



LOCAL GOVERNMENT COUNCILS' PERFORMANCE AND PUBLIC SERVICE DELIVERY IN UGANDA

Gulu District Council Score-Card Report 2011/2012



Owor Arthur
Oscord Mark Otile
Odong Geoffrey
Akera Steward

LOCAL GOVERNMENT COUNCILS' PERFORMANCE AND PUBLIC SERVICE DELIVERY IN UGANDA

Gulu District Council Score-Card Report 2011/2012

**Owor Arthur
Oscord Mark Otile
Odong Geoffrey
Akeru Steward**

Cover Illustrations:

1. The Top Photo is the approved Artistic Impression of the new Gulu District Local Government Hall.
2. (Left) Launch of the National Synthesis Report – Hotel Africana (April, 2012). Outgoing Gulu district Chairman Norbert Mao and Incoming Chairman Mapendizi posing for a photo, as Minister Onzima hands them the plaque for emerging as the best district Council among the 20 Districts that were assessed for the Financial Year 2009/2010.
3. (Right) Gulu District Councilors posing for a group photo, with the plaque that they won for being the best District Council in the Financial Year 2009/2010.

Published by ACODE

P. O. Box 29836, Kampala

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

Website: <http://www.acode-u.org>

Citation:

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.

© 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 978-9970-07-0234-4

Contents

LIST OF TABLES AND FIGURES	i
ACRONYMS	ii
ACKNOWLEDGEMENTS.....	iii
EXECUTIVE SUMMARY	iv
1 INTRODUCTION	1
1.1 METHODOLOGY.....	1
1.2 DISTRICT PROFILE	3
1.3 POLITICAL LEADERSHIP	4
2 BUDGET ARCHITECTURE AND SERVICE DELIVERY IN GULU DISTRICT	6
2.1 GULU DISTRICT LOCAL GOVERNMENT RESOURCE ENVELOPE	6
2.2 BUDGET ALLOCATIONS	7
2.3 STATE OF SERVICE DELIVERY IN GULU DISTRICT LOCAL GOVERNMENT.....	8
2.3.1 PRIMARY EDUCATION SERVICES	9
2.3.2 HEALTH SERVICES	10
2.3.3 STATE OF THE ROAD INFRASTRUCTURE	11
2.3.4 WATER AND SANITATION.....	12
2.3.5 AGRICULTURE AND NAADS.	13
2.3.6 FUNCTIONAL ADULT LITERACY (FAL)	14
2.3.7 ENVIRONMENT AND NATURAL RESOURCES	15
3 SCORE-CARD ASSESSMENT FINDINGS.....	17
3.1 SCORECARD ASSESSMENT	17
3.2 PERFORMANCE OF THE DISTRICT COUNCIL.....	18
3.3 DISTRICT CHAIRPERSON.....	19
3.4 DISTRICT SPEAKER	21
3.5 DISTRICT COUNCILORS	22
4 FACTORS AFFECTING PERFORMANCE OF GULU DISTRICT AND THE IMPLICATION ON SERVICE DELIVERY	25
4.1.1 OVERLAPS AND DUPLICATION OF ROLES.....	25
4.1.2 LOW MOTIVATION FOR COUNCILORS AND TECHNOCRATS	25
4.1.3 LOW LEVELS OF LOCAL REVENUES	25

4.1.4 LACK OF BASIC EQUIPMENT AND TRANSPORT	25
4.1.5 NON COMPLIANCE WITH SERVICE DELIVERY STANDARDS.....	25
4.1.6 LOW FUNDING FOR STRATEGIC SECTORS.....	26
4.1.7 UNCOORDINATED DEPARTMENTAL DATA/STATISTICS	26
4.2 OPERATIONAL FACTORS FOR POOR PERFORMANCE AND POOR SERVICE DELIVERY ...	26
4.2.1 LIMITED PRACTICAL KNOWLEDGE ON LAWS.....	26
4.2.2 INADEQUATE HANDS ON SKILLS IN LEGISLATION	26
4.2.3 HIGH DEPENDENCE ON DEVELOPMENT PARTNERS	26
4.2.3 LOW INVOLVEMENT OF CITIZEN'S IN MONITORING.....	26
5 RECOMMENDATIONS	27
5.1 HANDS ON SKILLS FOR DISTRICT COUNCILORS.....	27
5.2 EMPOWER CITIZENRY WITH SKILLS.....	27
5.3 STRATEGIC PLANNING FOR DISTRICTS	27
REFERENCES	28
ANNEXES.....	31
PUBLICATIONS IN THIS SERIES	37

List of Tables

Table 1: Demographic Characteristics of Gulu district	3
Table 2: Gulu District Leadership	4
Table 3: Secretaries of Council Standing/Sectoral Committees.....	5
Table 4: Service Delivery Indicators in Amuru District (2011/12).....	8
Table 5: Performance of Gulu District Council in FY 2011/12.....	18
Table 6: Gulu District Chairperson's Scorecard	20
Table 7: Gulu District Speaker's Performance in FY2011/12	21
Table 8: Score-card performance for Gulu District Councillors in FY 2011/12	23

List of Figures

Figure 1: Composition of the resource envelope for Gulu District.....	7
Figure 2: Budget allocations by Sector for FY 2011/12	8
Figure 3: School block at Otema Primary School constructed by World Vision – Koro Sub County.....	10
Figure 4: Patients waiting to be attended to (Left) and Maternity Unit at Lanenober -Lakwana Sub-County.....	11
Figure 5: Chairperson, CAO and Engineer Monitoring Road while a girl gets involved in hand Road Maintenance.....	12
Figure 6: A bore hole under construction in a return site and another set to be decommissioned from former camp.....	13
Figure 7: Researcher trying out the Ox-Plough (Left) and Production Coordinator in one of the farms in Gulu (Right).....	14
Figure 8: Charcoal burning in Omel - Paicho Sub-county (Left) and Attempts at rejuvenating forests in Agonga – Bungatira Sub County.....	16
Figure 9: FGD participants by gender.....	17

LIST OF ACRONYMS

ACODE	Advocates Coalition for Development and Environment
ADB	African Development Bank
AIDS	Acquired Immune Deficiency Syndrome
CAIIP	Community Agricultural Infrastructure Improvement Programme
CDD	Community Driven Development
CEFORD	Community Empowerment for Rural Development
CSOs	Civil Society Organizations
DGF	Democratic Governance Facility
FAL	Functional Adult Literacy
FGDs	Focus Group Discussion
FY	Financial Year
HC	Health Center
HIV	Human Immune Virus
Hon	Honorable
LC	Local Council
LG	Local Government
LLG	Lower Local Government
NAADS	National Agriculture Advisory Services
NFA	National Forest Authority
NUDEIL	Northern Uganda Development of Enhanced Local Government Infrastructure and Livelihood Programme
O & M	Operation and Maintenance
OPD	Out Patient Department
PAC	Public Accounts Committee
PAF	Poverty Alleviation Fund
PRDP	Poverty Reduction Development Programme
PWDs	Persons with Disability
TC	Town Council
UBOS	Uganda Bureau of Statistics
UPE	Universal Primary Education
USAID	United States Agency for International Development

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 district technical and political leadership in Gulu 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, the 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, The 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. However, we have taken due care to ensure that where information is available, it is presented as accurately as possible. Ultimately though, we take responsibility for any errors of omission.

EXECUTIVE SUMMARY

This reports presents findings from the Gulu district scorecard assessment. The score-card assesses the performance the Local Government Council, Chairperson, Speaker and individual Councillors; 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 elected leaders. The objective of this report is to provide information and analysis based on the assessment conducted during Financial Year (FY) 2011/12 and display results of the assessment of performance of Gulu Local Government Council based on a stipulated Score Card Methodology. The report is based on a comprehensive review of documents on planning and budgeting, service delivery monitoring; and a review of minutes of Sectoral committees and full Council meetings. This was undertaken to inform the report particularly about the performance of the district council, the 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.

One of the major determinants of quality service delivery is the size of the resource envelope. Gulu District Local Government was found to be heavily dependent on Central Government transfers that account for 97% of district revenue. With regard to service delivery outcomes in the Primary Education sub-sector, 1.76 % and 36.33% of pupils in the district passed in divisions I, II respectively in 2011. Under the water and sanitation sector, safe water coverage level was at 64.79% while the functionality of water sources was at 71%. Pit latrine coverage was at 58.2%. In the health sector, Infant Mortality Rate was at 132/1,000 live births while Maternal Mortality Rate was at 354/100,000 live births.

The assessment in the district covered 29 councilors of whom 13 are female while the rest are male. In terms of the score-card performance, the District Council scored a total of 82 out 100 possible points. There by emerging as the best performing district in this assessment. The Chairperson Mr. Martin Ojara Mapenduzi was the best in all the districts assessed and he scored 91 out of 100 points, while the Speaker Hon. Douglas Peter Okello also led other speakers, and scored 89 points out of 100 possible points. On the other hand the total average score for councilors was 49 out of 100 possible percentage points. The average score of councilors in the least performing district (Amuru) was 28 out of 100 points. The best male councilor was Hon. Christopher Opiyo Ateker with 85 points out of 100 points allotted for all the assessed parameters while the best female councilor was Hon. Grace Akello Ouma with 57 points.

Major service delivery challenges in Gulu included; low levels of motivation among councilors and technocrats, poor participation of councilors in the affairs of the lower

local governments; low funding for strategic sectors like ENR, and Gulu District Local Government high dependence on the Central Government funding. The report makes a number of recommendations with regard to enhancement of increased Local Revenue, hands on skills and follow up on the part of councilors which if undertaken will go a long way in improving both the performance of councilors on their legal mandates and quality of service delivery in the district.

1

INTRODUCTION

This is a score-card assessment report for Gulu 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 of ACODE with the goal of strengthening citizens' demand for good governance and effectiveness in the delivery of public services as well as boosting the 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 Amuru District.

Through the scorecard, we seek to improve the performance of these local governments through annual assessments of the District Council, Chairperson, Speaker and Individual Councilors. The assessment included interviews, Focus Group Discussion, document review and field visits among others. Findings from the scorecard are widely disseminated both at national and district level. At district level, the findings are presented at an interactive workshop that brought together, the assessed district political and technical officials, lower local government leaders, civil society organizations and members of the community.

This is the second scorecard performance assessment report for Gulu District Local Government and it covers findings from the (FY) 2011/12. This FY is the first of a 5 year term (2011 – 2016) and will therefore be a basis for subsequent comparative analysis on the performance of the district's political leadership. This report is organized in 5 sections. Section 1 presents the district profile whereas Section 2 reports on the District Budget Performance and implications on the state of service delivery in the district. The scorecard findings are presented in Section 3 while factors affecting performance are presented in Section 4. Finally, Section 5 highlights key conclusion and recommendations

1.1 Methodology

The score-card assessment tool has continuously been reviewed to cater for emerging concerns from the previous assessments. The score-card assessment used a combination of qualitative and quantitative methods of data collection and analysis.² It 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, G., Ssemakula, E., and Mbabazi, J., (2012). Strengthening the Local Government System to Improve Public Service Delivery Accountability and Governance, ACODE Policy

- a) **Literature Review:** The study involved a comprehensive review of background documents and reports on Gulu 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

- Gulu District Development Plan (DDP) 2010/11 – 2014/15
- Gulu District Local Government Revenue Enhancement Plan (2011)
- Gulu District Local Government Approved Capacity Building Plan (2011)

Budgeting Documents

- Budget framework paper FY 2011/12
- Approved District Budget FY 2011/12
- Annual Work Plan FY 2011/12

Service delivery Monitoring

- Annual Report of the Auditor General for the year ended 30th June 2011
- Reports
- Gulu District Local Government: Department of Works and Technical Services; Progress Report for Water and Civil Engineering Sector as at August 2012
 - Gulu District Local Government; Office of the Chief Administrative Officer: NAADS Physical Report Progress Report, for the First Quarter 2011/2012
 - Gulu District Local Government: Community Development Office: Report and Accountability for Stakeholders Meeting dated 2/05/2012
 - Report on Study Tour to Nebbi and Arua District Local Governments

- b) **District council Committee Minutes and Minutes of Council Sitzings.** Another important source of information for the score card is the district council minutes, reports of committees of council as well as monitoring reports.
- c) **Face-to-face interviews.** The scoring for the report is conducted through face-face-interviews with the leaders and then backed up with information from the literature as well as qualitative analysis from notes taken during FGDs. For this report, the scoring of the respective leaders took place during the months of July and August 2012.

- d) Focus Group Discussions (FGDs).** All in all, 22 FGDs were conducted 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 District Profile

Gulu is part of the former Acholi District which existed at Independence. In 1974, Acholi District was divided into East Acholi and West Acholi which became Kitgum and Gulu district respectively in 1980. Kilak and Nwoya were counties in Gulu District. The main economic activity in the district is subsistence agriculture, in which over 90% of the population is engaged. The Great North Road gives access to Sudan and Democratic Republic of Congo. It has historically been seen as the most important and influential of the northern districts. It shares borders with seven other districts as well as Sudan. The 2002 census put the population at 479,496 inhabitants. Over 90% of the population is considered to be agriculturalists. The total land area of Gulu District is 3,449.08 sq km (1.44% of the Uganda land size). 96.9 sq km (0.8%) is open waters.

Table 1: Demographic characteristics of Gulu District Local Government

Factor	Gulu
Total Population	374,700
Population density	108 p'ple per Sq km
Annual Growth Rate	-
Urbanization Level	-
Infant population below 1 year	15,481
Population under 5 years	73,864
Children of primary school age(6-12 yrs)	83,109
Population under 18 years	218237
Youth(18-30 years)	90495
Elderly(60+years)	15,939

Source: Gulu District Development Plan (2011)

1.3 Political Leadership

During the year under review, Gulu District Local Government comprised of 12 sub counties³ and one municipality.⁴ It was headed by Chairman Ojara Martin Mapenduzi working with 30 elected councilors including the district speaker. In terms of gender, 15 were directly male elected councilors while the rest were female. At parliamentary level, the district is represented by four (4) members of parliament as indicated in Table 2 below.

Table 2: Gulu District Leadership

Designation	Name
Chairperson	Hon. Ojara Martin Mapenduzi
District Vice Chairperson	Hon. Ojok Isaac Newton
District Speaker	Hon. Okello Douglas Peter
Members of Parliament	Hon. Acire Christopher – Gulu Municipality
	Hon. Betty Aol Ochan – Woman MP
	Hon. Okumu Ronald Reagan – Aswa County
	Hon. Oulanyah Jacob-Omororo County
Chief Administrative Officer	Mr. Abdallah Musobya Kiganda
D/CAO	Mr. Bernard Ogwang
Resident District Commissioner	Mr. Kidega James Nabinson
D/RDC	Mrs. Emilio Kinyera

Source: Gulu District Council Minutes (2011-2012)

The District Council conducted its business through 5 standing committees as shown in Table 3 below. These committees do not only plan but also undertake monitoring of the Government priority program areas as well as non-priority program areas on behalf of the council.

3 Sub counties include: Palaro, Awach, Unyama, Bungatira, Patiko, Paicho, Odek, Lalogi, Lakwana, Koro, Bobi, and Koch Ongako

4 Gulu Municipality with Laroo, Pece, Bar-Dege and Layibi Divisions

Table 3: Secretaries of Council Standing/Sectoral Committees

Sectoral Committee	Secretary	Constituency
Finance, Planning, Administration and Investment	Hon. Ojok Isaac Newton	Bobi Sub-county
Education, Sports, Health and Sanitation	Hon. Okwonga Alfred	Unyama Sub-county
Production, Marketing and Natural resources	Hon. Arach Christine	Pece Division
Works, Water and Roads	Hon. Ojara Martin Mapenduzi	Chairperson LC V-Gulu
Community based services	Hon. Adong Caroline Rose	PWDs-Female-Gulu District

Source: Gulu District Council Minutes (2011-2012)

2

BUDGET ARCHITECTURE AND SERVICE DELIVERY IN GULU DISTRICT

The primary function of government is to provide public services to citizens. The extent to which Government plays this role is subject to amount of financial resources available. Under decentralization, several functions were devolved to LGs. According the Local Governments Act Cap 243, this section presents information on the district budget and the state of services delivery.

2.1 Gulu District Local Government Resource Envelope

A resource envelope is the amount of money available to the LG for a given financial year. Gulu District Local Government is heavily dependent on central government transfers which accounts for over 97% of district revenue.

Analysis of budget trends for Gulu district from 2009/10 to 2011/12 illustrates a decrease in local revenue from Shs.379,633,000 in 2009/10 to Shs.187,101,000 in 2010/11. The figure increased to Shs.235,882,231 in the FY 2011/12 (as at Dec. 2011/12). The increase is consistent with the bold proclamations of the district Chairperson and Council's resolve to radically increase local revenue in the district⁵ from 1.5% to 10% of the total district annual budget.

One of the innovations was the formation of Revenue Enhancement Committee mandated to generate and implement huge infrastructural development projects and exploring establishment of a strategic investment arm for the local government.⁶ Among the other proposals were plans to re-develop redundant assets owned by Gulu District Local Government. For illustration, the Parking Yard, the Agriculture Yard and the Bus Station were to be utilized more with the overall objective of enhancing local revenue from 1.5% of the total district budget to 10% of the budget within a five (5) year period.⁷

5 See Gulu District Local Council: Minutes of 2nd Extra-Ordinary Full Council Meeting of the 9th Council held on 23rd May, 2012 in the District Council Hall page 14.

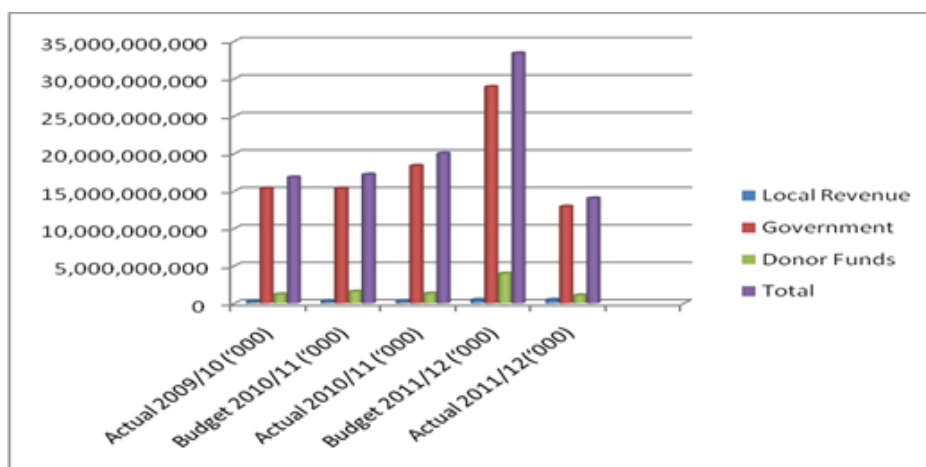
6 Ibid pg 14

7 Refer to Speech of Hon. Martin Ojara Mapenduzi, Chairperson, Gulu District Local Government on occasion of State of the District Address, "On the Cusp of Change: The Challenge of Recovery and the Promise of Development", Delivered to the 3rd Full Council Meeting of the Ninth Council, page 6.

Despite the positive trends registered in collection of local revenue, a small tax base, high levels of poverty, a poor tax-paying culture of the population and land conflicts are some of the constraints enumerated in the districts Local Revenue Enhancement Plan.⁸

In conclusion, Gulu District's Revenue trends indicated an increase in local revenue collection lending evidence to the fact that the strategic plans and visions of the district are steadily yielding positive results. Figure 1 shows the trend of resource envelope.

Figure 1: Composition of the resource envelope for Gulu District



Source: Gulu District Annual Accounts 2011/12

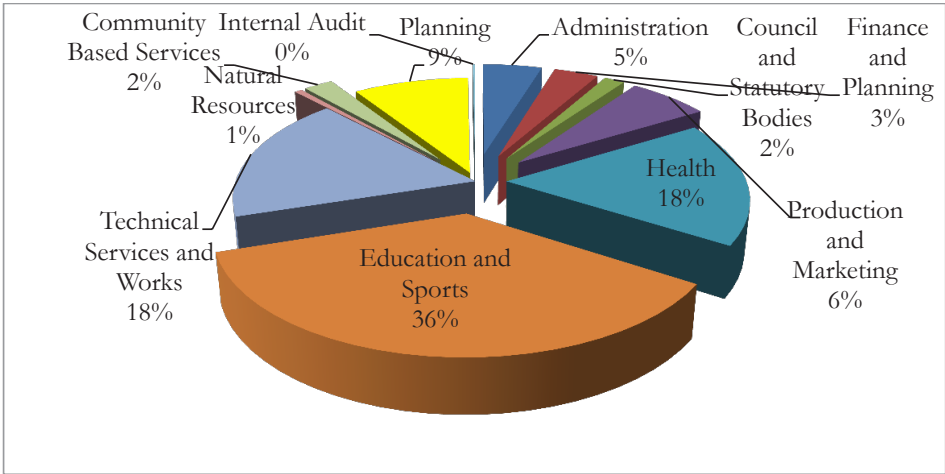
2.2 Budget Allocations

During the FY 2011/12, the education sector was allocated the highest share of the budget (36%) followed by Health and Technical Services (18%). Environment and natural resources, community services, production and marketing were least funded with 1% and 2% respectively.⁹ Figure 2 shows the Sectoral allocations of the budget for the year 2011/12.

⁸ See Approved Gulu District Local Government Revenue Enhancement Plan ,2011/2012-2015/2016

⁹ See, Gulu District Budget FY 2011/12

Figure 2: Budget allocations by Sector for FY 2011/12



Source: Gulu Local Government Revenue Enhancement plan 2011-2016

2.3 State of Service Delivery in Gulu District Local Government

Basic public services such as education, health, roads and agricultural advice are essential to the local and national economies. The quality of these services provided to citizens is the ultimate measure of performance of government. A review of selected service delivery indicators for Gulu 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 Gulu District (2011/12)

Sector	Indicators	National standard/ NDP target	District Target 2010/11	Level of achievement 2011/12
Education -Primary Education	Enrollment	-	No target	65,075
	PCR	55:1	Not target	62:1
	PTR	55:1	No target	50:1
	PLE Performance	-	No target	Div 1 – 1.76% Div II-36.33% Div III24.92% Div IV17.95% U- 15.46% X- 3.55%
Health Care services	ANC 4th Visit	-	33%	Not known
	Deliveries in Health Centres	35%	71%	70%
	Total beds	-	Not known	602
	Access to Maternity services	-	No target	Not known
	MMR	435/1000	No target	354/100000
	IMR	76/1000	No target	132/1000
	Staffing Levels	-	452	435

Road Sub-sector	Km of roads under routine	-	Not known	Not known
	Km of roads rehabilitated	-	151.3 km	Not known
	Km of roads under periodic maintenance	-	Not known	Not known
	Proportion of roads in good condition		Not known	Not known
	Construction of bridges	-	4	Not known
	Opening up new community roads	-	No target	Not known
Water and Sanitation	Water coverage	-	77%	64.79%
	Number of boreholes sunk	976	Not known	Not known
	Number of boreholes rehabilitated	-		
	Functionality of water sources	83%	Not known	73%
	Proportion of the population within 1km of an improved water source	65 sq km	Not known	Not known
	Pit latrine coverage	56%	No target	58%
Agriculture	Number of extension workers per sub-county	2 per s/c	No target	1
	Number of service points	-	No target	Not known
	Number of demonstration farms	-	Not target	1,039
	Technical back-up visits	-	Not target	Not known
FAL	Number of instructors	-	No target	149
	Number of participants	-	No target	3,161
	Number of service centres	-	Not target	69
	Level of coverage	-	No target	12 Sub counties
Environment and Natural	Staffing Level	-	18	11
	Conduct Environmental monitoring and assessment	Quarterly	Not known	Not known
	Production and update District State of the Environment Report (DSOER)	1	Not known	0
	District Environment Action Plan	1	Not known	Not seen
	Preparation of District Wetland Ordinance	-	No Evidence	No Evidence
	Monitor wetland systems in the district	Quarterly	No Evidence	No Evidence
	Establishment of Agro-forestry nurseries	-	No data	No data

Source: Gulu DDP 2011-2016

2.3.1 Primary Education Services

Education is important for socio-economic transformation because it provides the means through which skills are imparted and poor attitudes altered and good and cultural

ones upheld. Primary education is part of what is referred to as basic education and is often used as an indicator of literacy. An analysis of the statistics in Table 4 reveals that the pass rate of pupils in Division I and II stands at 1.76 % and 36.33% respectively, a gradual improvement over the years but still low in comparison to the national average.¹⁰ The number of pupils failing (Division 4, U and X) in the last five years is still high and there has been no noticeable improvements between 2009 and 2011. Lack of parental support towards supporting their children's education, inadequate implementation of the Education Ordinance, inadequate inspection of schools which should be thrice a term and lack of accommodation for teachers often resulting in late coming and absenteeism for teachers are some of the challenges the meeting highlights.¹¹

Figure 3: School block at Otema Primary School constructed by World Vision – Koro Sub County



Source: ACODE Digital Library, July 2012

2.3.2 Health Services

Health directly impacts on a population's labour productivity. Gulu district has a total of 76 health facilities out of which 51 are functional government health facilities and 17 are run by NGOs. Of the 51 government run facilities, 46 are locally managed while 2 are centrally managed. The district has 4 functional hospitals, 2 HC IVs, 14 HC IIIs with one under construction and 48 HC IIs with 7 of them non-functional.¹²

Access to health services still remains a challenge in the district as a whole. Over 37% of the population moves a distance of more than 5 kms to reach health services. General lack of awareness of basic rights of patients remains low and feedback channels from the community remains weak.¹³ High levels of poverty and illiteracy, especially among

10 Gulu District Local Government: Minutes of District Executive Committee Report, dated 20th and 27th January 2012. In its sitting of 20th and 27th of January 2012, the DEC reported Palaro and Koch-Ongako as worst performing sub-counties in terms of PLE and also noted that even though PLE first grades rose from 36 in 2010 to 66 in 2011, the results remained low.

11 Ibid

12 Gulu District Statistical Abstract:2011/2012

13 Ibid

women, is exacerbated by high prevalence of preventable diseases. There were also noted incidences of emergence of diseases as a result of negative lifestyles that make the population (especially the youth) susceptible to new health challenges including STDs and HIV/AIDS.¹⁴

Figure 4: Patients waiting to be attended to (Left) and Maternity Unit at Lanenober-Lakwana Sub-County



Source: ACODE digital Library, July 2012

2.3.3 The State of the Road Infrastructure

The increased emphasis on building and infrastructure in return sites has come with incremental funding and an increase in the workload for the Works Sector staff which is vested with coordination of infrastructural development in the district. The roads sector in Gulu district was assessed by the research team. A review of the sector's reports indicated that the sector received funding from both Development Partners and the Government of Uganda. Notable donors included USAID, NUDEIL, ADB and CAIIP programme.

Inadequate supervision vehicles, poor accessibility, poor maintenance of community roads, human activities/development in the road reserves, inadequate funding for rehabilitation and maintenance of feeder and community access roads as well as poor community participation in Labour Based Road Works (LBW) due to poor community participation continue to stand out as challenges in the roads sector in Gulu district.¹⁵

¹⁴ Ibid

¹⁵ Gulu District Local Government: Department of Works and Technical Services; Progress Report for Water and Civil Engineering Sector as at August 2012

Figure 5: Chairperson, CAO and Engineer Monitoring Road while a girl gets involved in hand Road Maintenance



Source: ACODE Digital Library, August 2012

2.3.4 Water and Sanitation

Water and sanitation subsector is important because of the implications for community health and wellbeing. The maximum distance from the source should be one (1) kilometer.¹⁶ Currently the average walking distance to safe water sources is 6 km.

As at July 26th 2012, Gulu district had 439 boreholes, 115 shallow wells, 70 hand-dug wells, 181 protected springs and no rain water harvesting system.¹⁷

The district's safe water coverage had dropped from 64.79% 2011 to 58.5% 2012.¹⁸ This was attributed to the decommissioning of 375 water sources by the District Council as they were redundant and 90% of them had been abandoned in formerly IDP camps.¹⁹ Gulu's population practicing hand washing stands at 6.8% while its sanitation coverage stood out at 58% of a projected population of 374,900.²⁰

Budget cuts, combining of the sector's accounts with that of Works and Technical Services Department and vandalism of Water and Sanitation facilities especially motorized systems are challenges eroding the functionality of the sector. Delays in release of funds by the central government and the high rate of borehole breakdown in Gulu district are other contributing factors to the sectors below par operational capacity.

16 See National Minimum Service delivery standards

17 Gulu District Local Government, Office of the Chief Administrative Officer, Department of Water and Sanitation, Fourth Quarter Progress Report, 26th July, 2012

18 As the population left IDP camps, they left establishments that had water units that were de-commissioned. They were then resettled in areas where water sources were absent and/or not yet commissioned

19 Ibid

20 District Water Office, 2011

Figure 6: A bore hole under construction in a return site and another set to be decommissioned from former camp



Source: ACODE Digital Library, August 2012.

2.3.5 Agriculture

Agriculture's importance cannot be over stated for Gulu district as well as Uganda at large. The Plan for Modernization of Agriculture of which the National Agricultural Advisory services is an integral part is the vehicle for agricultural transformation. NAADS is one of the programs that were decentralized. NAADS implementation in Gulu District started in July 2005.²¹ The programme rolled out to all the twelve sub-counties and four municipal divisions in the district by the end of financial year 2008/9. In the FY 2011/12, the district was expected to receive a total of Shs.1,675,013,000= billion shillings from the central government.²² The program has evolved to include enhancing partnerships between agricultural research, advisory services and other stakeholders, strengthening the national agricultural advisory services and market linkages and program management.²³ There is general consensus that training extended to farmers under NAADS has enabled them take up improved farming methods which has improved yields.

²¹ Gulu District Local Government; Office of the Chief Administrative Officer: NAADS Physical Report Progress Report ,for the First Quarter 2011/2012

²² Ibid

²³ Ibid

Figure 7: Researcher trying out the Ox-Plough (Left) and Production Coordinator in one of the farms in Gulu (Right)



Source: ACODE Digital Library, August 2012.

NAADS implementation in Gulu district has not been without challenges. Key to the challenges include:

- ☐ lack of transport for some sub-counties like Unyama and Palaro,
- ☐ limited funds for operations and facilitation for AASPs,
- ☐ inability by sub-counties and farmers to fully meet their co-funding obligations and
- ☐ poor attendance of community trainings by farmers which affected delivery of services were some of the notable challenges.²⁴

According to Annual Report of the Auditor General for the year ended 30th June 2011; there were cases of mismanagement of technologies due to poor enterprise selection, negative farmer attitudes, inadequate farmer training and short preparatory time for construction of structures. As a result some farmers sold off inputs and the technologies. Secondly, majority of farmers did not maintain records thereby impairing profitability analysis and resource management. And thirdly there was irregular monitoring and evaluation of NAADS activities by all the key stakeholders resulting in corrective action not being undertaken in a timely manner.

2.3.6 Functional Adult Literacy (FAL)

FAL is designed to impart literacy and numeric skills to the poor and vulnerable groups to enable them to effectively participate in the economic growth and development process at the community level. The course content is comprised of Numeracy, Reading, Writing and Basic Knowledge. FAL is being implemented in all the 12 sub-counties in Gulu district.

The programme succumbed to challenges of lack of proper learning shelters in return areas. There is a general outcry from instructors and supervisors over a low level of motivation, lack of support from sub-county leaders, delay in introducing English language

²⁴ Gulu District Local Government; District NAADS Coordinator's Office: Fourth Quarter Physical Progress Report (April-June 2012)

literacy to learners and inadequate data for FAL at both district and sub-county levels to aid effective implementation.²⁵

Reports from the Community Development Office cite non take off of FAL stage III in the district, huge deduction of money being sent o the district for FAL activities with a reported 16,000,000 shillings being sent to cover FAL activities for the entire financial year 2011/12 and difficulties in formation of new FAL classes at return sites coupled with some instructors resorting to more profitable activities such as agriculture as obstacles to smooth implementation of FAL in Gulu District.²⁶

2.3.7 Environment and Natural Resources

The Natural Resources Department is mandated to: promote and ensure sustainable natural resource use and management;²⁷ and guide the utilization of all the natural resources in the district. The department consists of the following sub-sectors: Environment and Wetlands sub-sectors; Land Management Sector (Survey, physical planning, cartography, valuation, and registration of titles) and Forestry sub-sector.

The district is grappling with massive tree cutting for charcoal burning. Indeed in one of the District Executive Committee Meetings, it was noted that natural forests were being sold by communities cheaply at the peril of the environment. It was noted that 311 sacks of charcoal and 7 power saws were impounded.²⁸ In one of the DEC reports to the full Council Meeting, the district chairperson noted that there were accusations that leaders at both lower local and district levels were involved in this practice.²⁹

Other challenges noted were inadequate funding and transport which impedes patrols, limited funds which constrain land board meetings, and senior sector staff in acting capacity.

Despite all these challenges, the sector registered progress in some fronts. The district for example declared every 2nd Friday of the month as tree planting day and the CAO was tasked to enforce implementation of this activity.³⁰ Further, 301 hectares of trees and 100 acres of woodlot were planted in several sub-counties in the district.³¹

The analysis of the minutes of Gulu District Local Government Council revealed that, the challenges and progress in Health, Roads, Water and Sanitation Agriculture, and

25 Gulu District Local Government: Community Development Office: Report and Accountability for Stakeholders Meeting dated 2/05/2012

26 Ibid

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

28 Gulu District Local Government: Minutes of District Executive Committee held on 30th September 2011

29 Gulu District Local Government: District Executive Committee Report to the 4th Full Council Meeting of the 9th Council presented on 30th October 2011

30 See Gulu District Local Government: Minutes of District Executive Committee held on 30th March 2012

31 Gulu District Local Government: Cumulative Department Workplan Performance for Quarter 4, 2011/12

Functional Adult Literacy did not specifically feature in the discussions of Gulu District Local Government Council.

Figure 8: Charcoal burning in Omel - Paicho Sub-county (Left) and Attempts at rejuvenating forests in Agonga – Bungatira Sub County



Source: ACODE Digital library, July 2012

3

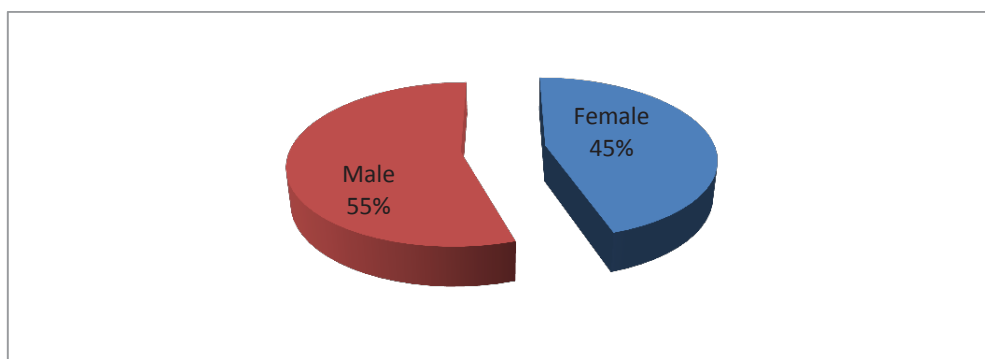
SCORE-CARD PERFORMANCE

3.1 Score-card

The scorecard assessment is premised on a set of parameters which guide the assessment of the extent to which local government council organs and councilors perform their responsibilities.³² The parameters in the scorecard are based on the responsibilities of the local government councils. The organs assessed are the District Local Government Council, District Chairperson, District Speaker and 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.³³

The assessment in Gulu district was conducted over a period of 4 months (May – August 2011/12). The research methods used included review of district documents, face-to-face interviews with councilors and Heads of Department, focus group discussions (FGDs) and verification visits at sub county level. In the year under review, 22 FGDs were conducted drawing a total of 352 participants, 55% whom were male while 45% were female.

Figure 9: FGD participants by gender



During the research period, a number of challenges were registered. Researchers noted that data and information management was such a huge problem. Different units seemed to have different sets of data. The data seemed unharmonized. Other challenges included

³² See Third Schedule of the Local Governments Act , Section 8

³³ 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.

poor record keeping among councilors themselves and at sub county level and limited access to official documents among others.

3.2 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 Gulu District Council in FY 2011/12

Performance Indicators Year	Actual Score	Maximum Scores	Remarks
1. LEGISLATIVE ROLE	17	25	Rules of procedure adapted in the last council.
Adopted model rules of Procedure with/ without debate (amendments)	2	2	3 million UGX was paid for ULGA membership on 08/06/2012, Receipt No. 8085.
Membership to ULGA	2	2	
Functionality of the Committees of Council	2	3	Motions moved on ending preventable deaths in Gulu, formation of LGPAC, and ULGA proposals to increase emoluments of district leaders.
Lawful Motions passed by the council	3	3	
Ordinances passed by the council	0	3	
Conflict Resolution Initiatives	1	1	Several DRPT was conducted e.g Regional meetings on land grabs and oil.
Public Hearings	0	2	
Evidence of legislative resources	4	4	Five year Capacity Building Plan was developed and approved on 26/04/2012
Petitions	2	2	
Capacity building initiatives	1	3	There was no evidence of conducting public hearings
2. ACCOUNTABILITY TO CITIZENS	21	25	There was evidence of revenue sharing with lower local governments.
Fiscal Accountability	3	4	
Political Accountability	7	8	Debated and took action on nodding syndrome and exclusion of benefits to patients in Gulu.
Administrative Accountability	6	8	
Involvement of CSOs, CBOs, Citizens private sector, professionals, and other non-state actors in service delivery	2	2	Charter in place, but its implementation is another thing all together.
Commitment to principles of accountability and transparency	3	3	ACODE report discussed. Joint activities with Invisible Children (DRPT), CARE, MANU, World Vision etc.

3. PLANNING & BUDGETING	18	20	Vision and Mission statements were displayed on notice boards. Budget framework paper was approved. Wrote variously to Internal Affairs Minister on relocation of Police Barracks. at Elegu to help enhance local revenue collection.
Existence of Plans, Vision and Mission Statement	5	5	
Approval of the District Budget	4	4	
Local Revenue	9	11	
4. MONITORING SERVICE DELIVERY ON NPPAs	26	30	Monitoring of Health reports discussed in council and follow up action taken on irregular supply of drugs, Nodding Syndrome in the district was brought to the fore. An estimated 300 boreholes were de-commissioned and it was resolved that Political leaders should lead by example by owning latrines in their homes.
Education	5	5	
Health	5	5	
Water and Sanitation	4	4	
Roads	4	4	
Agriculture and Extension	2	4	
Functional adult Literacy	4	4	
Environment and Natural Resources	2	4	
TOTAL	82	100	Performance is Excellent

Gulu District Council scored a total of 82 out of 100 possible points. The best performed parameter was planning and budgeting (18 out of 20). The district also performed well in monitoring service delivery on NPPAs and scored 26 out 30 while the least marks obtained were in the council's legislative role (17 out of 25). A comparison of all district council's performance in the 25 districts is presented in Annex 1.

3.3 District Chairperson

The Chairperson of Gulu District Local Government during the financial year under review was Chairman Ojara Martin Mapenduzi. The chairman subscribes to the Forum for Democratic Change and has served Gulu district in various political positions key among which are as District Speaker in the past Council. He was first elected district councilor for Bar-Dege Division in 2006 from where he became District Speaker. In 2011, he was elected the district chairperson. At the time of this assessment, he was serving his first year of his 5 year term of office. Table 6 provides a detail of his performance across the assessed parameters.

Table 6: Gulu District Chairperson's Scorecard

Name	Ojara Martin Mapenduzi	Political Party	Forum for Democratic Change
District	Gulu	Gender	Male
Region	North	Number of Terms	1
	Total		91
ASSESSMENT PARAMETER	Actual Score	Maximum Score	Comments
1. POLITICAL LEADERSHIP	20	(20)	Implemented council decisions on illegal tree cutting. Took resolution on nodding syndrome in Odek and on land disputes in Palaro. Chairman wrote to MoLG on 23/Dec2011 about corruption; that rescued the proposed Gulu Market Plan were billions were to be swindled.
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,)	2	2	
Engagement with central government and national institutions	4	4	
2. LEGISLATIVE ROLE	9	(15)	Several motions were presented by DEC e.g on Redevelopment of Pece Stadium.
Regular attendance of council sessions	2	2	
Motions presented by the Executive	4	6	
Bills presented by the Executive	3	7	
3. CONTACT WITH ELECTORATE	10	(10)	Chairperson has a weekly radio Programme on Mega FM.
Programme of meetings with Electorate	5	5	
Handling of issues raised and feedback to the electorate	5	5	
4. INITIATION AND PARTICIPATION IN PROJECTS IN ELECTORAL AREA	9	(10)	Initiated Girls scholarship scheme and redevelopment of Gulu district council hall.
Projects initiated	2	3	
Contributions to communal Projects/activities	2	2	
Linking the community to Development Partners/NGOs	5	5	
5. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS	43	(45)	Contracts for slow contractors were counseled, Laneno Ber HC III was sought from NMS to ensure all health units are adequately supplied. Bridge and drainage work on Lukodi-Gweng-Diya road was worked on.
Monitored Agricultural services	7	7	
Monitored Health Service delivery	7	7	
Monitored schools in every sub-county	7	7	
Monitored road works in the district	7	7	
Monitored water sources in every sub-county	7	7	
Monitored functional Adult literacy session	3	5	
Monitored Environment and Natural Resources protection	5	5	
TOTAL	91	100	Performance is Excellent

Chairman Mapenduzi scored 91 out of the 100 possible points. This score is attributed to a number of reasons. First, of all the districts assessed, Gulu was the only district that had a Technical Advisor to the chairperson. Secondly, the harmonious working relationship between the District Chairperson (FDC) and the District Speaker (NRM) ensured smooth implementation of council resolutions. On his part, the chairman also took deliberate efforts to carry out monitoring of projects in the district. A comparison of all district chairpersons' performance in the 25 districts is presented in Annex 2.

3.4 District Speaker

The effective functioning and output a district local government council is highly dependent on the expertise of the district speaker. Hon. Douglas Peter Okello was the district speaker during the year under review. This was his first year in office having been elected to council in 2011 general elections. Table 7 provides details of his performance during FY 2011/12.

Table 7: Gulu District Speaker's Performance in FY2011/12

Name	Douglas Peter Okello	Level of Education		Degree
District	Gulu	Gender		Male
Sub County	Lalogi	Number of Terms		1
Political Party	National Resistance Movement	Total		89
ASSESSMENT PARAMETER		Actual Score	Maximum Score	Comments
1. PRESIDING AND PRESERVATION OF ORDER IN COUNCIL		20	(25)	
Chairing lawful council/ meetings		3	3	Chaired at least 4 sessions and delegated once.
Rules of procedure		9	9	
Business Committee		3	3	
Records book with Issues/ petitions presented to the office		2	2	Constant reference made to rules of procedure in full council minutes.
Record of motions/bills presented in council		3	3	There was evidence of petitions presented in the file verified by the research team.
Provided special skills/knowledge to the Council or committees.		0	5	
2. CONTACT WITH ELECTORATE		20	(20)	
Meetings with Electorate		11	11	Communicated on health, education, and budgeting. .
Office or coordinating centre in the constituency		9	9	
3. PARTICIPATION IN LOWER LOCAL GOVERNMENT		8	(10)	
Attendance in sub-county Council sessions		8	10	Communicated on local revenue generation.
4. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS		41	(45)	

Monitoring Health Service delivery	7	7	Raised issues of recruitment with DHO & boreholes being drilled at health centers.
Monitoring Education services	7	7	
Monitoring Agricultural projects	5	7	Wrote to water Engineer on broken boreholes that needed repair.
Monitoring Water service	5	7	
Monitoring Road works	7	7	Held meeting with Lalogi charcoal dealers.
Monitoring Functional Adult Literacy	5	5	
Monitoring Environment and Natural Resources	5	5	Wrote concerning indoor residual spraying.
TOTAL	89	100	Performance is Excellent

Hon. Douglas Peter Okello scored 89 out of 100. The Speaker was elected as a councilor; therefore it was crucial for him to prioritize monitoring of service delivery on National priority Programme areas in his constituency. In this parameter, the speaker scored 41 out of 45 points. A comparison of all district speakers' performance in the 25 districts is presented in Annex 3.

3.5 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 FY 2011/12, councilors were assessed on four performance parameters: (i) legislative role; (ii) contact with the electorate; (iii) participation in the lower local government; and (iv) monitoring of service delivery on NPPAs.

Overall, the best performing male and female councilors were from Awach and Koro Sub Counties; Christopher Opiyo Ateker and Grace Akello Ouma scored 85 and 57 out of 100 points respectively. Majority of the councilors had debated at least four times on issues related to service delivery on NPPAs. On the other hand, councilors scored poorly on contact with the electorate with an average score of 3.3 out of 20 possible points. The reason for this poor performance was majorly attributed to the lack of documented evidence of Programme to meet with constituents such as a diary. Councilors are representative of the communities at the district, and are expected to consult with the constituents on issues they want to be discussed in council. Table 8 below provides a detailed analysis of all the assessed councilors and their performance.

Table 8: Score-card performance for Gulu District Councillors in FY 2011/12

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
Christopher Opiyo Ateker	Awach	NRM	M	1	85	8	8	5	0	21	11	6	17	10	10	7	7	7	7	7	2	0	37
Balingtone Olweny	Bungatira	FDC	M	1	83	8	8	5	0	21	11	9	20	8	8	3	7	7	7	7	2	1	34
Alfred Okwonga	Pece Division	NRM	M	1	82	8	8	5	0	21	11	9	20	4	4	5	7	7	5	7	1	5	37
Wilson Oyat Chagga	Layibi Division	FDC	M	1	78	8	8	0	0	16	11	2	13	10	10	7	7	7	7	7	0	4	39
Patrick Komakech	Patiko	FDC	M	2	77	8	8	0	0	16	9	5	14	10	10	7	7	3	7	7	5	1	37
Damasco Odongo	Lakwana	NRM	M	1	67	8	8	2	0	18	5	9	14	6	6	5	5	5	5	0	4	29	
J. Mugisha Anywar	Youth	NRM	M	1	61	8	8	0	0	16	9	6	15	2	2	5	5	7	5	5	1	0	28
Grace Akello Ouma	Koro	NRM	F	1	57	8	5	0	0	13	11	9	20	2	2	5	5	1	5	5	1	0	22
Isaac Newton Ojok	Bobbi	NRM	M	1	54	8	8	2	0	18	5	9	14	0	0	5	5	1	5	5	0	1	22
Rose Amono Abili	Bungatira	FDC	F	1	55	8	8	0	0	16	9	2	11	4	4	5	7	5	5	1	0	1	24
Rose Nyapolo	Koch - Ongako	NRM	F	2	54	8	8	2	0	18	5	2	7	2	2	1	7	0	5	5	5	4	27
Caroline Rose Adong	PWD	NRM	F	1	53	8	8	0	0	16	6	6	12	4	4	5	5	5	0	1	3	2	21
Tonny Akena	PWD	NRM	M	1	52	8	8	0	0	16	6	5	11	2	2	5	7	1	1	5	0	4	23
Chris Okoya Owen	Palaro	FDC	M	2	51	8	8	2	0	18	5	2	7	2	2	5	5	1	5	1	3	4	24
Betty Atim	Laroo	FDC	F	1	48	8	8	0	0	16	0	0	0	6	6	5	5	5	5	0	1	26	
John Okwonga	Unyama	FDC	M	1	46	8	8	0	0	16	7	2	9	2	2	5	5	1	5	1	1	1	19
Christine Arach	Pece Division	FDC	F	1	45	5	8	0	0	13	5	0	5	2	2	1	5	5	5	3	1	25	
Justine Okwir P'Akello	Laroo Division	FDC	M	1	43	5	5	2	0	12	2	2	4	2	2	5	5	1	1	5	3	5	25
Fredrick Alier	Paicho	FDC	M	1	38	1	4	0	0	5	5	0	5	2	2	5	5	1	5	5	1	4	26
KennethNyeko	Ongako	FDC	M	2	36	8	8	2	0	18	2	0	2	2	2	1	1	0	1	5	1	5	14
Santa Oketta	Layibi/Bardege	NRM	F	2	35	8	8	0	0	16	0	2	2	2	2	5	5	1	1	1	1	1	15

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
Margaret Langol	Odek&Lalogi	NRM	F	1	34	1	4	0	0	5	2	2	4	2	2	5	5	1	5	5	1	1	23
Francisco Watdok	Koro	FDC	M	1	34	8	4	0	0	12	5	2	7	2	2	1	1	1	1	5	0	4	13
Ketty Lamunu Giri-Giri	Bobo/Lakwana	NRM	F	1	30	1	4	0	0	5	0	0	0	2	2	5	5	1	1	5	1	5	23
Anne Sabiti	Bardege	NRM	F	1	28	5	4	0	0	9	2	2	4	2	2	1	5	1	1	5	0	0	13
Billy Graham Olanya	Odek	NRM	M	1	28	8	8	2	0	18	5	0	5	0	0	1	1	1	1	1	0	0	5
Betty Atim	Paicho/Unyama	NRM	F	2	27	8	4	0	0	12	3	0	3	0	0	5	1	0	1	5	0	0	12
Lilian Stella Lalam	Awach/Patiko/Paloro	FDC	F	1	26	5	8	0	0	13	3	2	5	2	2	1	1	1	1	1	1	0	6
Joyce Halima Reeni	Youth	NRM	F	2	26	1	8	0	0	9	3	2	5	2	2	1	1	1	1	1	0	5	10
Average Score					49					15			9		3.3								23

4

FACTORS AFFECTING PERFORMANCE AND THE IMPLICATION ON SERVICE DELIVERY

4.1.1 Overlaps and Duplication of Roles

Generally, there are several institutions within local government that do overlap with those of the central government. This overlap impacts negatively on support monitoring and supervision. It affects the quality of service delivery since overlaps tend to be overlooked for example in Gulu Municipality, the poor state of affairs in terms of roads has often resulted in the blame game between the Municipal, District Local Government and Central Government.

4.1.2 Low Motivation for Councilors and Technocrats

A low level of motivation affects the performance of both councilors and technocrats. Their remuneration and allowances are insufficient to afford them decent standard of living. These leaders face political demands to be exemplary figures in the community (for example by digging pit latrines in their homes) where communities can emulate them. They continue to operate without motivation and inspiration and some wonder whether the notion of job satisfaction still existed in local governments.

4.1.3 Low Levels of Local Revenues

Although Gulu District Local Government has made attempts at raising its local revenue, it is still evidently low. The district still relies significantly on central government and development partners for its financing with limited avenues for generation of own revenue.

4.1.4 Lack of Basic Equipment and Transport

From the assessment, several technocrats cited lack of facilities and equipment to facilitate their work. For instance the forestry department in Gulu lacked a vehicle that would have otherwise helped in monitoring tree cutting, for instance.

4.1.5 Non Compliance with Service Delivery Standards

There are cases where the district has not adhered to national standards in service delivery. The levels of staffing were uneven and at different levels for a number sectors like health and education. This has affected the quality of service delivery in the district.

Non compliance also applies to sectors like water and sanitation where there is need to ensure national standards are followed.

4.1.6 Low Funding for Strategic Sectors

There is a low level of resources available to finance key and strategic sectors like environment and natural resources and that of production. As result, these district departments are left to look out for development partners for assistance (for instance the NER sector that needs to face challenges of degradation of the environment which continues to rise in the district.

4.1.7 Uncoordinated Departmental Data/Statistics

One of the challenges the team encountered has been mix up of data in terms of statistics from the various sectors. There is need for the district to improve on data management in terms of statistics so that authoritative figures may be used for different purposes.

4.2 Operational Factors for Poor Performance and Poor Service Delivery

4.2.1 Limited Practical Knowledge on Laws

During the assessment, researchers came to the realization that both leaders (councilors) and the citizens were largely unaware of laws and by-laws existing for example those concerning the environment. This erodes their capacity to carry out monitoring in their sub-counties.

4.2.2 Inadequate hands on skills in legislation

In the FY 2011/2012, councilors still reported low capacity in legislation for example in drafting of motions and in moving them despite orientation given to them at the beginning of their term in office. It is evident that orientation is not in-depth and lacks a practical hands-on component.

4.2.3 High Dependence on Development Partners

For the second year running, the study exposes Gulu district's dependency syndrome and its continued reliance on development partners. Not only has reliance on development partners affected Gulu's planning in terms of budget shortfalls as many of the partners have wound up and relocated elsewhere, but also deterred communities from engaging in district activities on voluntary basis without pay.

4.2.4 Low Involvement of Citizen's in Monitoring

Citizens in Gulu district have not been empowered to demand for better performance from their leaders. This affects the quality of service delivery in Gulu.

5

RECOMMENDATIONS

With a total score of 83 points, the performance of Gulu district council for the second year running continues to be the best among the 26 districts under the study. This is not to suggest that there are no problems in terms of service delivery. The notion of collective efforts is paying dividends in the district. What remains is to have citizens begin to actively demand better services and for the leaders to be responsive to growing demands to increase their educational levels in order to be able to better articulate issues in council. Education will serve the dual purpose of diminishing an inferiority complex that is prevalent especially among female councilors and narrowing the gap between the technocrats and councilors. Gulu District should also equip the various offices and put emphasis on gender inequalities and social vulnerabilities which constrain progress.

5.1 Hands on Skills for District Councilors

Findings from the field indicate lack of practical hands on skills for councilors. There is need for basic hands on training especially in legislation and monitoring for all Councilors in order for them to function better. Coupled with this, the study recommends equipping of councilors with ICT facilities like laptops and camera for they can no longer be luxuries for them.

5.2. Empower Citizenry with Skills

This report recommends that interventions be scheduled to improve citizen engagement and empowerment through mass media to engage in governance issues. This will help raise the profile for monitoring of service delivery in their respective areas. Once this happens it is hoped to result in better service delivery.

5.3 Strategic Planning for Districts

This report proposes that strategic planning be taken up by the local governments clearly communicating sharing the vision with different actors. To achieve this, such a strategic plan should be based on principles of private public partnerships. This would help local governments realize an increase in their local revenues by engaging private sector entities. The case of Gulu District Local Government can be borrowed where there is a move to secure 500 mtn lines connecting the different lower local government leaders and the district local government leaders for better communication. It is also through strategic planning that the district has laid out plans to promote conflict tourism, education, and agriculture.

REFERENCES

Gulu District Local Government 2010/11 – 2014/15 District Development Plan.

_____ (2011) Budget Framework Paper.

_____ (2011) Approved District Budget.

_____ (2011) Annual Work Plan

_____ (2011) District Local Government Revenue Enhancement Plan

_____ (2011) Approved District Capacity Building Plan

_____ (2011) Gulu District Local Government, "State of District Address: On the Cusp of Change: The Challenge of Recovery and the Promise of Development".

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

_____ (2011) Minutes for Ordinary Council Meeting held on 31st October and 1st November 2011

_____ (2011) Minutes for Ordinary Council Meeting held on 30th January and 31st January 2012

_____ (2011) Minutes for Extra-Ordinary Council Meeting held on 28th February 2012

_____ (2011) Minutes for Ordinary Council Meeting held on 26th April 2012

_____ (2011) Minutes for Extra-Ordinary Council Meeting held on 23rd May 2012

_____ (2011) Minutes for Extra-Ordinary Council Meeting held on 1st June 2012

_____ (2011) Minutes for Ordinary Council Meeting held on 28th June 2012

_____ (2011) Minutes for the DEC Meeting held on 11th August 2011

_____ (2011) Minutes for the DEC Meeting held on 24th August 2011

_____ (2011) Minutes for the DEC Meeting held on 28th October 2011

_____ (2011) Minutes for the DEC Meeting held on 18th November 2011

_____ (2012) Minutes for the DEC Meeting held on 20th and 27th January 2012

_____ (2012) Minutes for the DEC Meeting held on 23rd February 2012

_____ (2012) Minutes for the DEC Meeting held on 24th April 2012

_____ (2012) Minutes for the DEC Meeting held on 22nd May 2012

_____(2012) Minutes for the DEC Meeting held on 4th June 2012

_____(2012) Minutes for the DEC Meeting held on 25th June 2012

_____(2012) Minutes for the DEC Meeting held on 29th June 2012

_____(2011) Minutes for the Works and Technical Committee Meeting held on 4th -5th August 2011

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

_____(2012) Minutes for the Works and Technical Committee Meeting held on 10th January 2012

_____(2012) Minutes for the Works and Technical Committee Meeting held on 13th March 2012

_____(2011) Minutes for the Social Services Committee Meeting held on 2nd and 3rd August 2011

_____(2011) Minutes for the Social Services Committee Meeting held on 13th October 2011

_____(2012) Minutes for the Social Services Committee Meeting held on 9th January 2012

_____(2012) Minutes for the Social Services Committee Meeting held on 15th March 2012

_____(2012) Minutes for the Social Services Committee Meeting held on 19th -20th June 2012

_____(2011) Minutes for the Production, Marketing and Natural Resources Meeting held on 8th & 9th August 2011

_____(2011) Minutes for the Production, Marketing and Natural Resources Meeting held on 13th October 2011

_____(2012) Minutes for the Production, Marketing and Natural Resources Meeting held on 10th January 2012

_____(2012) Minutes for the Production, Marketing and Natural Resources Meeting held on 21st March 2012

_____(2011) Minutes for the Production, Marketing and Natural Resources Meeting held on 19th June 2012

Gulu District Local Government: Statistical Abstract 2011/12

Gulu District Local Government: Department of Works and Technical Services; Progress Report for Water and Civil Engineering Sector as at August 2012

Gulu District Local Government, Office of the Chief Administrative Officer, Department of Water and Sanitation, Fourth Quarter Progress Report, 26th July, 2012

District Water Office, 2011

Gulu District Local Government; Office of the Chief Administrative Officer: NAADS Physical Report Progress Report, for the First Quarter 2011/2012

Gulu District Local Government; District NAADS Coordinator's Office: Fourth Quarter Physical Progress Report (April-June 2012)

Gulu District Local Government: Community Development Office: Report and Accountability for Stakeholders Meeting dated 2/05/2012

Gulu District Local Government: District Executive Committee Report to the 4th Full Council Meeting of the 9th Council presented on 30th October, 2011

Gulu District Local Government: Cumulative Department Work plan Performance for Quarter 4, 2011/12

Gulu District Local Government, "State of District Address: On the Cusp of Change: The Challenge of Recovery and the Promise of Development", Monday 29th August 2011.

Office of the Auditor General (2011) Annual Report of the Auditor General for the Year ended 30th June 2011, Volume 3 Local Authorities.

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

_____ (1997) Local Governments Act 1997 (As Amended)

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

ANNEXES

Annex 1: 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 2: 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	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	Nakapitripit	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	6	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 3: 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 Fuambe	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 Loyor	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	Health	Education	Agriculture	Water services	Road works	FAL	Environment	Sub Total		
Cesar 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	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	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	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	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 Ocen 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 Ocen 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	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.

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.

ABOUT THE AUTHORS

Arthur Owor holds a B.A (Social Sciences), Makerere University Kampala, M.A (International Relations and Diplomatic Studies) Makerere University, Kampala. He is currently the Programmes Director at Media Association of Northern Uganda (MANU). He is also a Socio-Political Commentator and a Researcher on Governance, Security and Justice. He was Teaching Assistant at Gulu University.

Oscord Mark Otile is a Research and Advocacy officer with Education for Peace and Prevention of Violence and HIV/AIDS (EPPOVHA), a Researcher on Policy and Governance and a Political commentator, and a member of Media Association of Northern Uganda (MANU). He holds a bachelors degree of Development studies of Makerere University (MUK).

Geoffrey Odong holds a bachelors degree of Development Studies of Gulu University, a Diploma in Development Studies of Gulu University, and a Certificate in Strategic procurement and Logistics Management (MUK). He is also pursuing a Master's degree of Arts in Governance and ethics (Gulu University). Geoffrey worked as research Assistant with Justice and Reconciliation Project – Gulu (2006 - 2009); He currently works as Project Assistant -Support to Lower Local government planning process – Gulu NGO Forum. Geoffrey is also the Focal Person for Citizen Manifesto regional hubs (Acholi & Lango Sub region).

Steward Akera is an independent researcher.

ISBN 978-9970-07-0234-4



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