



LOCAL GOVERNMENT COUNCILS' PERFORMANCE AND PUBLIC SERVICE DELIVERY IN UGANDA

Wakiso District Council Score-Card Report 2011/2012



Susan Namara - Wamanga
Martin Kikambuse Ssali
Peninah Kansiime

LOCAL GOVERNMENT COUNCILS' PERFORMANCE AND PUBLIC SERVICE DELIVERY IN UGANDA

Wakiso District Council Score-Card Report 2011/2012

**Susan Namara - Wamanga
Martin Kikambuse Ssali
Peninah Kansiime**

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

Citation:

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.

© ACODE 2013

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 978-9970-07-022-0

Contents

| | |
|--|-----------|
| LIST OF TABLES AND FIGURES | i |
| ACRONYMS | ii |
| ACKNOWLEDGEMENTS..... | iv |
| EXECUTIVE SUMMARY | v |
| | |
| 1. INTRODCUTION | 1 |
| 1.1 METHODOLOGY | 1 |
| 1.2 DISTRICT PROFILE | 3 |
| 1.3 POLITICAL LEADERSHIP..... | 4 |
| | |
| 2. BUDGET ARCHITECTURE AND SERVICE DELIVERY IN WAKISO DISTRICT | 6 |
| 2.1 WAKISO DISTRICT LOCAL GOVERNMENT RESOURCE ENVELOPE..... | 6 |
| 2.2 BUDGET ALLOCATIONS TO SECTORS | 7 |
| 2.3 STATE OF SERVICE DELIVERY IN WAKISO DISTRICT LOCAL GOVERNMENT | 7 |
| 2.3.1 PRIMARY EDUCATION SERVICES | 9 |
| 2.3.2 HEALTH SERVICES..... | 10 |
| 2.3.3 ROAD NETWORK..... | 12 |
| 2.3.4 WATER AND SANITATION | 12 |
| 2.3.5 AGRICULTURE AND NAADS..... | 14 |
| 2.3.6 FUNCTIONAL ADULT LITERACY (FAL) | 14 |
| 2.3.7 ENVIRONMENT AND NATURAL RESOURCES (ENR)..... | 14 |
| | |
| 3 SCORE-CARD PERFORMANCE..... | 16 |
| 3.1 PERFORMANCE OF THE DISTRICT COUNCIL..... | 17 |
| 3.2 DISTRICT CHAIRPERSON..... | 18 |
| 3.3 DISTRICT SPEAKER | 20 |
| 3.4 DISTRICT COUNCILLORS | 21 |
| | |
| 4 FACTORS AFFECTING PERFORMANCE OF WAKISO DISTRICT LOCAL GOVERNMENT AND IMPLICATIONS FOR SERVICE DELIVERY | 24 |
| 4.1 ENDOGENOUS FACTORS | 24 |
| 4.1.1 POOR MONITORING OF GOVERNMENT PROJECTS..... | 24 |
| 4.1.2 NON-RESIDENT COUNCILLORS | 24 |

| | |
|---|-----------|
| 4.1.3 POOR RECORD KEEPING..... | 24 |
| 4.1.4 INTERNAL CONFLICTS..... | 25 |
| 4.2 EXOGENOUS FACTORS | 25 |
| 4.2.1 HIGH DEPENDENCE ON THE CENTRAL GOVERNMENT | 25 |
| 4.2.2 LOW CIVIC AWARENESS AMONG COMMUNITY MEMBERS | 25 |
| 4.2.3 REMUNERATION FOR COUNCILLORS..... | 25 |
| 5 RECOMMENDATIONS | 26 |
| 5.1 RECOMMENDATIONS | 26 |
| 5.1.1 ADVOCACY FOR CHANGED BUDGET ARCHITECTURE | 26 |
| 5.1.2 ORIENTATION OF DISTRICT COUNCILLORS | 26 |
| 5.1.3 CONTACT WITH ELECTORATE..... | 26 |
| 5.1.4 MANDATORY PERIODIC MONITORING REPORTS..... | 26 |
| 5.1.5 REMUNERATION FOR COUNCILLORS..... | 26 |
| REFERENCES | 27 |
| ANNEX | 29 |
| PUBLICATIONS IN THIS SERIES | 35 |

List of Tables

| | |
|---|----|
| Table 1: Demographic characteristics of Wakiso District Local Government..... | 3 |
| Table 2: Wakiso District Leadership | 4 |
| Table 3: Secretaries of the Council Sectoral Committees | 5 |
| Table 4: Service Delivery Indicators in Wakiso District (2011/12) | 8 |
| Table 5: Performance of Wakiso District Council in FY 2011/12 | 17 |
| Table 6: Chairperson's Score-card..... | 18 |
| Table 7: Speaker's Performance in FY2011/12 | 20 |
| Table 8: Score-card Performance for Wakiso District Councillors in FY2011/12..... | 22 |

List of Figures

| | |
|--|----|
| Figure 1: Composition of the Resource Envelope for Wakiso District..... | 6 |
| Figure 2: Sectoral budget allocations for the various sectors for FY2011/12..... | 7 |
| Figure 3: Pupils at Kabagezi Primary School lining up for porridge at lunch time | 10 |
| Figure 4: Dilapidated pit latrines at Ndejje Health Centre IV, Makindye Sub-County | 11 |
| Figure 5: An impassable community road (Kikugi) in Kakiri Sub-County..... | 12 |
| Figure 6: One of the faulty water points observed by the researchers in Kakiri Sub-County..... | 13 |
| Figure 7: Lubigi wetland, Nansana TC undergoing drainage construction..... | 15 |
| Figure 8: FGD participants by gender | 16 |

LIST OF ACRONYMS

| | |
|--------|---|
| ACODE | Advocates Coalition for Development and Environment |
| CAO | Chief Administrative Officer |
| CBO | Community Based Organization |
| CSO | Civil Society Organization |
| DCC | District Contracts Committee |
| DDP | District Development Plan |
| DP | Democratic Party |
| 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 |
| HMIS | Health Management Information System |
| LC | Local Council |
| LG | Local Government |
| LGA | Local Government Act |
| LGCSC | Local Government Councils' Score-card |
| LGCSCI | Local Government Councils' Score-card Initiative |
| LGDP | Local Government Development Programme |
| LLG | Lower Local Government |
| MoLG | Ministry of Local Government |
| MOU | Memorandum of Understanding |
| NAADS | National Agriculture Advisory Services |
| NGO | Non-Governmental Organization |
| NPPAs | National Priority Programme Areas |
| NRM | National Resistance Movement |
| NWSC | National Water and Sewerage Corporation |
| PHC | Primary Health Care |
| PLE | Primary Leaving Examinations |
| PWDs | People with Disabilities |

| | |
|------|-------------------------------------|
| TPC | Technical Planning Committee |
| UBOS | Uganda Bureau of Statistics |
| ULGA | Uganda Local Government Association |
| UNEB | Uganda National Examinations Board |
| UNRA | Uganda National Roads Authority |
| UPE | Universal Primary Education |
| WDC | Wakiso District Council |

ACKNOWLEDGEMENT

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

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

EXECUTIVE SUMMARY

This is the first Local Government score-card assessment report for Wakiso District Local Government. The score-card assesses the performance of the district council, the speaker and individual councilors who are vested with powers and responsibilities to ensure effective governance of the respective local governments as stipulated in the Local Governments Act. The score-card is intended to build the capacities of leaders to deliver on their mandates and empower citizens to demand for accountability from their elected leaders. The objective of this report is to provide information and analysis based on an assessment conducted during financial year 2011/12. The report is based on a comprehensive review of existing literature on: planning and budgeting, service delivery monitoring, and Wakiso District Local Government performance reports. A review of minutes of sectoral committees and council sittings was also undertaken to inform the report, particularly about the performance of the council, chairperson and individual councilors. Face-to-face interviews with the targeted leaders, key informant interviews at service delivery points and focus group discussions further enriched the assessment process.

Wakiso District Local Government is heavily dependent on central government transfers which account for 81.5% of the district revenue. Locally generated revenue and donor contributions were 7.27% and 11.2% respectively. The education sector was allocated the highest share of the budget to the tune of 46%. Regarding service delivery outcomes in the primary education sub-sector, 21.7%, 51.4%, 11.2% and 7.4% of the pupils in the district passed in divisions I, II, III, and IV respectively. In the health sector, staffing levels were up to 64%, leaving a staffing gap of 36% in the entire district. In the water and sanitation sector, water coverage level was at 73%.

For the FY 2011/12, 26 districts were assessed. In Wakiso District, the assessment covered 38 councilors of whom 16 are female while the rest are male. In terms of score-card performance, the District Council scored a total of 71 out 100 possible points. The District Chairperson scored 70 out of 100 points. The District Speaker, on the other hand, scored 75 points out of 100 possible points. The total average score for councilors was 55 out of 100 possible points. The best male councilor was Hon. Herbert Wassajja with 69 points out of 100 points allotted for all the assessed parameters, while the best female councilor was Hon. Rosemary Namubiru with 64 points. Overall, the best performed parameter was participation in lower local governments (LLGs) where, on average, councilors scored 9 out of the 10 possible points. The worst performed parameter was monitoring service delivery on national priority programme areas (NPPAs) where, on average, councilors scored 16 out of the 45 possible points.

The major challenges to the performance of the council and political leaders mainly arose from internal weaknesses characterized by: poor monitoring of government projects; the

councilors being non-resident in the electoral areas; poor record keeping; and, internal conflicts. Others included: poor remuneration of councilors and high dependence of central government funding. The report makes recommendations on: orientation of district councilors; periodic monitoring and reporting; and advocacy for change in the budget architecture, among others.

1

INTRODUCTION

This is a score-card assessment report for Wakiso District Local Government for the FY 2011/12. The district is being assessed for the second time under the Uganda Local Government Councils' Score-card Initiative (LGCSCI), a project being implemented by ACODE in partnership with ULGA. LGCSCI is a long-term initiative with the goal of strengthening citizens' demand for good governance and effectiveness in the delivery of public services as well as boosting the professionalization and performance of local government councilors. The initiative was launched in 2009 with the assessment covering 10 district councils. The second assessment for the financial year 2009/10 was conducted in 20 districts. The third assessment for the financial year 2011/12 covered 26 districts¹ including Mpigi.

Using the score-card, we seek to improve the performance of these local governments through annual assessments of the district council, chairperson, speaker and individual councilors. The assessment includes interviews, focus group discussions, document review and field visits among others. Findings from the score-card are widely disseminated both at national and district 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 community.

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

This report is presented in five sections. The second section after this introduction describes and budget architecture and the state of service delivery in the district. The third section presents the district's performance, while the fourth section delves deeper into the factors affecting the performance of Wakiso District Local Government. Finally, the conclusion and recommendations are presented in the fifth section of this report.

1.1 Methodology

The score-card assessment used a combination of qualitative and quantitative methods of data collection and analysis.² The assessment largely relied on a score-card tool for data collection. The research methods mainly included:

- 1 Agago, Amuria, Amuru, Bududa, Buliisa, Gulu, Hoima, Jinja, Kabarole, Kamuli, Kanungu, Lira, Luwero, Mbale, Mbarara, Moroto, Moyo, Mpigi, Mukono, Nakapiripirit, Nebbi, Ntungamo, Rukungiri, Soroti, Tororo and Wakiso.
- 2 For a detailed Methodology, See Tumushabe, Godber., Ssemakula, E., and Mbabazi, J., (2012). Strengthening

a) Literature Review: The study involved a comprehensive review of background documents and reports on Wakiso District. Box 1 shows the different categories of official district documents that were reviewed to compile and collate data and information on public service delivery in the district.

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

Planning Documents

Wakiso District Development Plan (DDP) 2011-2016

Wakiso District Local Government Revenue Enhancement Plan (2011-2016)

**Wakiso District Local Government Approved Capacity Building Plan
(2011/12-2015/16)**

Budgeting Documents

- **Budget framework Paper FY 2011/12**
- **Budget framework Paper FY 2012/13**
- **Budget FY 2011/12**

Service Delivery Monitoring

- **Annual Report of the Auditor General for the year ended 30th June 2011**

Reports

- **Quarterly Monitoring Reports for FY 2011/12**
- **NAADS Monitoring Reports for FY 2011/12**
- **Committee Monitoring Reports FY 2011/12**
- **Wakiso District Local Public Accounts Committee Report: Auditor General's Report on Wakiso Local Government Financial Statements for the year ended June 30, 2011, November 17, 2011.**
- **Wakiso District Local Public Accounts Committee Report: Auditor General's Report on Wakiso District Local Government Financial Statements for the year ended June 30, 2011, September 21, 2011.**
- **Wakiso District Local Government, Department of Health Services, Staff List by Facility Report as at 30th April 2012.**

b) District Council Committee Minutes and Minutes of Council Sitzings.
Another important source of information for the score-card was the district

the Local Government System to Improve Public Service Delivery Accountability and Governance ACODE Policy Research Series, No. 53, 2012. Kampala.

council minutes, reports of committees of council as well as monitoring reports.

- c) **Face-to-face interviews.** The scoring for the report was conducted through face-face-interviews with the leaders and then backed up with information from the literature and the FGDs. For this report, the scoring of the respective leaders took place during the months of July and August.
- d) **Focus Group Discussions (FGDs).** FGDs were conducted at sub-county level during the period July – August 2011.

The score-card has been periodically reviewed by a task force comprising academicians, officials from the Ministry of Local Government (MoLG), representative from the parliamentary committee on local governments, district technical and political leaders and representatives of civil society. The rationale for periodic review is to make the tool more robust and avoid the possibility of challenging the research results.

1.2 Wakiso District Profile

Wakiso District is situated in the central southern part of the Central Region of Uganda. It was created by an Act of Parliament in November 2000.³ Wakiso District is named after the town of Wakiso, where the district headquarters are located. The district borders Kampala, Mpigi, Luweero, Nakaseke and Mityana districts in the north; Mukono in the east and Kalangala district in the south. Uniquely, Wakiso district encircles Kampala, Uganda's capital city.⁴ It has a total area of 2,704 square kilometres (1,044 sq miles). Wakiso District is mainly peri semi-urban⁵ with a high rate of urbanization. Agriculture is the main economic activity in the district (WDC, 2004). Other popular economic activities include fishing, mining, forestry, trade and commerce and tourism. Table 1 presents more demographic characteristics of the district.

Table 1: Demographic characteristics of Wakiso District Local Government

| Total Population | Wakiso | National |
|------------------------------------|------------------|----------------|
| Total Population (2010 projection) | 1,205,100 people | 34.5 million |
| Population growth rate | 4.1% | 3.3% |
| Population density | 545.3 persons/Km | 124 persons/Km |
| Urban population | 7.7% | 12% |
| Children below 18 years | 53% | 56% |
| Household size | 4.1 | 4.7 |

³ Local Governments Act amendment of 2000

⁴ See http://en.wikipedia.org/wiki/Wakiso_District

⁵ Relates to an area immediately surrounding a city or town

| | | |
|--------------------------|---------------------|-------------|
| Maternal mortality rate | 450/100,000 | 350/100,000 |
| Total fertility rate | 7.1 births | 6.5 |
| Life expectancy | 52.3 years | 43 |
| HIV/AIDS prevalence rate | 8.9% | 6.4% |
| Infant Mortality rate | 94/1000 live births | 76/1000 |
| Under-five mortality | 154/1000 | 135/1000 |

Source: Wakiso District Five Year Development Plan 2010/11-2014/15

The 2011 population projections estimated the total population of Wakiso District to be 1,315,300 persons. With a population growth rate of 4.1%, Wakiso is the third most populated district in the country after Kampala and Mbarara. However, its population is unevenly distributed. The biggest proportion of the population (92%) lives in the rural areas compared to 8% living in urban areas.⁶ The population density is 323 persons per square kilometre. The sex ratio is 94 males per 100 females, implying that the number of females is more than that of males. The district has also experienced rapidly growing unplanned settlements, particularly around Kampala city. Table 1 above shows the population trends of Wakiso District over the last 3 years.

1.3 Political Leadership

During the FY 2011/12 Wakiso District Local Government comprised two counties: Busiro and Kyadondo; one municipal council, Entebbe, with two municipal divisions Entebbe A and B; six town councils: Kira, Nansana, Kakiri, Wakiso, Masulita and Namayumba; fifteen sub-counties including:Nsangi, Masulita, Namayumba, Gombe, Nangabo, Makindye, Busukuma, Ssisa, Katabi, Wakiso, Kasanje, Bussi, Mende, Nabweru, Kakiri; and two town boards: Matuga and Kyengera. It has a total of 146 parishes and 704 villages, some of which are semi-urban. The administration headquarter is located in Wakiso Town Council, 16km along Kampala-Hoima Road.⁷ The leadership of the district is summarized in Table 2.

Table 2: Wakiso District Leadership

| Designation | Name |
|---------------------------|------------------------------------|
| Chairperson | Hon. Matia Lwanga Bwanika |
| District Vice Chairperson | Hon. Rosemary Namubiru |
| District Speaker | Hon. Mukiibi Byekwaso |
| Members of Parliament | Hon. Gilbert Bukenya- Busiro North |

⁶ The rural population is mainly concentrated in the sub counties of Makindye, Kakiri, Katabi, Masuliita, Namayumba, Nsangi, Ssisa, Busukuma, Gombe, and Nabweru, whereas the urban population is mainly concentrated in gazetted areas of Kira, Nansana, Kakiri, Wakisotown councils and Entebbe Municipality

⁷ Five Year Development Plan 2010/11-2014/15, Wakiso district

| | |
|--------------------------------|---|
| | Hon. Kikungwe Issa- Kyadondo County South |
| | Hon. Rosemary Seninde- Woman MP |
| | Hon. Mohamed Kawuma- Entebbe Municipality |
| | Hon. Kasule Kibirige- Kyadondo North |
| | Hon. Lubega Medard Sseggon- Busiro County East |
| | Hon. Semujju Ibrahim Nganda- Kyadondo County East |
| | Hon. Mutebi Joseph Balikudembe- Busiro County South |
| Chief Administrative Officer | Mr. David Kigenyi Naluwairo |
| D/CAO | Mr. Nsubuga Zirimenya |
| Resident District Commissioner | Mr. Dan Kaguta |
| D/RDCs | Ms. Sarah Bananuka- Entebbe |
| | Ms. Betty Ssemakula – Kasangati |

Source: Wakiso District Council Minutes (2011-2012)

Wakiso District Council, the supreme political organ and is headed by the LCV Chairman who is supported by an Executive of four members selected from the elected councilors. The District Council comprises five sectoral committees as illustrated in Table 3.

Table 3: Secretaries of the Council Sectoral Committees

| Sectoral Committee | Chairpersons | Constituency |
|---|---------------------------|----------------|
| Finance, Planning and Investment | Hon. Rosemary Namubiru | Wakiso & Mende |
| Health, Education, Sports and Sanitation | Hon. Norman K. Semwanga | Kira TC |
| Works and Technical Services | Hon. Matia Lwanga Bwanika | Sissa |
| Gender and Community Development | Hon. Ssali Paul Mukisa | Makindye 'B' |
| Production, Marketing and Natural Resources | Hon. Allen Sentengo | Nansana T/C |

Source: Wakiso District Local Government Council Minutes (2011-2012)

2

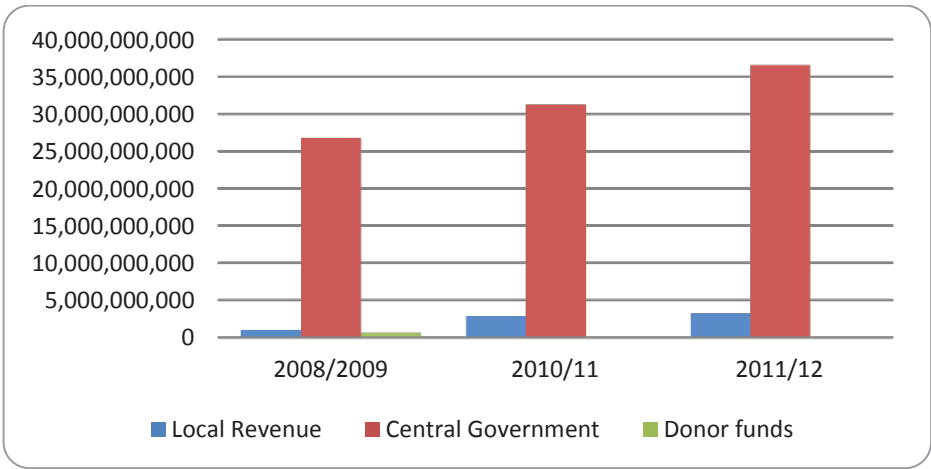
BUDGET ARCHITECTURE AND SERVICE DELIVERY IN WAKISO DISTRICT

The local governments’ primary function is to provide decentralized services to citizens. The amount of resources available determines how much a local government can be able to deliver. Under decentralization, annual planning and budgeting are some of devolved functions that were devolved to LGs. This section presents information on the district budget performance and the state of services delivery.

2.1 Wakiso District Local Government Resource Envelope

Wakiso received a total resource envelope of UGX 44.87billion for the FY2011/12. The district local government is heavily dependent on central government transfers which account for 81.5% of the district revenue. Locally-generated revenue and donor contributions were 7.27% and 11.2% respectively.⁸ However, the budget outturn was 7.17% less than the projected revenue. Figure 1 shows the trend of resource envelope for the last three financial years.

Figure 1: Composition of the Resource Envelope for Wakiso District



Source: Wakiso District Local Government, Final Accounts FY2011/12

The analysis of the sources of revenue for the district shows that 81.5 % of the revenue is from the central government. These central government transfers are mainly in form

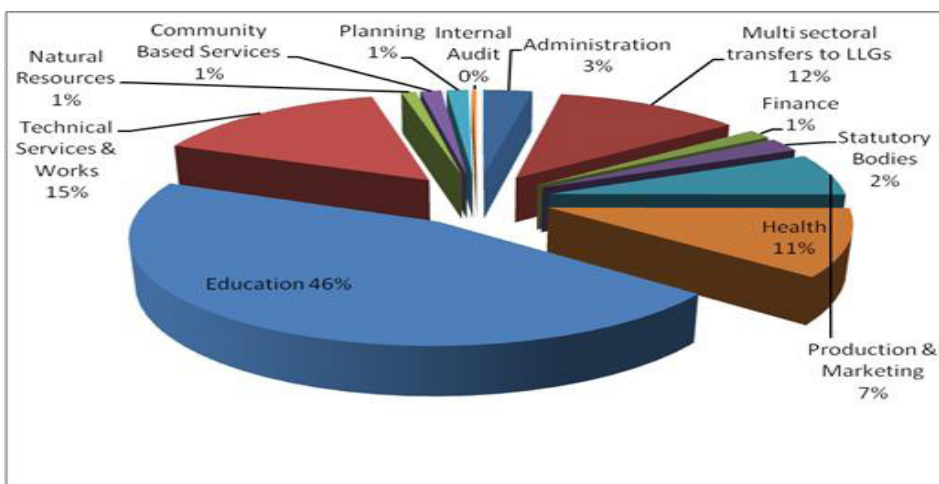
8 See, Wakiso District Local Government, Final Accounts FY2011/12

of conditional grants with little or no room for re-allocation to other local priorities. This greatly undermines the autonomy of the local government and its ability to address the local service delivery needs.

2.2 Budget Allocations to Sectors

During the financial year 2011/12, the Education Sector was allocated the highest share of the budget (46%) followed by Technical Services and Works (15%) and Health (11%). On the other hand, the district did not have any funds for internal audit, while meagre resources were allocated for planning, environment and natural resources and community-based services with 1% each. Figure 2 shows the sectoral allocations of the budget for the year 2011/12.

Figure 2: Sectoral budget allocations for the various sectors for FY2011/12



Source: Wakiso District Local Government, Final Accounts FY2011/12

2.3 State of Service Delivery in Wakiso District Local Government

Delivery of basic public services such as education, health, roads and agricultural advisory services is a devolved function of local governments. The measure of the performance of a local government largely depends on how well these basic services are delivered to the citizenry. A review of selected service delivery indicators for Wakiso District shows that despite advances made in various areas, the level of service provision remains below target levels as shown in Table 4.

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

| Sector | Indicators | National standard/ NDP target | District Target 2010/11 | Level of achievement 2011/12 |
|-------------------------------------|---|----------------------------------|--|---|
| Education -Primary Education | Number of Primary schools | - | - | 256 Government- |
| | Children of primary school-going age (6-12 yrs) | - | No target | 190,095 |
| | Enrolment | - | No target | 100,952 |
| | Pupil Classroom Ratio (PCR) | 51:1 | 50:1 | 60:1 |
| | Pupil Teacher Ratio (PTR) | 40:1 | 50:1 | 65:1 |
| | Pupil to Desk Ratio (PDR) | 3:1 | 3:1 | 5:1 |
| | PLE Performance | - | No target | Div I 21.7% Div II 51.4% Div III 11.2% Div IV 7.4% Div U 5.4% X 2.8% |
| Health Care services | ANC 4th Visit | 60% | 75% | 45% |
| | Deliveries in Health Centres | 35% | 41.2% | 34% |
| | Total beds | - | No target | 146 |
| | Access to Maternity services | - | No target | |
| | MMR | - | Unknown | 450/100,000 |
| | IMR | 77/1000 | 80/1000 | 67/1000 |
| | Staffing Levels | - | 80% | 64% |
| Road Sub-sector | Km of roads under routine maintenance | - | 333km | 521.1km |
| | Km of roads rehabilitated | - | 28km | 90km |
| | Km of roads under periodic maintenance | | 45km | 40.4km |
| | Proportion of roads in good condition | | 120.5km | 147.10km |
| | Construction of bridges | - | 1(installation of culverts-Makindye S/C) | - |
| | Opening up new community roads | - | Not known | Not known |

| | | | | |
|--------------------------------|--|-----|--------------------------------------|--------------------------|
| Water and Sanitation | Water coverage (Access) | 65% | 70% | 73% |
| | Number of boreholes sunk | - | 11 | 3 |
| | Number of boreholes rehabilitated | - | 19 | 18 |
| | Functionality of water sources | 80% | | 81% |
| | Functionality of Water User Committees | - | - | 22% |
| | Proportion of the population | | - | 75% |
| | Pit latrine coverage | 90% | 73% | 88.5% |
| Agriculture | Number of extension workers per sub-county | - | | 3 per sub county |
| | Number of service points | - | Not known | 59 |
| | Number of demonstration farms | - | - | - |
| | Technical back-up visits | - | 4 | 4 |
| FAL | Number of instructors | | No target | 148 |
| | Number of participants | | No target | 3450 |
| | Number of service centres | - | No target | 48 |
| | Level of coverage | - | 50% | 45% |
| Environment and Natural | Staffing Level | - | 65% | 80% |
| | Conduct Environmental | - | 24 reports | 5 reports |
| | Production and update District State of the Environment Report | - | - (last made in 2004) | - |
| | District Environment Action Plan | - | - | (trying to |
| | Preparation of District Wetland Ordinance | - | - | - |
| | Monitor wetland systems in the district | - | 20% | 20% (limited by funding) |
| | Establishment of Agro-forestry nurseries | | 1 at the district, done cumulatively | 1 at the district |

Source: Wakiso DDP 2010/11-2014/15; Directorate of Water Development, Ministry of Water & Environment, 2010; Population and Housing Census (2002).

2.3.1 Primary Education Services

Primary education, also referred to as basic education, is often used as a measure of literacy levels. It is a critical vehicle for skilling the population. The performance of most schools in the district, especially in the rural areas is still poor, as can be seen in the table above.

Figure 3: Pupils at Kabagezi Primary School lining up for porridge at lunch time



Source: ACODE Digital Library, August 2012

The major challenges facing primary education in Wakiso include, among others:

- a) **Inadequate schools** in some places such as: Masuliita Sub-County, Lwemwedde Parish, Nsangi Sub-County, Katereke Parish, Wakiso Sub-County among others.
- b) **Inadequate and poor school facilities and amenities.** Classic examples were at Sam Iga Primary School in Nangabo Sub-County where one of the classroom blocks did not have a roof; and in Kabagezi Primary School in Kakiri Sub-County where pupils of different classes shared one classroom.
- c) **Absenteeism related to failure to provide school lunch.** In the government-aided schools, parents are hesitant to contribute towards provision of mid-day meals to pupils. This has affected learning in schools and contributed to absenteeism of pupils. For instance, in Nakitokolo, Namayumba Sub County, pupils were reported to be attending classes in the mornings and disappearing in the afternoon due to hunger.

2.3.2 Health Services

The quality of health care services is critical in improving the quality of life and enhancing the human capital as a key element of achieving goals in the National Development Plan (NDP) and MDGs. The district has a total of 104 health units of which 65 are government-aided and 39 affiliated to NGOs/PNFs that offer curative services. However, a number of these centres are faced with challenges ranging from inadequate staff to dilapidated structures as can be seen in Figure 4.

Figure 4: Dilapidated pit latrines at Ndejje Health Centre IV, Makindye Sub-County



Source: ACODE digital Library, August 2012

The health sector in Wakiso District is not without challenge. Key among the challenges include:

- a) **Drug stock-outs:** Exit interviews with patients and health workers revealed that health centres experience spells of drug stock-outs of essential and first line medicines and health supplies (EMHS). For instance, this was reported at Ndejje Health Centre IV, and Makindye Sub-County, Kakiri HC III.
- b) **De-motivated health workers.** Workers complained of poor pay, delayed salaries, work overload due to understaffing, lack of accommodation, poor working conditions and inadequate equipment and health supplies in health facilities.
- c) **Lack of transport especially ambulances.** Most of the health centres did not have ambulances to cater for emergencies and referral cases. The facility reported to be severely affected was Zzinga HC II, in Bussi Sub-County. Further, this transport constraint affects monitoring of government programmes in Bussi Sub-County because of high costs involved to access the sub-county.
- d) **Dysfunctional HUMCs.** Health Unit Management Committees (HUMCs) are supposed to spearhead the management and day-to-day running of the health centres. However, there was a significant proportion of health centres that did not have HUMCs. On the other hand, where they existed; they were dysfunctional like at Wakiso HC IV, Wakiso TC.
- e) **Poor Sanitation facilities.** Although sanitation is a pertinent variable in providing quality health care, it was found wanting in a number of health centres. In Wakiso epicentre, Wakiso Trading Centre, it was observed that there were no proper toilet

facilities; while at Ndejje HC IV, there was indiscriminate disposal of waste at the placenta pit.

2.3.3 Road Network

Wakiso District has a road network of 526km in length, of which 19.5% is in a good condition, 48.7% is in a fair condition and 31.8% is in a poor state.⁹ In terms of functionality, Wakiso District is the gateway to Kampala City. All the trunk roads¹⁰ to the capital go through Wakiso, linking the city to the rest of the country and neighboring districts. The district's road network is characterized by heavy traffic, overcrowding and breakdowns/closures. Perhaps, this explains the poor state of some roads despite the continuous maintenance. During the year under review, it was noted that some community roads¹¹ were in a poor state mainly characterized by potholes, lack of culverts with poor drainage and were also narrow, making them impassable during the rainy seasons. A case in point is Kakiri Sub-County where during an FGD, respondents lamented about the poor state of Kikugi-Kabaga and Kabagezi-Kabagano roads, among others. The inability to properly maintain the road network of the district was attributed to inadequate funding to the sector.

Figure 5: An impassable community road (Kikugi) in Kakiri Sub-County



Source: ACODE Digital Library, August 2012

2.3.4 Water and Sanitation

The main water source in Wakiso District is the shallow well. The district is served by five ground water-based, piped and pumped water supply schemes serving approximately 33 % of the population having access to safe water. On the other hand, 67% of the population is served by point water sources. The functionality rate of water sources in

9 Wakiso District Development Plan 2010/2011-2014/2015

10 These are major roads usually connecting two or more cities or districts, recommended for long distance and freight traffic.

11 Community roads are roads with medium to light traffic volumes linking district roads to the inner district communities.

Wakiso District is 78 % and 81 % in urban and rural areas respectively. The rates of access vary from 25 % in Nabweru Sub-County to 95 % in Kakiri, Masulita, Namayumba, Ssisa, Wakiso and Gombe sub-counties with the some households in all sub-counties travelling a distance of more than 1km to access a water source.¹² The district water coverage has gone up to 72% as compared to the national coverage of 65 per cent. Safe household latrine coverage stands at approximately 85%, with 70% of the households using covered pit latrines. However, sanitation in primary schools is poor due to the continued increase of pupils in school.¹³

During the year under review, severe water shortages were reported severe in some sub-counties, for example: Masulita, Namayumba and Nabweru. Consequently, residents were buying water from kiosks- with a jerry can¹⁴ at Ushs500, particularly in Nabweru. In other communities, there was no access to clean water. This was very common in the villages of Kakiri Sub-County, Makindye Sub-County, Kasanje Sub-County and Masulita Sub-County.

Figure 6: One of the faulty water points observed by the researchers in Kakiri Sub-County



Source: ACODE Digital Library, August 2012.

The most-cited issues related to water mentioned during the FGDs include: shortage of water due to drying up of some water sources; long distances to most water sources; long queues at the water sources; flooding of most of unprotected and protected water springs during rainy season; contamination of unprotected water sources; poor use and maintenance of water facilities due to negative attitude by communities.

¹² Directorate of Water Development, Ministry of Water & Environment, 2010

¹³ Water Department, Wakiso District

¹⁴ A jerry can is a 20-ltr plastic vessel.

2.3.5 Agriculture and NAADS

The National Agriculture Advisory Services (NAADS)¹⁵ is the programme through which government supports agriculture through increasing the efficiency and effectiveness of agricultural extension services. Records available portrayed the programme as one those that had realized reasonable success with a number of beneficiaries taking on activities like poultry, piggery, crop and dairy farming. Although, NAADS was meant to enhance rural livelihoods by increasing agricultural productivity and profitability in a sustainable manner, this has not been achieved fully due to a number of challenges including:

- a) Politicization of the programme. Community members in Kakiri, Nsangi and Namayumba sub-counties reported that NAADS programmes was mainly benefiting supporters of NRM political party, the rich and well established farmers.
- b) Corruption and poor quality products. It emerged from FGDs that the implementation of NAADS was marred with corruption. In some cases, the beneficiaries bribed in order to get supplies. In addition, the supplies especially seeds and animals are of poor quality.

2.3.6 Functional Adult Literacy (FAL)

FAL was designed to impart literacy and numeracy skills to the poor and vulnerable groups to enable them participate effectively in the economic growth and development process at the community level. The course content comprises numeracy, reading, writing and basic knowledge. The district had forty-eight (48) FAL classes with 189 instructors. Though FAL activities at the district were reported to be underway,¹⁶ findings from the field revealed that it was still one of the unpopular government programmes. FAL had been perceived to be a programme for women. In fact statistics showed that there were fewer men attending FAL classes than their female counterparts.¹⁷ In addition, communities also revealed that the FAL programme faced a challenge of inadequate facilities like learning materials and this was mainly attributed to the insufficient funds.

2.3.7 Environment and Natural Resources (ENR)

The local governments are mandated to: promote and ensure sustainable natural resource use and management;¹⁸ and guide the utilization of all the natural resources at local level. ENR consists of: Environment and Wetlands sub-sectors; Land Management Sector (Survey, physical planning, cartography, valuation, and registration of titles); and Forestry sub-sector.

¹⁵ It is a semi-autonomous body formed under NAADS Act of June 2001 with a mandate to develop a demand-driven, farmer-led agricultural service delivery system targeting the vulnerable communities accessed from www.naads.or.ug

¹⁶ Refresher training of FAL instructors, advocacy campaigns and holding an exhibition day in various sub-counties; State of Wakiso District Report, 2012

¹⁷ Wakiso District Development Plan 2010/2011-2014/2015

¹⁸ The natural resources include land, water/wetlands, savannah woodland and plantation, and forest in specific reserves.

Wakiso District is well endowed with various natural resources. However, due to an increase in the population and related human activities, cases of wetland degradation, encroachment, indiscriminate felling, deforestation, poor waste disposal and solid management and poor sandpit management have been on the rise. Despite the environmental management legislation in place, the above-mentioned challenges have persisted.

Figure 7: Lubigi wetland, Nansana Trading Centre undergoing drainage construction



Source: ACODE Digital Library, August 2012.

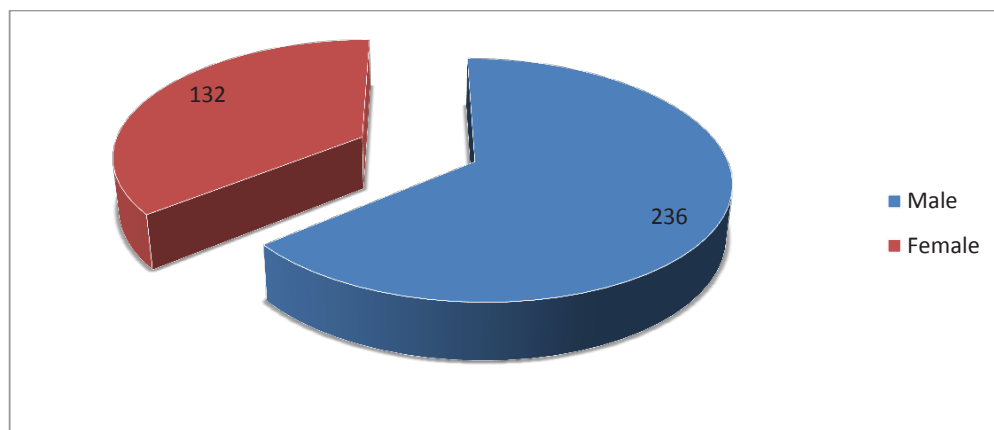
3

SCORE-CARD PERFORMANCE

The score-card is premised on a set of parameters which guide the assessment of the extent to which Local Government Council organs and Councilors performed their responsibilities.¹⁹ The parameters in the score-card are based on the responsibilities of the local government councils. The organs assessed are the District Local Government Council, District Chairperson, District Speaker and the individual Councilors. The performance of the Local Government Council is based on the assessment of responsibilities of the councils categorized under the following parameters: legislation; contact with the electorate; planning and budgeting; participation in lower local governments; and, monitoring of service delivery.²⁰

The assessment in Wakiso District was conducted over a period of four months (May – August 2012). The research methods used included: review of district documents; face-to-face interviews with councilors; focus group discussions (FGDs); and verification visits at sub-county level. In the year under review, 46FGDs were conducted, drawing a total of 368 participants, 64% of whom were male while the rest were female, as shown in Figure 8 below

Figure 8: FGD participants by gender



During the research period, a number of challenges were registered, key among which were negative response from the political leaders, poor record keeping especially at sub-county level, and access to official documents.

¹⁹ See Third Schedule of the Local Governments Act, Section 8.

²⁰ See, 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.

3.1 Performance of the District Council

The Local Government Council is the highest authority within a local government with political, legislative, administrative and executive powers. The score-card for the council is derived from the functions of the local government councils as stipulated under the Local Government Act. The assessment of the local government councils is aimed at establishing the extent to which a council uses its political, legislative, administrative and planning powers to address the issues that affect the electorate within their jurisdiction. The council is the platform where councilors can raise issues affecting their electorate and ensure that appropriate plans are put in place and the fiscal and other assets of the local government channeled towards addressing those issues. Table 5 shows the details of the council performance on each assessed parameter is provided.

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

| Performance Indicators Year | Actual Score | Maximum Scores | Remarks |
|---|--------------|----------------|---|
| 1. LEGISLATIVE ROLE | 14 | 25 | |
| Adopted model rules of Procedure with/without debate (amendments) | 2 | 2 | The Council adopted the rules of procedure with amendments. |
| Membership to ULGA | 1 | 2 | Committees of council were functional. |
| Functionality of the Committees of Council | 3 | 3 | There was no evidence of an action taken on key resolutions emerging from the Annual General Meeting (AGM). |
| Lawful Motions passed by the council | 1 | 3 | |
| Ordinances passed by the council | 0 | 3 | There was no evidence of lawful motions passed by council. |
| Conflict Resolution Initiatives | 1 | 1 | |
| Public Hearings | 1 | 2 | There was no ordinance on service delivery passed by council. |
| Evidence of legislative resources | 1 | 4 | |
| Petitions | 2 | 2 | District council still lacked a functional library and councilor's lounge. |
| Capacity building initiatives | 1 | 3 | |
| 2. ACCOUNTABILITY TO CITIZENS | 9 | 25 | |
| Fiscal Accountability | 3 | 4 | Council did not review the approved PAC reports. |
| Political Accountability | 7 | 8 | Council had not implemented and displayed the ULGA's charter on Accountability. |
| Administrative Accountability | 2 | 8 | |
| Involvement of CSOs, CBOs, Citizens private sector, professionals, and other non-state actors in service delivery | 2 | 2 | District Service Commission was not fully constituted (lacked 2 members). |
| Commitment to principles of accountability and transparency | 2 | 3 | |
| 3. PLANNING & BUDGETING | 18 | 20 | |
| Existence of Plans, Vision and Mission Statement | 5 | 5 | Low locally generated revenue in relation to service delivery needs. |
| Approval of the District Budget | 4 | 4 | |
| Local Revenue | 9 | 11 | |

| | | | |
|---|-----------|------------|--|
| 4. MONITORING SERVICE DELIVERY ON NPPAs | 9 | 30 | The monitoring exercise usually did not cover all or even half of the planned service delivery points. |
| Education | 5 | 5 | |
| Health | 5 | 5 | |
| Water and Sanitation | 4 | 4 | |
| Roads | 2 | 4 | |
| Agriculture and Extension | 0 | 4 | |
| Functional adult Literacy | 3 | 4 | |
| Environment and Natural Resources | 4 | 4 | |
| TOTAL | 71 | 100 | |

Wakiso District Council scored a total of 71 out of 100 possible points. The best performed parameter was planning and budgeting (18 out of 20), while the least marks obtained were in the council's role of monitoring service delivery (9 out of 30). A comparison of all district councils' performance in the 25 districts is presented in Annex 1.

3.2 District Chairperson

The Chairperson of Wakiso District Local Government during the year under review was Mr. Lwanga Matia Bwanika. Chairman Bwanika belongs to the Democratic Party (DP). At the time of the assessment, he was serving his first term in office, having been elected in this position in 2011.²¹ Table 6 provides details of his performance across the assessed parameters.

Table 6: Chairperson's Score-card

| Name | Lwanga Matia Bwanika | Political Party | DP |
|---|----------------------|-----------------|--|
| District | Wakiso | Gender | Male |
| Region | Central | Number of Terms | 1 |
| | Total | | 70 |
| ASSESSMENT PARAMETER | Actual Score | Maximum Score | Comments |
| 1. POLITICAL LEADERSHIP | 17 | (20) | Convened and presided over executive committee meetings Delegated to his deputy. Participated in resolving disputes in Lower Local Governments PAC and land board were fully constituted and functional. The DSC was not fully constituted since it lacked two (2) members He engaged with the central government on behalf of the district particularly regular communication with the RDC and engaging the Ministries of Defence and Health regarding the takeover of Grade "A" Entebbe Hospital by Ministry of Defence. |
| Presiding over meetings of Executive Committee | 3 | 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 | 4 | 4 | |
| Overseeing the functioning of the DSC and other statutory boards/committees(land board, PAC,) | 1 | 2 | |
| Engagement with central government and national institutions | 2 | 4 | |

²¹ At the time of the assessment, the Chairperson had spent one year and one month in office.

| | | | |
|--|-----------|-------------|--|
| 2. LEGISLATIVE ROLE | 4 | (15) | There were no motions and bills presented by the executive to council. |
| Regular attendance of council sessions | 2 | 2 | |
| Motions presented by the Executive | 2 | 6 | |
| Bills presented by the Executive | 0 | 7 | |
| 3. CONTACT WITH ELECTORATE | 10 | (10) | The chairperson had held community meetings with electorate. With Council he initiated a Radio programme dubbed "Wakiso Empya" literally meaning "The Transformed Wakiso" on CBS Radio Station to discuss service delivery issues |
| Programme of meetings with Electorate | 5 | 5 | |
| Handling of issues raised and feedback to the electorate | 5 | 5 | Provided material contributions to the various community projects some of which he had initiated like Annual Sports Event for the youths, Industrial Park in Kyengera which includes the following economic activities: fishing, tailoring, welding, among others, that are meant to create employment opportunities. He signed an MoU |
| 4. INITIATION AND PARTICIPATION IN PROJECTS IN ELECTORAL AREA | 8 | (10) | |
| Projects initiated | 3 | 3 | |
| Contributions to communal Projects/activities | 2 | 2 | |
| Linking the community to Development Partners/NGOs | 3 | 5 | The poor performance under this parameter was mainly due to failure to monitor a substantive number of service delivery points/facilities as expected (at least half of the total number of service delivery facilities in the entire district) and lack of quarterly reports monitoring reports. |
| 5. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS | 31 | (45) | |
| Monitored Agricultural services | 5 | 7 | |
| Monitored Health Service delivery | 5 | 7 | |
| Monitored schools in every sub-county | 5 | 7 | |
| Monitored road works in the district | 5 | 7 | |
| Monitored water sources in every sub-county | 5 | 7 | |
| Monitored functional Adult literacy session | 3 | 5 | |
| Monitored Environment and Natural Resources protection | 3 | 5 | |
| TOTAL | 70 | 100 | |

The Chairman, Mathias Bwanika Lwanga, scored 70 out of the 100 possible points. The key highlights of the chairperson's performance included: timely convening and presiding over executive committee meetings; delegating to his deputy; participating in resolving disputes in Lower Local Governments; and engaging with the central government on behalf of the district particularly regular communication with the RDC and engaging the Ministries of Defence and Health regarding the takeover of Grade "A" Entebbe Hospital by the former. In addition, the chairperson provided material contributions to the various community projects, some of which he had initiated like Annual Sports Event for the youths, Industrial Park in Kyengera which includes the following economic activities; fishing, tailoring, welding, among others, meant to create employment opportunities. He signed a Memorandum of Understanding and implemented it with the Infectious Diseases Institute (IDI) to construct a research clinic in Kasangati Parish. A comparison of all district chairpersons' performance in the 25 districts is presented in Annex 2.

3.3 District Speaker

The effective functioning and output a district local government council is highly dependent on the expertise of the district speaker. Hon. Daudi Byekwaso Mukiibi was the district speaker during the year under review. The speaker was serving his third term of office at the time of the assessment. Table 7 provides details of his performance during FY 2011/12.

Table 7: Speaker's Performance in FY 2011/12

| Name | Daudi Byekwaso Mukiibi | Level of Education | | Masters |
|--|------------------------|--------------------|---------------|--|
| District | Wakiso | Gender | | M |
| Sub County | Kakiri | Number of Terms | | 3 |
| Political Party | NRM | Total | | 75 |
| ASSESSMENT PARAMETER | | Actual Score | Maximum Score | Comments |
| 1. PRESIDING AND PRESERVATION OF ORDER IN COUNCIL | | 19 | (25) | |
| Chairing lawful council/ meetings | | 2 | 3 | Chaired all the council sessions but had never delegated to his deputy. Adopted and enforced the rules of procedure. Caused timely production of minutes and convened council meetings on schedule. Minutes of business committee, records book with issues and motions available. |
| Rules of procedure | | 9 | 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) | |
| Meetings with Electorate | | 11 | 11 | Met his electorate under various activities as well as his office at the district. |
| Office or coordinating centre in the constituency | | 9 | 9 | |
| 3. PARTICIPATION IN LOWER LOCAL GOVERNMENT | | 10 | (10) | |
| Attendance in sub-county Council sessions | | 10 | 10 | Has attended S/C meetings |
| 4. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS | | 26 | (45) | |
| Monitoring Health Service delivery | | 4 | 7 | Monitored several service delivery facilities though less than the required number. He rarely prepared quarterly reports. However, was on record for having followed up on issues raised from the monitoring exercises. This was mainly under the health, education, agricultural, roads, and ENR sectors. |
| Monitoring Education services | | 4 | 7 | |
| Monitoring Agricultural projects | | 7 | 7 | |
| Monitoring Water service | | 0 | 7 | |
| Monitoring Road works | | 5 | 7 | |
| Monitoring Functional Adult Literacy | | 1 | 5 | |
| Monitoring Environment and Natural Resources | | 5 | 5 | |
| TOTAL | | 75 | 100 | |

According to Table 7, Hon. Daudi Byekwaso Mukiibi scored 75 out of 100 possible points. The major contributory factor to the score was the fact that speaker concentrated more

on his roles in council , participation in lower local governments and contact with the electorate where he reaped 19 out of 25, 10 points out of 10 and 20 points out of 20 respectively. A comparison of all district speakers' performance in the 25 districts is presented in Annex 3.

3.4 District Councilors

District councils are vested with wide-ranging powers and responsibilities as stipulated in the Local Government Act. The performance of a district council, therefore, may as well be directly related to the quality and performance of the individual councilors. During fiscal year under evaluation, councilors were assessed on the four performance parameters: (i) legislative role; (ii) contact with the electorate; (iii) participation in the lower local government; and (iv) monitoring of service delivery in NPPAs. Wakiso District Local Government Council had a total of 38 councilors,²² all of whom were assessed.

The best male councilor in the district was, Hon. Herbert Wassajja representing Kakiri Sub-County, who scored 69 out of the possible 100 points; while the best female councilor, Hon. Rosemary Namubiru, representing Mende and Wakiso Town Council, garnered 64 points. Table 7 below provides a detailed analysis of all the assessed councilors and their performance.

²² This total excludes the chairperson and speaker who have been assessed separately in accordance with their unique roles and responsibilities under the LGA.

Table 8: Score-card performance for Wakiso District Councillors in FY2011/12

| Name | Sub county | Political Party | Gender | Number of Terms | Scores/Totals | Legislative role | | | | | Contact with electorate | | | Participation in LLGs | | Delivery on NPPA | | | | | | | Su Total |
|-----------------------|--------------------|-----------------|--------|-----------------|---------------|------------------|------------|--------|-------------------|-----------|-------------------------|--------|-----------|-----------------------|-----------|------------------|-----------|-------------|-------|-------|-----|-------------|----------|
| | | | | | | Plenary | Committees | Motion | Special Knowledge | Sub Total | Meeting Electorate | Office | Sub Total | LLG Meeting | Sub Total | Health | Education | Agriculture | Water | Roads | FAL | Environment | |
| Herbert Wassajja | Kakiri | NRM | M | 1 | 69 | 8 | 8 | 5 | 1 | 22 | 6 | 9 | 15 | 10 | 10 | 5 | 4 | 3 | 4 | 4 | 0 | 2 | 22 |
| Ssemwanga Kabogoza | Kira T/C | NRM | M | 1 | 69 | 5 | 8 | 2 | 3 | 18 | 9 | 9 | 18 | 10 | 10 | 7 | 7 | 1 | 4 | 0 | 3 | 1 | 23 |
| Abdul Gamal | Busukuma | NRM | M | 1 | 68 | 5 | 8 | 5 | 1 | 19 | 7 | 9 | 16 | 8 | 8 | 7 | 7 | 1 | 4 | 5 | 1 | 0 | 25 |
| Edward G. Tumusiime | Entebbe A | NRM | M | 3 | 68 | 8 | 8 | 5 | 2 | 23 | 11 | 6 | 17 | 10 | 10 | 5 | 0 | 5 | 4 | 4 | 0 | 0 | 18 |
| Rashid Sekyewa Khamis | Nabweru | NRM | M | 1 | 67 | 8 | 8 | 5 | 1 | 22 | 11 | 9 | 20 | 10 | 10 | 5 | 0 | 1 | 6 | 2 | 0 | 1 | 15 |
| Balikudembe Peter | Nsangi | DP | M | 1 | 67 | 8 | 8 | 5 | 0 | 21 | 9 | 9 | 18 | 10 | 10 | 4 | 4 | 1 | 4 | 4 | 1 | 0 | 18 |
| Hamidu Nsubuga Kizito | Nansana T/C | NRM | M | 1 | 66 | 8 | 8 | 5 | 0 | 21 | 6 | 9 | 15 | 10 | 10 | 7 | 7 | 1 | 4 | 0 | 0 | 1 | 20 |
| Paul Muyanda | Katabi | DP | M | 1 | 65 | 8 | 8 | 5 | 0 | 21 | 9 | 2 | 11 | 10 | 10 | 4 | 4 | 7 | 4 | 4 | 0 | 0 | 23 |
| Rosemary Namubiru | Mende & Wakiso T/C | DP | F | 1 | 64 | 8 | 8 | 5 | 1 | 22 | 11 | 9 | 20 | 10 | 10 | 6 | 0 | 0 | 4 | 2 | 0 | 0 | 12 |
| Margret P. Namagembe | Nabweru | DP | F | 3 | 63 | 8 | 8 | 2 | 1 | 19 | 11 | 9 | 20 | 10 | 10 | 1 | 5 | 1 | 4 | 1 | 1 | 1 | 14 |
| Ssentongo Allen | Nansana T/C | DP | M | 2 | 62 | 8 | 8 | 0 | 1 | 17 | 11 | 9 | 20 | 10 | 10 | 5 | 0 | 7 | 0 | 0 | 3 | 0 | 15 |
| Cyrus Ssambwa Kasaato | Wakiso T/C | DP | M | 1 | 62 | 8 | 8 | 5 | 0 | 21 | 6 | 9 | 15 | 10 | 10 | 1 | 0 | 1 | 6 | 7 | 1 | 0 | 16 |
| Abubaker K Senfuka | PWD | Ind | M | 1 | 60 | 5 | 8 | 0 | 0 | 13 | 11 | 9 | 20 | 10 | 10 | 4 | 4 | 5 | 4 | 0 | 0 | 0 | 17 |
| Naijamba Sarah | Kira T/C | NRM | F | 1 | 59 | 5 | 8 | 0 | 1 | 14 | 11 | 5 | 16 | 10 | 10 | 4 | 4 | 7 | 0 | 4 | 0 | 0 | 19 |
| Leonard Kasumba | Namayumba | NRM | M | 1 | 59 | 5 | 8 | 2 | 0 | 15 | 2 | 9 | 11 | 10 | 10 | 1 | 4 | 7 | 4 | 5 | 1 | 1 | 23 |
| Ddamilira Serunjogi | Kasanje | NRM | M | 1 | 59 | 5 | 8 | 0 | 0 | 13 | 9 | 5 | 14 | 10 | 10 | 4 | 4 | 5 | 4 | 4 | 1 | 0 | 22 |
| Mumbejja Nakimbugwe | Kakiri | NRM | F | 1 | 58 | 5 | 8 | 0 | 1 | 14 | 11 | 9 | 20 | 10 | 10 | 3 | 1 | 5 | 4 | 0 | 1 | 0 | 14 |
| Anna Nsubuga | Nsangi | DP | F | 3 | 58 | 5 | 8 | 0 | 1 | 14 | 9 | 9 | 18 | 10 | 10 | 1 | 2 | 1 | 6 | 3 | 3 | 0 | 16 |
| Kayondo Ndawula | Sissa | DP | M | 1 | 58 | 5 | 5 | 0 | 1 | 11 | 11 | 9 | 20 | 10 | 10 | 0 | 4 | 1 | 4 | 7 | 1 | 0 | 17 |
| Mariam Kaliga | Makindye A & B | DP | F | 2 | 57 | 1 | 5 | 0 | 1 | 7 | 11 | 9 | 20 | 10 | 10 | 3 | 5 | 0 | 4 | 7 | 1 | 0 | 20 |
| Simon Nsubuga | Wakiso TC | DP | M | 1 | 57 | 8 | 8 | 0 | 1 | 17 | 9 | 9 | 18 | 4 | 4 | 7 | 4 | 1 | 4 | 1 | 1 | 0 | 18 |
| Sarah Namugga | Namayumba/Masulita | NRM | F | 1 | 57 | 5 | 8 | 0 | 0 | 13 | 11 | 9 | 20 | 10 | 10 | 0 | 0 | 3 | 7 | 1 | 3 | 0 | 14 |
| Estradah Naluyiga V. | Nangabo | FDC | F | 1 | 56 | 5 | 8 | 0 | 0 | 13 | 7 | 9 | 16 | 10 | 10 | 5 | 5 | 7 | 0 | 0 | 0 | 0 | 17 |
| Herbert Kabafunzaki | Makindye A | NRM | M | 1 | 56 | 1 | 8 | 2 | 1 | 12 | 6 | 9 | 15 | 10 | 10 | 5 | 0 | 5 | 2 | 7 | 0 | 0 | 19 |

| Name | Sub county | Political Party | Gender | Number of Terms | Scores/Totals | Legislative role | | | | Contact with electorate | | | Participation in LLGs | | Delivery on NPPA | | | | | | | | |
|----------------------|----------------------|-----------------|--------|-----------------|---------------|------------------|------------|--------|-------------------|-------------------------|--------------------|--------|-----------------------|-------------|------------------|--------|-----------|-------------|-------|-------|-----|-------------|----------|
| | | | | | | Plenary | Committees | Motion | Special Knowledge | Sub Total | Meeting Electorate | Office | Sub Total | LLG Meeting | Sub Total | Health | Education | Agriculture | Water | Roads | FAL | Environment | Su Total |
| Rosette Kaggwa | Katabi | DP | F | 2 | 54 | 5 | 8 | 0 | 1 | 14 | 11 | 9 | 20 | 10 | 10 | 1 | 0 | 5 | 0 | 4 | 0 | 0 | 10 |
| Hassan Ssembaliwa | Wakiso | NRM | M | 1 | 52 | 8 | 5 | 0 | 1 | 14 | 11 | 9 | 20 | 6 | 6 | 0 | 4 | 7 | 0 | 0 | 0 | 1 | 12 |
| Rose Kyakuwa | Ssisa, Bussi/Kasanje | NRM | F | 1 | 50 | 1 | 8 | 0 | 1 | 10 | 8 | 9 | 17 | 10 | 10 | 7 | 1 | 0 | 4 | 0 | 1 | 0 | 13 |
| Micheal Bulumba | Masulita | NRM | M | 1 | 50 | 5 | 4 | 0 | 0 | 9 | 9 | 0 | 9 | 8 | 8 | 4 | 5 | 5 | 4 | 4 | 1 | 1 | 24 |
| SulaimanSsali | Nangabo | FDC | M | 1 | 49 | 8 | 8 | 2 | 0 | 18 | 9 | 5 | 14 | 8 | 8 | 1 | 4 | 0 | 4 | 0 | 0 | 0 | 9 |
| Hood Golooba Kaweesi | Bussi | NRM | M | 3 | 48 | 8 | 0 | 2 | 1 | 11 | 2 | 5 | 7 | 10 | 10 | 5 | 4 | 1 | 5 | 5 | 0 | 0 | 20 |
| Paul Ssali Mukisa | Makindye B | DP | M | 1 | 47 | 5 | 5 | 5 | 0 | 15 | 4 | 4 | 8 | 10 | 10 | 7 | 7 | 0 | 0 | 0 | 0 | 0 | 14 |
| Sadiq Mukasa | Entebbe B Div | DP | M | 1 | 46 | 8 | 8 | 0 | 1 | 17 | 2 | 9 | 11 | 4 | 4 | 5 | 4 | 1 | 0 | 4 | 0 | 0 | 14 |
| Deborah Mazzi | PWD | NRM | F | 3 | 46 | 5 | 8 | 0 | 1 | 14 | 2 | 9 | 11 | 8 | 8 | 4 | 4 | 5 | 0 | 0 | 0 | 0 | 13 |
| Nurruh Namuli | Mende | NRM | F | 1 | 45 | 1 | 8 | 0 | 0 | 9 | 8 | 9 | 17 | 10 | 10 | 1 | 1 | 1 | 2 | 3 | 1 | 0 | 9 |
| Joyce Nanfuka | Busukama/Gombe | NRM | F | 1 | 43 | 5 | 8 | 0 | 1 | 14 | 4 | 5 | 9 | 8 | 8 | 0 | 1 | 7 | 0 | 0 | 3 | 1 | 12 |
| Viola Nampijja | Entebbe A & B Div | DP | F | 1 | 39 | 5 | 5 | 0 | 0 | 10 | 2 | 9 | 11 | 10 | 10 | 1 | 0 | 7 | 0 | 0 | 0 | 0 | 8 |
| Immaculate Byakuwaba | Gombe | NRM | F | 2 | 39 | 8 | 8 | 2 | 0 | 18 | 0 | 2 | 2 | 10 | 10 | 0 | 0 | 0 | 6 | 3 | 0 | 0 | 9 |
| Faridah Namale | Youth | NRM | F | 1 | 30 | 5 | 5 | 2 | 0 | 12 | 0 | 2 | 2 | 10 | 10 | 0 | 0 | 1 | 0 | 0 | 5 | 0 | 6 |

4

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

There are internal and external factors that have influenced performance of Wakiso District Local Government.

4.1 Endogenous factors

4.1.1 Poor Monitoring of Government projects

The findings revealed that there were erratic episodes of monitoring public services particularly by councilors. Most councilors did not consider it important to undertake individual monitoring in the sub-counties they represent. This therefore implied that service delivery challenges in their electoral areas could not easily be detected especially where council sectoral committee members did not undertake effective monitoring.

4.1.2 Non Resident Councilors

Councilors in Wakiso District do not continuously keep in touch with their electoral areas. This was one of the challenges that contributed to their poor performance. Most of them claimed that it was too expensive to convene official meetings due to the overwhelming demands of the locals for transport refund, drinks and food, among other things. Meanwhile, the majority of the councilors shifted from their communities and now live in the town councils or municipality, and are thus alienated from their electoral areas. In Katabi Sub-county-parish, for example, participants in FGDs reported that they did not know who their area councilor was – a year after the election.

4.1.3 Poor Record-keeping

Most councilors in Wakiso District Local Government did not make deliberate efforts to document activities they undertook. Much as they reported to have undertaken a number of activities under their official capacities, there were no records of such undertakings. Many reported to be relying on the Clerk to Council and other technical officers for reports.

4.1.4 Internal Conflicts

It was reported that some councilors had some differences amongst themselves arising from running business in council. For instance, one of the councilors refused to be part of a committee he had been assigned to in preference for another. He went on to sue the Speaker and the District Council for failing to adhere to his plea.

4.2 Exogenous factors

4.2.1 High dependency on the central government

Wakiso District Local Government remains highly dependent on the central government transfers, with 81.5% of the FY 2011/12 budget financed by the central government. Locally generated revenue was 7.27%, an indication that the central government continues to set priorities for Wakiso, in which case the council has little or no room to re-allocate funds to local priorities based on their judgment.

4.2.2 Low civic awareness among community members

The majority of the people in the communities were not aware of the roles and responsibilities of councilors. For instance, during an FGD in Namayumba, some participants blamed councilors for not being forthcoming to meet their immediate needs like paying their children's school fees, contributing towards social functions like graduations, weddings, burials, among others. Such expectations reflected the electorate's inadequate understanding of the councilors' roles.

4.2.3 Remuneration for councilors

Councilors act as a link between the district and the communities at the grassroots. They are therefore tasked with a number of roles and responsibilities which include: legislative functions and representation; contact with the electorate; participation in lower local governments; and monitoring service delivery on NPPAs which are interrelated and highly engaging. However, the councilors are not adequately remunerated to execute their duties, a limitation that severely affects their mobility.

5

RECOMMENDATIONS

5.1 Recommendations

5.1.1 Advocacy for changed budget architecture

Given that funds released from central government to Wakiso District are inadequate, there is need for the district to work hand in hand with other districts to advocate for a change in the budget architecture. Local governments are only in position to re-adjust their priority plans if they have adequate resources that they are able to manage. Otherwise, service delivery deficiencies may never be addressed.

5.1.2 Orientation of District Councilors

Despite the fact that the Ministry of Local Government (MoLG) always organizes induction workshops for the district councilors that have just assumed office, there is need for continuous orientation and sensitization of the councilors on their roles and responsibilities. This will enable them to consciously and effectively carry out their duties while in office.

5.1.3 Contact with electorate

Councilors need to schedule and organize regular meetings with their electorate in order to give them feedback and get information from the electorate on what is happening in the electoral area. Such interface with citizens would provide ground for soliciting their views, concerns and perspectives on issues that affect the communities.

5.1.4 Mandatory periodic monitoring reports

The district council should make it a mandatory requirement through a resolution of council for all district councilors to produce monthly reports of the activities undertaken in their official capacity. This would enable all councilors to monitor services in their electoral areas and provide timely feedback that can be regularly discussed in council.

5.1.5 Remuneration for councilors

The central government needs to consider adequately remunerating and facilitating councilors in order to boost their morale. Given that they have to undertake monitoring of government programmes and continuously hold community meetings, such facilitation and remuneration is critical.

REFERENCES

Wakiso District Local Government (2011). Minutes of Gender and Community Development committee held on 24th October 2011.

Wakiso District Local Government (2011-2015) District Development Plan

_____ (2012). Minutes of the continuation of Finance, Planning and Investment Committee Meeting held on 6th March 2012.

_____ (2012). Minutes of the Finance, Planning and Investment Committee Meeting held on 27th February 2012.

_____ (2011). Minutes for Ordinary Council Meeting held on 29th Aug. 2011.

_____ (2011). Minutes for Ordinary Council Meeting held on 1st Nov. 2011.

_____ (2011). Minutes for Ordinary Council Meeting held on 15th Dec. 2011.

_____ (2011). Minutes for the continuation of Works and Technical Committee Meeting held on 4th August 2011.

_____ (2011). Minutes for the continuation of Works and Technical Services Committee Meeting held on 17th August 2011.

_____ (2011). Minutes for the Works and Technical Services Committee Meeting held on 28th July 2011

_____ (2011). Minutes for the Works and Technical Services Committee Meeting held on 20th September 2011.

_____ (2011). Minutes for the Works and Technical Services Committee Meeting held on 25th October 2011.

_____ (2011). Minutes of Finance, Planning and Investment Committee Meeting held on 25th July 2011.

_____ (2011). Minutes of Gender and Community Development Committee held on 25th July 2011.

_____ (2011). Minutes of the continuation of Finance, Planning and Investment Committee Meeting held on 28th July 2011.

_____ (2011). Minutes of the continuation of Finance, Planning and Investment Committee Meeting held on 31st October 2011.

_____ (2011). Minutes of the Finance, Planning and Investment Committee Meeting held on 27th October 2011.

_____ (2011). Minutes of the Health, Education, Sports and Sanitation Committee Meeting held on 26th July 2011.

_____ (2011). Minutes of the Health, Education, Sports and Sanitation Committee Meeting held on 25th October 2011.

_____ (2011). Minutes of the Production, Marketing and Natural Resources Meeting held on 27th July 2011.

_____ (2011). Minutes of the Production, Marketing and Natural Resources Meeting held on 24th October 2011.

_____ (2012). Budget Speech for Financial Year 2012/2013, June 2012.

_____ (2012). Minutes for Ordinary Council Meeting held on 27th March 2012.

_____ (2012). Minutes for Ordinary Council Meeting held on 30th April 2012.

_____ (2012). Minutes for Ordinary Council Meeting held on 26th June 2012.

_____ (1997) Local Government Act 1997 (As amended).

2002 Population and Housing Census

http://en.wikipedia.org/wiki/Butambala_District

http://en.wikipedia.org/wiki/Gomba_District

http://en.wikipedia.org/wiki/Wakiso_District

<http://www.independent.co.ug/news/news-analysis/5823-is-a-teachers-pay-rise-feasible>

<http://www.ugandapicks.com/2012/07/government-to-create-25-new-districts-27900.html>

Office of the Auditor General (2012). Annual Report of the Auditor General for the Year ended 30th June 2010 Volume 3 Local Authorities.

Republic of Uganda (1995). Constitution of the Republic of Uganda 1995 Section 11, Art 176-189.

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

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.

ANNEXES

Annex 2: Summary of District Councils' Performance

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

| | | Legislative Role | | | | | | | | | | Accountability To Citizens | | | | | | Planning & Budgeting | | | | Monitoring NPPAs | | | | | | | | |
|----------|-------|--------------------|-----------------|-----------------------------|----------------|------------|---------------------|-----------------|-----------------------|-----------|-------------------|----------------------------|-----------------------|--------------------------|-------------------------------|---------------------|------------------------------|----------------------|------------------------|-----------------|---------------|------------------|-----------|--------|-------|-------|-------------|-----|-------------|-----------|
| District | Total | Rules of procedure | Membership ULGA | Functionality of committees | Lawful motions | Ordinances | Conflict resolution | Public hearings | Legislative resources | Petitions | Capacity building | Sub Total | Fiscal accountability | Political accountability | Administrative accountability | Involvement of CSOs | Principles of accountability | Sub Total | Planning and budgeting | District budget | Local revenue | Sub Total | Education | Health | Water | Roads | Agriculture | FAL | Environment | Sub Total |
| Mbarara | 53 | 1 | 1 | 3 | 1 | 0 | 0 | 1 | 3 | 0 | 1 | 11 | 4 | 4 | 4 | 2 | 1 | 15 | 5 | 4 | 2 | 11 | 4 | 3 | 2 | 2 | 2 | 0 | 3 | 16 |
| Nebbi | 51 | 2 | 2 | 3 | 1 | 0 | 1 | 0 | 2 | 1 | 1 | 13 | 3 | 3 | 3 | 2 | 3 | 14 | 5 | 4 | 2 | 11 | 2 | 2 | 2 | 2 | 2 | 0 | 3 | 13 |
| Lira | 49 | 2 | 1 | 2 | 2 | 1 | 0 | 0 | 4 | 0 | 1 | 13 | 1 | 3 | 3 | 2 | 0 | 9 | 5 | 4 | 9 | 18 | 4 | 2 | 2 | 1 | 0 | 0 | 0 | 9 |
| Hoima | 48 | 2 | 2 | 3 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 9 | 3 | 3 | 3 | 2 | 0 | 11 | 5 | 4 | 2 | 11 | 1 | 5 | 2 | 3 | 3 | 0 | 3 | 17 |
| Jinja | 44 | 2 | 2 | 2 | 2 | 0 | 1 | 0 | 2 | 0 | 2 | 13 | 2 | 3 | 5 | 2 | 1 | 13 | 5 | 4 | 2 | 11 | 1 | 0 | 4 | 0 | 1 | 0 | 1 | 7 |
| Kamuli | 40 | 2 | 1 | 1 | 0 | 0 | 1 | 0 | 2 | 1 | 2 | 10 | 4 | 3 | 3 | 2 | 0 | 12 | 5 | 4 | 9 | 18 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Tororo | 40 | 2 | 0 | 3 | 1 | 1 | 1 | 1 | 3 | 0 | 3 | 15 | 3 | 5 | 6 | 2 | 0 | 16 | 5 | 4 | 0 | 9 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Amuru | 30 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 2 | 0 | 3 | 6 | 1 | 4 | 2 | 2 | 0 | 9 | 5 | 4 | 6 | 15 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Annex 3: Summary of District Chairpersons’ Performance

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

| Name | District | Party | Gender | Terms | | Political Leadership | | | | | | Legislative Role | | | | Contact With Electorate | | Development Projects | | | | Monitoring Service Delivery On NPPAs | | | | | | | | |
|-----------------|-----------|-------|--------|-------|----|----------------------|------------------|------------------|----------------|----------------|---------------|------------------|-----------------|-------------------|-----------------|-------------------------|------------------|----------------------|----------|-------------------|---------------|--------------------------------------|-----------|-------------|-----------------|---------|-------|-------|-----|-------------|
| | | | | | | Executive | Monitoring Admin | State of affairs | Civil Servants | DSC and Boards | Central Gov't | Sub total | Council session | Motions executive | Bills executive | Sub Total | Program meetings | Handling issues | Subtotal | Project initiated | Contributions | Dev't partners | Sub Total | Agriculture | Health services | Schools | Roads | Water | FAL | Environment |
| Anthony A Omach | Amuru | NRM | M | 2 | 54 | 2 | 4 | 0 | 3 | 1 | 4 | 14 | 2 | 2 | 0 | 4 | 4 | 5 | 9 | 3 | 2 | 5 | 10 | 7 | 2 | 2 | 2 | 0 | 2 | 17 |
| Samuel Bamwole | Kamuli | NRM | M | 3 | 53 | 1 | 4 | 1 | 1 | 0 | 3 | 10 | 2 | 2 | 0 | 4 | 5 | 5 | 10 | 3 | 1 | 0 | 4 | 2 | 6 | 6 | 7 | 2 | 0 | 25 |
| Josephine Kasya | Kanungu | NRM | F | 3 | 53 | 3 | 0 | 2 | 4 | 2 | 2 | 13 | 2 | 0 | 0 | 2 | 4 | 5 | 9 | 3 | 0 | 4 | 7 | 6 | 7 | 2 | 7 | 0 | 0 | 22 |
| Jimmy Vukoni | Moyo | Ind | M | 1 | 52 | 3 | 5 | 2 | 4 | 2 | 4 | 20 | 2 | 6 | 0 | 8 | 0 | 2 | 2 | 3 | 1 | 3 | 7 | 7 | 0 | 0 | 6 | 2 | 0 | 15 |
| Charles amukama | Rukungiri | NRM | M | 1 | 44 | 3 | 5 | 2 | 3 | 2 | 3 | 18 | 2 | 2 | 3 | 7 | 4 | 2 | 6 | 2 | 0 | 5 | 7 | 0 | 2 | 2 | 2 | 0 | 0 | 6 |
| Alex OremoAlot | Lira | UPC | M | 1 | 40 | 2 | 5 | 1 | 2 | 2 | 3 | 15 | 2 | 0 | 3 | 5 | 5 | 2 | 7 | 3 | 1 | 3 | 7 | 0 | 2 | 0 | 2 | 0 | 2 | 6 |

Annex 4: Summary of District Speakers' Performance

| Name | District | Constituency | Party | Gender | Terms | Total | Presiding And Preservation Of Order In Council | | | | | | Contact With Electorate | | | Participation In LLG | | Monitoring Service Delivery On NPPAs | | | | | | | | |
|-----------------------|------------|----------------------|-------|--------|-------|-------|--|--------------------|--------------------|-------------------|--------------------|----------------|-------------------------|---------------------|--------|----------------------|---------------|--------------------------------------|--------|-----------|-------------|----------------|------------|-----|-------------|-----------|
| | | | | | | | Chairing Council | Rules of procedure | Business committee | Records of issues | Record of petition | Special skills | Sub Total | Meetings electorate | Office | Sub Total | LLGs meetings | Sub Total | Health | Education | Agriculture | Water services | Road works | FAL | Environment | Sub Total |
| Douglas P. Okello | Gulu | Lalogi | NRM | M | 1 | 89 | 3 | 9 | 3 | 2 | 3 | 0 | 20 | 11 | 9 | 20 | 8 | 8 | 7 | 7 | 5 | 5 | 7 | 5 | 5 | 41 |
| Mohammed Mafabi | Mbale | Bubyangu | Ind | M | 2 | 75 | 3 | 9 | 3 | 2 | 3 | 0 | 20 | 11 | 9 | 20 | 10 | 10 | 3 | 5 | 5 | 3 | 7 | 0 | 2 | 25 |
| DaudiByekwaso Mukiibi | Wakiso | Kakiri | NRM | M | 3 | 75 | 2 | 9 | 3 | 2 | 3 | 0 | 19 | 11 | 9 | 20 | 10 | 10 | 4 | 4 | 7 | 0 | 5 | 1 | 5 | 26 |
| James Kunobwa | Mukono | Nagojie | NRM | M | 2 | 73 | 3 | 9 | 3 | 0 | 3 | 0 | 18 | 11 | 9 | 20 | 10 | 10 | 7 | 7 | 1 | 1 | 3 | 1 | 5 | 25 |
| Richard Mayengo | Jinja | Mafubira B | NRM | M | 3 | 68 | 2 | 9 | 0 | 2 | 3 | 0 | 16 | 11 | 9 | 20 | 4 | 4 | 7 | 1 | 7 | 7 | 1 | 3 | 2 | 28 |
| Ida Fumbe | Nebbi | | NRM | F | 3 | 68 | 3 | 9 | 3 | 2 | 0 | 0 | 17 | 11 | 9 | 20 | 10 | 10 | 3 | 5 | 3 | 5 | 1 | 0 | 4 | 21 |
| Dan Nabimanya | Ntungamo | Ntungamo | NRM | M | 1 | 66 | 3 | 9 | 3 | 2 | 3 | 0 | 20 | 9 | 6 | 15 | 10 | 10 | 5 | 5 | 1 | 1 | 5 | 0 | 4 | 21 |
| Proscovia Namansa | Luweero | Wobulenzi / Katikamu | NRM | F | 3 | 64 | 3 | 9 | 0 | 0 | 0 | 0 | 12 | 11 | 9 | 20 | 10 | 10 | 4 | 4 | 0 | 5 | 5 | 3 | 1 | 22 |
| Henry Ndyabahika | Rukungiri | Buhunga | NRM | M | 2 | 64 | 3 | 8 | 3 | 2 | 0 | 0 | 16 | 7 | 9 | 16 | 10 | 10 | 5 | 5 | 1 | 1 | 5 | 1 | 4 | 22 |
| Jotham Loyer | Nakapiripi | Namalu | NRM | M | 2 | 62 | 2 | 9 | 3 | 2 | 3 | 0 | 19 | 11 | 0 | 11 | 10 | 10 | 4 | 4 | 3 | 0 | 5 | 1 | 5 | 22 |
| Charles Beshesya | Kanungu | Kirima | NRM | M | 1 | 61 | 2 | 8 | 3 | 2 | 3 | 0 | 18 | 6 | 6 | 12 | 10 | 10 | 5 | 5 | 1 | 0 | 5 | 1 | 4 | 21 |
| Andrew Odongo | Soroti | Soroti | FDC | M | 1 | 61 | 3 | 9 | 3 | 2 | 3 | 0 | 20 | 9 | 9 | 18 | 4 | 4 | 1 | 5 | 5 | 0 | 5 | 0 | 3 | 19 |
| William Tibamanya | Mbarara | Rugando | NRM | M | 1 | 58 | 3 | 8 | 2 | 0 | 0 | 0 | 13 | 7 | 9 | 16 | 6 | 6 | 5 | 5 | 1 | 5 | 5 | 1 | 1 | 23 |
| Clovise Mugabo B | Kabarole | Mugusu | NRM | M | 2 | 54 | 3 | 5 | 1 | 2 | 3 | 0 | 14 | 11 | 6 | 17 | 2 | 2 | 1 | 5 | 5 | 5 | 1 | 0 | 4 | 21 |
| Christopher Odongkara | Amuru | | NRM | M | 1 | 51 | 2 | 0 | 3 | 0 | 0 | 0 | 5 | 9 | 9 | 18 | 6 | 6 | 7 | 2 | 7 | 0 | 6 | 0 | 0 | 22 |

| Name | District | Constituency | Party | Gender | Terms | Total | Presiding And Preservation Of Order In Council | | | | | | Contact With Electorate | | Participation In LLG | Monitoring Service Delivery On NPPAs | | | | | | | | | | | |
|--------------------|----------|--------------|-------|--------|-------|-------|---|--------------------|--------------------|-------------------|--------------------|----------------|----------------------------|---------------------|-------------------------|--------------------------------------|-----------|---------------|-----------|--------|-----------|-------------|----------------|------------|-----|-------------|-----------|
| | | | | | | | Chairing Council | Rules of procedure | Business committee | Records of issues | Record of petition | Special skills | Sub Total | Meetings electorate | | Office | Sub Total | LLgs meetings | Sub Total | Health | Education | Agriculture | Water services | Road works | FAL | Environment | Sub Total |
| Ceasar Lometo L | Moroto | Youth | NRM | M | 1 | 49 | 3 | 7 | 3 | 2 | 3 | 0 | 18 | 7 | 9 | 16 | 2 | 2 | 1 | 5 | 1 | 1 | 1 | 1 | 0 | 4 | 13 |
| Martin Chaiga | Moyo | Moyo | NRM | M | 2 | 44 | 3 | 8 | 3 | 0 | 0 | 0 | 14 | 5 | 9 | 14 | 10 | 10 | 1 | 1 | 0 | 0 | 0 | 0 | 4 | 6 | |
| Charles Engoru | Amuria | PWD | NRM | M | 2 | 41 | 2 | 9 | 3 | 2 | 3 | 0 | 19 | 2 | 9 | 11 | 2 | 2 | 1 | 1 | 1 | 1 | 1 | 0 | 4 | 9 | |
| Juliet Jjemba | Mpigi | Muduma | NRM | F | 2 | 40 | 2 | 5 | 3 | 2 | 3 | 0 | 15 | 0 | 9 | 9 | 10 | 10 | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 6 | |
| Didan Amaama R. | Buliisa | Kiringente | Ind | M | 1 | 37 | 3 | 2 | 3 | 0 | 3 | 0 | 11 | 2 | 5 | 7 | 6 | 6 | 5 | 5 | 1 | 1 | 1 | 0 | 0 | 13 | |
| Micheal Matsyetsye | Bududa | Ngwedo | NRM | M | 2 | 35 | 3 | 9 | 3 | 2 | 0 | 0 | 17 | 0 | 0 | 0 | 4 | 4 | 1 | 1 | 1 | 5 | 5 | 0 | 1 | 14 | |
| Isingoma Kitwe | Hoima | Bumasheti | NRM | M | 1 | 33 | 3 | 6 | 3 | 0 | 3 | 0 | 15 | 3 | 9 | 12 | 2 | 2 | 1 | 1 | 0 | 1 | 0 | 0 | 1 | 4 | |
| James Paul Michi | Tororo | Busisi Div | NRM | M | 1 | 32 | 2 | 2 | 2 | 2 | 0 | 0 | 8 | 9 | 2 | 11 | 6 | 6 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 7 | |
| Martin Oren Odyek | Lira | Eastern Div | UPC | M | 1 | 26 | 3 | 9 | 3 | 0 | 3 | 0 | 18 | 0 | 2 | 2 | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 6 | |
| Martin Oren Odyek | Lira | Railway Div | UPC | M | 1 | 26 | 3 | 9 | 3 | 0 | 3 | 0 | 18 | 0 | 2 | 2 | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 6 | |

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.

ABOUT THE AUTHORS

Susan Namara-Wamanga is a researcher under the Local Government Councils Score-card Initiative (LGCSCI) implemented by ACODE. Susan holds a Masters Degree in Human Rights and Bachelor's Degree in Social Sciences both from Makerere University. Her work at ACODE has ranged from monitoring the performance of the local governments through the scorecard initiative, monitoring the (Peace, Recovery and Development Plan) PRDP process, assessing governance issues in the water and roads sectors, public expenditure tracking in the health sector in Uganda and the government – opposition relations projects to which she provided research assistance. She has expertise in the fields of research, advocacy, governance and community development.

Martin Kikambuse Ssali is an independent researcher. He holds a BSC in Applied Accounting from Oxford Brooks University with additional training in budgeting and accountability.

Peninah Kansime is currently the coordinator of the National Association of Social Workers of Uganda. She is also a part time researcher in the fields of child protection, health and HIV/AIDS. She holds an International Masters degree in Social Work and Human Rights from Gothenburg University and a bachelors degree in Social Work and Social Administration from Makerere University.

ISBN 978-9970-07-022-0



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