' performance indicates a general improvement particularly in the area of contact with the electorate. The provision of the tailor-made councilors' diaries generated a slight improvement in record keeping by individual councilors. A few of them, however, were either unable to put them to use or used them to document matters not related to the assessment. Nonetheless, individual performance under monitoring was still poor as many councilors were unable to provide evidence to back their claims. The little monitoring that was effectively done was that conducted jointly between particular technical and political leaders. Details of individual councilor performance are presented in Table 11.

3.5 Interpretation of Results

Jinja District Council faces many challenges, both internal and external, that impact on the effectiveness of the councilors and the council as a whole. The external factors are those beyond the control of council and the individual councilors. The major challenges were: low local revenue collection; insufficient funding from central government, low appreciation of councilors' roles and responsibilities, poor record keeping by both the office of the clerk to council and the political leaders; and low engagement in monitoring by councilors.

3.5.1 Internal Factors

a) Poor relationship between Government and Opposition within Council

As observed during council proceedings, there continued to prevail misunderstandings among members of councils and this has not only affected the quality and essence of council debates but also interfered with the process of decision making in council and consequently provision of services.

b) Poor record keeping and information flow

This was observed with individual political leaders but more with the office of the clerk to council. The diaries distributed to the councilors by ULGA and ACODE generated an improvement for a few political leaders, though the majority were not putting them to good use.

At individual level, most councilors did not have monitoring reports. At district level, while councilors claimed to have made contributions during plenary, many of these were not visible in council and committee minutes obtained. Also, evidence from council and committee minutes points to a shortfall from the technical staff in reporting on activities related to council. The delay in submission of reports by heads of department impacted greatly on council decision making processes.

c) Contact with the Electorate

From the FGDs conducted, people decried the persistent absence of many councilors from their constituencies. Councilors on the other hand expressed concern on the overwhelming material and financial demands from the electorate. To avoid such pressure, councilors continued communicating with their electorate during public functions like burials.

d) Poor monitoring of public services

Findings from the scorecard assessment indicate that this is an area that was lacking in quantity and quality. Due to lack of funds, councilors were unable to undertake effective monitoring.

e) Low civic consciousness of councilor and citizen roles

Evidence gathered from the various FGDs conducted indicated that the citizens still lack information and appreciation of the roles of councilors and those of the electorate. The continued demand by the electorate of material and financial things from their leaders is a clear indicator of this gap. The SMS and Intensive Dissemination platforms introduced by ACODE had generated some evidence pointing to the fact that when both citizens and their leaders are clearly informed of their roles and responsibilities in governance, it aids the process of service delivery.

3.5.2 External factors

a) Insufficient funding

Jinja District continues to suffer from effects of inadequate funding from the central government and low collection of local revenues. For instance, with the adjusted domestic budget of Shs 23,712,774,000 for FY 2012/13, only 93.4 per cent was realized by close of the financial year. More so, the funds that were not received by the district in the fourth quarter also interfered with the implementation of particular activities. The fact that the bigger percentage of central government funds is conditional, with most of it going towards payment of salaries and therefore allowing no flexibility, further complicates the process of delivering services.

The delay in concluding the legal matter on payment of loyalties by ESKOM and BEL has greatly undermined the district's budget performance and in effect affected activities dependent on locally-generated funds.

b) Low education levels of councilors

As observed during council meetings, there is still low understanding and appreciation of both council procedures and district documents by councilors with low levels of education. Political leaders with low levels of education engaged less in meaningful debate, prepared less or no monitoring reports, while preferring verbal communication.

4. CONCLUSION AND RECOMMENDATIONS

4.1 Conclusion

The 2012/13 scorecard assessment points to a noticeable improvement in the overall performance of the council and councilors. Despite this improvement a lot still needs to be done given the fact that councilors still lack sufficient skills and knowledge to facilitate the smooth implementation of their mandate. The poor performance of local revenue collection coupled with the magnitude of the conditional grant is a clear indication of a profound administrative challenge calling for enhancement and reform.

4.2 Recommendations

The authours recommend the following:

a) **Capacity Building in Managing Multi-Party politics**

There is need for councilors to be empowered on the functioning and management of multi-party politics in council. There was an apparent lack of consideration for the members of the opposition. Such empowerment should entail effective leadership and management training as well as conflict management and resolution. This will help build good working relationships and consequently redirect focus towards improving service delivery.

b) **Improve Monitoring of Service Delivery and Reporting**

There is need to develop national standard checklists for service delivery monitoring, build councilors' capacity to undertake the monitoring, avail resources for monitoring and conduct regular reviews. This can then be a basis to hold councilors accountable and justify demand for monitoring reports.

c) **Widen the Local Revenue base**

Jinja District can benefit more from local economic development and other local investment opportunities especially from her very fertile tourism sector. The district should also put in place robust measures in collecting local

revenue in order to reduce the costs and losses associated with the existing revenue collection system.

d) Intensify civic awareness on councilor and citizen roles and responsibilities

The initiation of ACODE's SMS and Intensive Dissemination platforms is an opportunity for building civic competence of the masses. However, this needs to be made more comprehensive so as to reach a wider community. These platforms will go a long way in improving the understanding of the functioning (guidelines, procedures and limitations) of local governments, the roles and responsibilities of leaders and citizens and improve citizens' demand for better services.

References

Jinja District Local Government 2010/11-2014/15 District Development Plan

_____ (2011-2015) Five Year Local Revenue Enhancement Plan

_____ (2012/2013) Approved Annual Work plan for Local Revenue Enhancement

_____ (2012) Health Statistical Abstract

_____ (2013/2014) Budget Speech

_____ (2012/13) State of the District Address

_____ (2011/2012) Final Accounts

Asimo, N., et.al., (2013). Local Government Councils Performance and Public Service Delivery in Uganda: Jinja District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series, No.13, 2013. Kampala.

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

Tumushabe, G., et al. (2010), Monitoring and Assessing the Performance of Local Government Councils in Uganda: Background, Methodology and Scorecard. ACODE Policy Research Series No. 42 2011, Kampala.

Republic of Uganda (1995) Constitution of the Republic of Uganda

_____ (1997) Local Government Act 1997 (CAP 234)

ULGA, (2006), Revised Charter on Accountability and Ethical Code of Conduct for Local Governments.

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

District	2011/12	2012/13	% change	Legislative Role										Accountability To Citizens					Planning & Budgeting				Monitoring NPPAs													
				Rules of procedure	Membership ULGA	Functionality of committees	Lawful motions	Ordinances	Conflict resolution	Public hearings	Legislative resources	Petitions	Capacity building	Sub Total	Fiscal accountability	Political accountability	Administrative accountability	Involvement of CSOs	Principles of accountability	Sub Total	Planning and budgeting	District budget	Local revenue	Sub Total	Education	Health	Water	Roads	Agriculture	FAL	Environment	Sub Total				
Wakiso	71	76	7	2	0	3	1	1	1	2	2	2	2	2	2	1	15	3	6	8	2	1	20	5	4	7	16	4	5	3	4	3	2	4	25	
Gulu	82	75	-9	2	2	2	3	0	1	2	4	2	2	2	2	2	20	4	5	6	2	3	20	5	4	2	11	5	5	3	3	3	2	3	24	
Mpigi	67	72	7	1	2	3	3	1	1	2	4	0	1	18	4	5	18	4	5	8	2	0	19	5	4	2	11	5	5	4	2	0	4	2	4	24
Amuria	76	70	-8	2	2	2	3	3	1	0	4	0	2	19	4	6	19	4	6	3	2	3	18	4	4	4	12	4	5	2	4	2	4	0	2	21
Rukungiri	69	70	1	2	2	3	2	1	1	2	3	1	2	19	4	5	7	2	0	18	5	4	2	11	5	4	2	11	5	3	4	3	0	2	2	22
Ntungamo	64	69	8	2	1	3	2	1	1	0	4	1	1	16	4	4	7	2	0	17	5	4	7	16	5	4	7	16	2	3	3	3	3	3	3	20
Nebbi	51	69	35	2	1	3	2	1	1	0	2	1	3	16	4	5	4	2	3	18	5	4	4	13	5	4	4	13	5	5	3	4	3	0	2	22
Mbale	55	68	24	2	2	3	2	0	1	0	2	2	3	17	4	7	3	2	2	18	5	4	7	16	5	4	7	16	5	3	2	2	0	3	17	
Mukono	78	67	-14	2	1	3	1	1	1	2	2	2	3	18	3	5	3	2	2	15	5	4	6	15	5	4	6	15	3	5	4	3	1	0	3	19
Kamuli	40	67	68	1	0	2	2	0	1	0	3	1	3	13	3	4	6	2	0	15	5	3	4	12	5	3	4	12	5	5	4	4	4	3	2	27
Hoima	48	67	40	2	1	3	3	3	1	2	1	2	2	20	2	4	3	2	0	11	5	4	2	11	5	4	2	11	5	5	4	4	2	4	1	25
Jinja	44	66	50	1	2	3	1	1	1	2	3	2	3	19	4	5	7	2	1	19	5	4	4	13	2	2	11	5	2	2	4	2	2	1	15	
Moyo	55	63	15	2	2	3	0	1	0	0	4	0	1	13	4	6	5	2	2	19	5	4	2	11	5	4	2	11	5	5	2	2	0	4	20	
Kabarole	75	63	-16	2	0	3	3	1	1	0	2	0	2	14	3	5	6	2	0	16	5	4	4	13	3	4	4	13	3	4	2	3	3	2	3	20
Lira	49	62	27	2	1	3	3	0	0	2	2	2	3	18	3	5	6	2	0	16	5	4	7	16	5	4	7	16	0	3	0	3	3	0	12	
Mbarara	53	62	17	1	1	3	2	0	0	0	3	0	2	12	3	3	8	2	0	16	5	4	4	13	4	4	4	13	4	4	2	2	4	3	21	
Bududa	60	61	2	2	1	3	1	1	1	1	2	2	2	16	3	7	3	2	1	16	5	4	4	13	3	3	1	13	3	3	1	4	2	0	3	16
Nakapiripiri	56	61	9	2	2	1	1	1	0	0	1	2	3	13	4	5	2	2	3	16	5	4	4	13	3	4	4	13	3	4	1	4	4	0	3	19
Soroti	68	60	-12	2	1	3	0	0	1	0	3	2	3	15	4	5	8	2	2	21	4	3	3	10	2	2	2	10	2	2	2	2	2	2	2	14
Buliisa	57	60	5	2	2	3	3	0	1	1	2	0	1	15	3	7	3	2	0	15	5	4	4	13	4	4	4	13	4	4	3	3	0	0	17	
Luwero	70	60	-14	2	0	3	0	0	1	0	1	2	1	10	4	4	6	2	2	18	5	4	2	11	3	3	4	11	3	3	4	3	3	2	2	21
Kanungu	67	57	-15	1	1	2	1	1	1	0	2	2	0	11	4	4	6	2	0	16	5	4	2	11	3	3	2	11	3	3	2	3	2	2	4	19
Moroto	55	56	2	2	1	3	3	1	1	1	3	0	2	17	2	6	3	2	0	13	5	4	2	11	3	1	3	11	3	1	3	2	3	2	1	15
Tororo	40	55	38	2	2	2	2	1	1	1	4	1	1	17	2	5	4	2	1	14	5	3	2	10	3	4	0	10	3	4	0	0	2	1	4	14
Agago		51		2	1	3	1	0	1	0	2	1	2	13	3	4	4	2	0	13	5	4	2	11	2	2	2	11	2	2	2	2	2	2	2	14
Amuru	30	40	33	2	2	1	0	0	1	0	2	1	1	10	3	4	3	2	1	13	4	4	9	17	0	0	0	17	0	0	0	0	0	0	0	0
Average	59	63	12	2	1	3	2	1	1	1	3	1	2	16	3	5	5	2	1	17	5	4	4	13	4	4	4	13	4	4	2	3	2	2	2	19

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

Name	Gender	District	Political Party	Number of Terms	Performance		Political Leadership						Legislative Role			Contact With Electorate			Development Projects						Monitoring Service Delivery On NPPAs								
					2011/12	2012/13	% change	DEC	Monitoring admin	State of affairs	Oversight civil servants	Commissions/Boards	Central govt	Sub Total	Council	Motions Executive	Bills by Executive	Subtotal	Meetings Electorate	Issues by electorate	Subtotal	Projects initiated	Communal Projects	NGOs	Subtotal	Agriculture	Health	Schools	Roads	Water Sources	FAL	Environment	Sub Total
Richard Rwabuhinga	M	Kabarole	Ind	1	80	89	11	3	5	2	3	2	4	19	2	4	5	11	5	5	10	3	2	5	10	7	7	7	7	7	7	39	
Priscovia Sabaam Musumba	F	Kamuli	FDC	1	88			1	5	2	2	2	4	16	0	6	7	13	5	5	10	3	2	5	10	3	7	6	6	7	5	39	
Martin Ojara Mapeundu	M	Gulu	FDC	1	91	88	-3	3	5	2	4	2	4	20	2	4	5	11	5	5	10	3	2	5	10	5	7	5	7	5	3	37	
Fredrick Ngobi Gume	M	Jinja	NRM	1	66	87	32	3	5	2	4	1	4	19	2	6	7	15	5	5	10	3	2	5	10	5	5	5	5	3	5	33	
Matia Lwanga Bwanika	M	Wakiso	DP	1	70	82	21	3	5	2	4	2	4	20	2	2	3	7	5	5	10	3	2	1	6	7	7	7	5	7	1	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	3	3	39	
Francis Lukooya M.	M	Mukono	NRM	2	80	80	0	2	5	2	3	1	4	17	2	6	3	11	5	5	10	3	1	5	9	3	7	7	7	4	0	5	33
Mark Aol Musooka	M	Moroto	NRM	1	76	78	3	3	5	2	2	2	2	16	2	4	0	6	5	5	10	3	1	5	9	6	7	7	6	6	0	5	37
Anthony Omach Atube	M	Amuru	NRM	2	54	78	44	3	4	2	4	1	4	18	2	2	0	4	4	5	9	3	2	5	10	5	6	5	6	5	5	37	
George Michael Egunyu	M	Soroti	NRM	1	82	78	-5	3	5	2	4	2	4	20	0	4	0	4	5	5	10	3	2	5	10	7	7	7	7	3	0	3	34
Francis Oluma	M	Amuria	NRM	1	74	78	5	3	5	2	3	2	4	19	2	6	3	11	5	2	7	3	1	5	9	3	7	7	7	5	0	3	32
George Imkamanyire	M	Hoima	NRM	3	65	76	17	3	4	2	4	2	4	19	2	2	3	7	5	5	10	3	2	0	5	5	7	5	7	5	3	35	
Alex Oremo Alot	M	Lira	UPC	1	40	76	90	3	4	2	4	2	4	19	2	6	0	8	4	5	9	3	2	5	10	6	6	6	6	0	0	30	
Deuseddit Tumusiime	M	Mbarara	NRM	1	70	75	7	3	5	2	3	2	4	19	2	0	0	2	3	5	8	3	0	5	8	6	6	6	6	4	4	38	
John Lorot	M	Nakapiripit	NRM	2	69	75	9	3	3	2	3	2	4	17	2	4	3	9	5	5	10	3	1	5	9	5	7	1	7	5	2	3	30
Robert Okumu	M	Nebbi	NRM	1	65	74	14	3	5	2	4	2	4	20	2	4	0	6	5	5	10	1	2	3	6	0	7	7	7	7	2	2	32
Denis Singahakye	M	Ntungamo	NRM	1	69	74	7	3	5	2	4	1	4	19	2	4	5	11	5	5	10	3	2	3	8	4	3	5	7	2	2	3	26
Bernard M. Mujasi	M	Mbale	NRM	3	70	74	6	3	3	2	4	2	3	17	2	4	3	9	4	5	9	2	1	5	8	6	3	7	3	7	0	5	31
Josephine Kasya	F	Kanungu	NRM	3	53	74	40	3	4	2	4	2	2	17	2	2	0	4	5	5	10	3	2	5	10	7	3	7	7	3	3	33	
John Baptist Nambeshe	M	Bududa	NRM	1	62	71	16	3	5	2	4	2	4	20	2	2	3	7	5	5	10	3	2	5	10	7	3	3	3	2	3	24	
Fred Lukumu	M	Bullisa	NRM	2	56	70	25	3	4	1	2	2	4	16	2	6	0	8	5	0	5	3	2	5	10	6	7	7	7	3	0	1	31
Abdul Nadduli	M	Luweero	NRM	3	63	69	10	3	5	2	4	2	4	20	2	2	0	4	5	5	10	3	2	0	5	5	5	5	7	5	0	3	30
Jimmy Okudi Vukoni	M	Moyo	Ind	1	52	62	19	3	5	2	4	2	4	20	2	6	0	8	5	2	7	3	1	0	4	7	2	2	6	2	2	2	23
Peter Odok W'Oceng	M	Agago	NRM	1	47	11	2	5	1	3	2	3	2	16	0	0	0	0	3	0	3	2	5	10	2	2	2	2	6	2	2	2	18
Average				2	67	77	19	3	5	2	3	2	4	18	2	4	2	8	5	4	9	3	2	4	9	5	6	6	6	5	2	3	33

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

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

Publications in this Series

Namara-Wamanga, S., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Luwero District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.1, 2013. Kampala.

Muyomba-Tamale, L., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Mpigi District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.2, 2013. Kampala.

Namara-Wamanga, S., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Wakiso District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.3, 2013. Kampala.

Otile, O., M., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Amuru District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.4, 2013. Kampala.

Owor, A., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Gulu District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.5, 2013. Kampala.

Egunyu, M., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Mbale District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.6, 2013. Kampala.

Mbabazi, J., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Lira District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.7, 2013. Kampala.

Asimo, N., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Kamuli District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.8, 2013. Kampala.

Bainomugisha, A., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Mbarara District Council Score-Card

Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.9, 2013. Kampala.

Ssemakula, E., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Tororo District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series No.10, 2013. Kampala.

Muyomba-Tamale, L., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Mukono District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series, No.11 , 2013. Kampala.

Mbabazi, J., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Nebbi District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series, No.12 , 2013. Kampala.

Asimo, N., et.al., (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Jinja District Council Score-Card Report 2011/12. ACODE Public Service Delivery and Accountability Report Series, No.13 , 2013. Kampala.

Mbabazi, J., et.al. (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Lira District Council Score-Card Report 2012/13. ACODE Public Service Delivery and Accountability Report Series No.14, 2013. Kampala.

Namara, S., W., et.al. (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Luwero District Council Score-Card Report 2012/13. ACODE Public Service Delivery and Accountability Report Series No.15, 2013. Kampala.

Muyomba, L., T., et.al. (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Mpigi District Council Score-Card Report 2012/13. ACODE Public Service Delivery and Accountability Report Series No.16, 2013. Kampala.

Muyomba, L., T., et.al. (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Mukono District Council Score-Card Report 2012/13. ACODE Public Service Delivery and Accountability Report Series No.17, 2013. Kampala.

Namara, S., W., et.al. (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Wakiso District Council Score-Card Report

2012/13. ACODE Public Service Delivery and Accountability Report Series No.18, 2013. Kampala.

Owori, A., et.al. (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Gulu District Council Score-Card Report 2012/13. ACODE Public Service Delivery and Accountability Report Series No.19, 2013. Kampala

Owori, A., et.al. (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Gulu District Council Score-Card Report 2012/13. ACODE Public Service Delivery and Accountability Report Series No.19, 2013. Kampala.

Otile, M., O., et.al. (2013). Local Government Councils' Performance and Public Service Delivery in Uganda: Gulu District Council Score-Card Report 2012/13. ACODE Public Service Delivery and Accountability Report Series No.20, 2013. Kampala.

Mbabazi, J., et.al. (2014). Local Government Councils' Performance and Public Service Delivery in Uganda: Agago District Council Score-Card Report 2012/13. ACODE Public Service Delivery and Accountability Report Series No.21, 2014. Kampala.

Mbabazi, J., et.al. (2014). Local Government Councils' Performance and Public Service Delivery in Uganda: Nebbi District Council Score-Card Report 2012/13. ACODE Public Service Delivery and Accountability Report Series No.22, 2014. Kampala.

Ssemakula, E., G., et.al. (2014). Local Government Councils' Performance and Public Service Delivery in Uganda: Moroto District Council Score-Card Report 2012/13. ACODE Public Service Delivery and Accountability Report Series No.23, 2014. Kampala.

Ssemakula, E., G., et.al. (2014). Local Government Councils' Performance and Public Service Delivery in Uganda: Nakapiripirit District Council Score-Card Report 2012/13. ACODE Public Service Delivery and Accountability Report Series No.24, 2014. Kampala.

Asimo, N., et.al. (2014). Local Government Councils' Performance and Public Service Delivery in Uganda: Kamuli District Council Score-Card Report 2012/13. ACODE Public Service Delivery and Accountability Report Series No.25, 2014. Kampala.

Egunyu, M., et.al. (2014). Local Government Councils' Performance and Public Service Delivery in Uganda: Bududa District Council Score-Card Report

2012/13. ACODE Public Service Delivery and Accountability Report Series No.26, 2014. Kampala.

Owor, E., et.al., (2014). Local Government Councils' Performance and Public Service Delivery in Uganda: Tororo District Council Score-Card Report 2012/13. ACODE Public Service Delivery and Accountability Report Series No.27, 2014. Kampala

ABOUT THE AUTHORS

Naomi Asimo is a Research Assistant at ACODE working with the Local Government Councils' Score-Card Initiative in the monitoring and evaluation of Local Government organs. She holds a Bachelor's Degree in Education with training and experience in adult education, counseling and community health care. She is currently pursuing a Masters Degree in Public Administration at the Uganda Management Institute, Kampala.

John Baptist Lusala is a Director at Environmental Conservation Effort (ECE), a Community Based Organization in Jinja dealing in environment and development work. He has worked as a Researcher for ACODE for 3 years now, especially on the Local Government Councils' Score-card Initiative. He holds a Msc. Environment and Natural Resources Management of Makerere University, College of Agricultural and Environmental Sciences. He also holds a Bachelor's Degree in Environment Management from Makerere University and has extensive experience in community development-related work.

ISBN: 978 9970 34 025 5



Advocates Coalition for Development and Environment

Plot 96, Kanjokya Street, Kamwokya

P. O. Box 29836, Kampala

Tel: +256 312 812150

Email: acode@acode-u.org; library@acode-u.org

Website: www.acode-u.org