



LOCAL GOVERNMENT COUNCILS' PERFORMANCE AND PUBLIC SERVICE DELIVERY IN UGANDA

Lira District Council Score-Card Report 2011/2012



**Jonas Mbabazi
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Cover Photos:

Above: Patients waiting for medical personnel at Ogur HC IV and Amach HCIV in
Lira District

Below: Children pump water from a community borehole and pupils of Acwikot
Primary School in Adekokwot Sub-County studying under a tree due to lack of
classrooms

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LIST OF ACRONYMS

ACODE	Advocates Coalition for Development and Environment
AIDS	Acquired Immune Deficiency Syndrome
CDD	Community Driven Development
CEFORD	Community Empowerment for Rural Development
CSOs	Civil Society Organizations
FAL	Functional Adult Literacy
FGDs	Focus Group Discussions
FY	Financial Year
HC	Health Centre
HIV	Human Immuno-deficiency Virus
Hon	Honourable
LC	Local Council
LG	Local Government
LLG	Lower Local Government
NAADS	National Agriculture Advisory Services
NFA	National Forestry Authority
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

ACKNOWLEDGEMENT

This score-card was prepared as part of the Local Government Councils' Score-card Initiative (LGCSCI) 2011/2012. The initiative is a partnership between the Uganda Local Governments Association (ULGA) and the Advocates Coalition for Development and Environment (ACODE) - an independent public policy research and advocacy think-tank based in Kampala, Uganda. This report is an output of consultations with the district technical and political leadership in Lira 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 in Lira District 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: the United Kingdom (UK), Denmark, Norway, Ireland, Sweden, The Netherlands, Austria and the European Union (EU) for providing the financial support for this Initiative. Finally, we acknowledge that there still remain considerable gaps with regard to information and data required to fully assess the performance of district councils and councilors in the district. While we have taken due care to ensure that where information is available, it is presented as accurately as possible. We take responsibility for any errors or omission.

EXECUTIVE SUMMARY

This is the first score-card assessment report for Lira District Local Government. The score-card assesses the performance of the Local Government Council, the Chairperson, the 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 (Cap 243). The score-card is intended to build the capacities of leaders to deliver on their mandates and empower citizens to demand for accountability from elected leaders. The objective of this report is to provide information and analysis based on the assessment conducted during Financial Year (FY) 2011/12. The report is based on a comprehensive review of documents on planning and budgeting, service delivery monitoring, and Lira District Local Government performance reports. The assessment also involved the review of minutes of standing committees and council sittings in order to inform the report particularly about the performance of the District Council, the Chairperson and individual Councillors. Face-to-face interviews with the targeted community leaders and key informant interviews at service delivery points were conducted. Focus Group Discussions (FGDs) further enriched the fact-finding and assessment process.

The major determinant of quality service delivery is the size of the district resource envelope. Lira District was found to be heavily dependent on Central Government transfers that account for over 90% of district revenue. Locally-generated revenue and donor contributions were projected to be 18.4 % and 2.5% respectively. However, the budget outturn was 23% less than the projected revenue. With regard to service delivery outcomes in the primary education sub-sector, 4.5 %, 43.9%, 21.1% and 12.5 % of the pupils in the district passed in divisions I, II, III, and IV respectively in 2011. In the health sector, overall staffing levels were only 77%, leaving a staffing gap of 23% in the entire district. Under the water and sanitation sector, the coverage level was at 64%, while the functionality of water sources was at 77.4%. Pit latrine coverage was at 73.5%. In the agriculture sector, Lira District had at least 14 extension workers and 28 demonstration sites per sub-county.

Lira district is among the 26 districts that were assessed. The assessment in the district involved 25 councillors 11 of whom were female, while the rest were male. Lira District Council scored a total of 49 out of 100 possible points on the assessment's score-card. The Chairperson scored 40 out of 100 points, while the District Speaker scored 26 points out of 100 possible points. On the other hand, the total average score for Councillors was 25 out of 100 possible points. The best male councillor was Hon. Grace Geoffrey Ogweng with 62 out of 100 points allotted on all the assessed parameters, while the best female councillor was Hon. Ayo Proscovia Otyek with 49 points.

The major service delivery challenges in Lira District included the following: limited contact with electorate and low civic awareness among the councillors; poor participation of councillors in the affairs of the lower local governments; poor record keeping by councillors; and Lira District Local Government's high dependence on central government funding. The report makes a number of recommendations with regard to citizen engagement, funding and follow-up on the part of the councilors which, if undertaken, will go a long way in improving both the performance of councillors on their legal mandates and the quality of service delivery in the district.

1

INTRODUCTION

This is a score-card assessment report for Lira District Local Government for the FY 2011/12. The district is being assessed for the first 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. The score-card also seeks to boost 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 financial year 2009/10 was conducted in 20 districts. The third assessment for financial year 2011/12 covered 26 districts¹ including Lira District.

Through the score-card, ACODE and ULGA strive to contribute to the improvement of 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 community leaders.

This is the first score-card performance assessment report for Lira 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 analysis on the performance of the district's political leadership.

This report is organized in five sections. Section 1 focuses on the district profile whereas Section 2 reports on the resource envelope and the state of service delivery in the district. The score-card findings are presented in Section 3, while factors affecting performance are presented in Section 4. The report closes in Section 5 with a general conclusion and recommendations.

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.

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:

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

- Lira District Development Plan (DDP) 2011-2016
- Lira District Local Government Revenue Enhancement Plan (2011-2016)
- Lira 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
- Lira District Local Public Accounts Committee Report: Auditor General's Report on Lira Local Government Financial Statements for the year ended June 30, 2011, November 17, 2011.
- Lira District Local Public Accounts Committee Report: Auditor General's Report on Lira Local Government Financial Statements for the year ended June 30, 2011, September 21, 2011.
- Lira District Local Government, Department of Health Services, Staff List by Facility Report as at 30th April 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 was the district council minutes, reports of committees of council as well as monitoring reports.

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 Research Series, No. 53, 2012, Kampala

- c) **Face-to-face interviews.** The scoring for the report was conducted through face-to-face interviews with the leaders and 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).** All in all, 16 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 reliable.

1.2 District Profile

Founded in 1974, Lira District is part of Lango sub-region and is situated in the central part of the northern region of Uganda. Lira is one of the districts that suffered the blunt of the Lord's Resistance Army (LRA) insurgency, which resulted into the displacement of a large part of the district's population. The national population census of 2002 estimated the population of the district, as constituted in 2010, at 403,100 with an annual population growth rate of 3%. Table 1 below shows the population figures alongside key demographic indicators for Lira District.

Table 1: Demographic characteristics of Lira District Local Government

Factor	Lira
Total Population	403,100
Population density	124 people per km ²
Annual Growth Rate	3.55%
Urbanization Level	11.8%
Infant population below 1 year	33,584
Population under 5 years	148,776
Children of primary school age(6-12 yrs)	159,741
Population under 18 years	210, 256
Youth(18-29 years)	161,143
Elderly(60+years)	31,601

Source: Lira District Development Plan (2011)

1.3 Political Leadership

During the year under review, Lira District comprised 13 sub-counties³ and one municipality.⁴ It was headed by Chairman Orema Alex Alot working with 26 elected councilors, including the district speaker. In terms of gender, 15 of the councilors were male while the rest were female. At parliamentary level, the district is represented by four Members of Parliament as indicated in Table 2 below.

Table 2: Lira District Leadership

Designation	Name
Chairperson	Orema Alex Alot
District Vice Chairperson	Hon. Andrew Ogwang Oryang
District Speaker	Hon. Ocen Martin Odyek
Members of Parliament	Hon. Jimmy Akena – Lira Municipality
	Hon. Joy Akimongom – Woman MP
	Hon. Sam Engola – Erute South
	Hon. David Omara Adigi
Chief Administrative Officer	Mr. Benon Rwanguha
Resident District Commissioner	Mrs. Susan Akang

Source: Lira District Council Minutes (2011-2012)

The District Council conducted its business through five standing committees as shown in Table 3 below. These committees do not only plan but also undertake monitoring of the Government Priority Programme Areas (GPPAs) on behalf of the Council.

Table 3: Secretaries of Council Standing/Sectoral Committees

Sectoral Committee	Secretary	Constituency
Finance, Planning, Administration and Investment	Hon. Oyitakol Nelson	Amuch Sub-county
Education, Sports, Health and Sanitation	Hon. Ogwang Moses Adonyo	Adekokwok Sub-county
Production, Marketing and Natural resources	Hon. Janet Ritah Apolo	Railway Division
Works, Water and Roads	Hon. George Rashid Opio	Ojwina Division
Community based services	Hon. Angella Santa	Adekokwok Sub-county

Source: Lira District Council Minutes (2011-2012)

3 Sub-counties include: Adyel, Ojwina, Agali, Ngetta, Ogur, Aromo, Lira, Amach, Barr, Adekokwok, Agweng, Railways Division and Central Division.

4 Lira Municipality

2

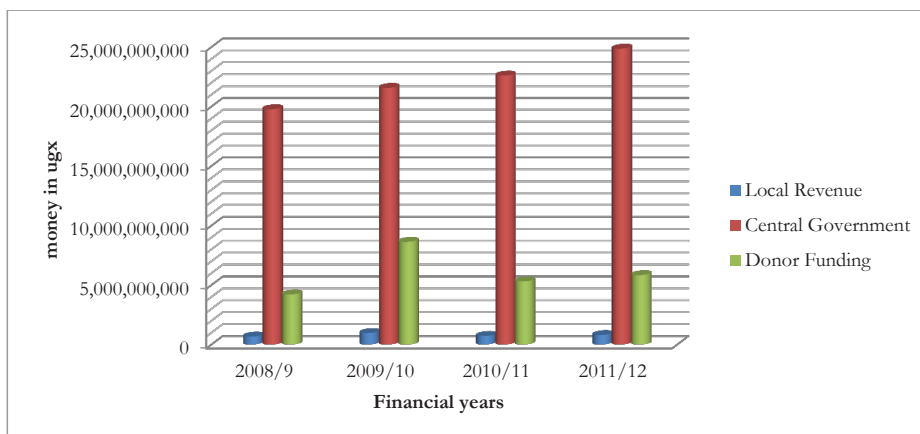
BUDGET ARCHITECTURE AND SERVICE DELIVERY IN LIRA DISTRICT

The primary function of government is to provide public services to citizens. This, however depends on the amount of financial resources available. Under the decentralization policy, several functions were devolved to LGs. This section presents information on the district budget and an illustration the state of services delivery.

2.1 Lira District Local Government Resource Envelope

Lira district local government is heavily dependent on central government transfers which account for over 90% of its revenue. Locally-generated revenue and donor contributions were projected to be 18.4 % and 2.5% respectively.⁵ The resource envelope for Lira District was projected to be UGX 31.5 billion for FY 2011/12. However, the budget outturn was 23% less than the projected revenue. Figure 1 shows the trend of resource envelope.

Figure 1: Composition of the Resource Envelope for Lira District



Source: Gulu District Annual Accounts 2011/12

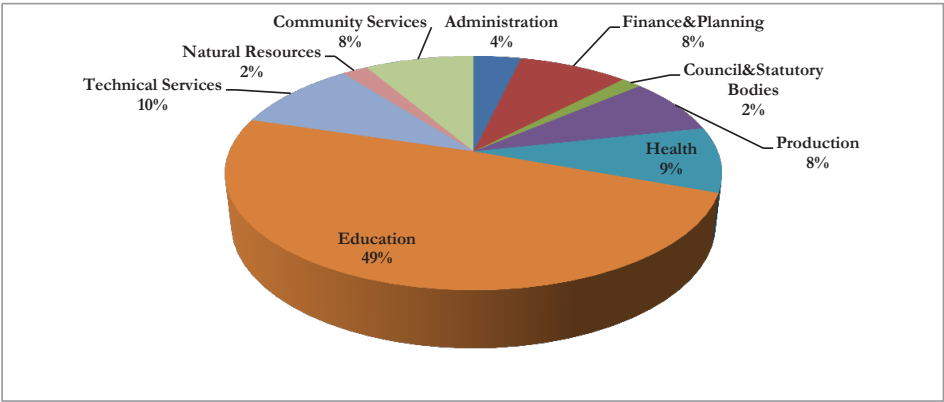
2.2 Budget Allocations

During FY 2011/12, the education sector was allocated the highest share of the budget (49%) followed by Health (9%). Environment natural resources (2%) together with Council

⁵ See, Lira District Revenue Enhancement Plan 2011 – 2016.

and statutory bodies (2%) were the least funded sectors.⁶ Figure 2 shows the sectoral allocations of the budget for the year 2011/12.

Figure 2: Budget allocations by sector for financial year 2011/12



Source: Lira Local Government Revenue Enhancement Plan 2011-2016.

2.3 State of Service Delivery in Lira District

Basic public services such as education, health, roads and agricultural advisory services are essential to the local and national economies. The quality of these services provided to citizens is the ultimate measure of the performance of government. Table 4 shows the selected service delivery indicators for Lira District and the level of achievement obtained.

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

Sector	Indicators	National standard/ NDP target	District Target 2010/11	Level of achievement 2011/12
Education -Primary Education	Children of primary school-going age (6-12 yrs)	-	-	159,741
	Enrolment	-	No target	Total: 79,957; Boys: 40,551; Girls: 39,408
	Pupil-Classroom Ratio (PCR)	55:1	-	84:1
	Pupil-Teacher Ratio (PTR)	55:1	50:1	62:1
	Pupil-to-Desk Ratio (PDR)	3:1	No target	6:1
	PLE Performance	-	No target	Div 1 -4.5% Div II- 43.9% Div III- 21.1% Div IV- 12.5% U- 15% X- 2.9%

6 See, Lira District Budget FY 2011/12

Health Care services	ANC 4th Visit	60%	70%	770
	Deliveries in Health Centres	35%	No target	36.8%
	Total beds	-	No target	-
	Access to Maternity services	-	No target	-
	MMR	-	-	77%
	IMR	-	-	Not known
	Staffing Levels	-	73%	Not known
Road Sub-sector	Km of roads under routine maintenance	-	442	Not known
	Km of roads rehabilitated	-	9	Not known
	Km of roads under periodic maintenance		15	Not known
	Proportion of roads in good condition		-	-
	Construction of bridges	-	1	64%
	Opening up new community roads	-	No target	610
Water and Sanitation	Water coverage		64%	-
	Number of boreholes sunk		610	
	Number of boreholes rehabilitated	-	No target	-
	Functionality of water sources	80%	77.4%	73.5%
	Proportion of the population within 1km of an improved water source		No target	14
	Pit latrine coverage	90%	100%	7 per sub-county
Agriculture	Number of extension workers per sub-county	-	Not known	28 per sub-county
	Number of service points	-	Not known	165 visits
	Number of demonstration farms	-	Not known	141
	Technical back-up visits	-	Not known	4205
FAL	Number of instructors		200	137
	Number of participants		No target	Not known
	Number of service centres	-	-	70%
	Level of coverage	-	50%	Not known
Environment and Natural Resources	Staffing Level	-	No target	-
	Conduct Environmental monitoring and assessment	-	15, non-attained	Not seen
	Production and update District State of the Environment Report (DSOER)	-	50 copies	Not done
	District Environment Action Plan	-	Not available	-
	Preparation of District Wetland Ordinance	-	1 ordinance	-
	Monitor wetland systems in the district	-	3 wetland systems planned, covered	
	Establishment of Agro-forestry nurseries		1 planned, non-achieved	

Source: Lira DDP 2011-2016; FAL Monitoring Report 2011/12; District Health Staff inventory (December 2010); Lira District HMIS Report 2011; Lira District Baseline for 2011/12 ASHR.

2.3.1 Primary Education Services

Education is important for socio-economic transformation because it provides the means through which skills are imparted and positive attitudes and practices fostered. Primary education is part of what is referred to as basic education and is often used as an indicator of literacy. Lira District performance on key primary education indicators can be described as abysmal. Enrolment remained at about 50%, and there is currently a teacher gap of 172 and a deficit of 503 classrooms at current enrolment level.⁷ Primary education is faced with several challenges, including poor remuneration of teachers and failure of up to 12% of primary teachers to access the payroll.⁸

Figure 3: Pupils of Acwikot Primary School in adekokwot Sub-County Studying in the open



Source: ACODE Digital Library, August 2012

7 See Lira District Development Plan (2011-16)
8 Ibid

Figure 4: Classroom that doubles as a store at Acwikot Primary School



Source: ACODE Digital Library, August 2012

Regarding the status of schools in Ogur Sub-county, an FGD participant remarked:

“There are many primary schools in Ogur sub-county... ..but a school like Ogur Central has very many pupils but with very few teachers. The classrooms and latrines are in a very bad condition” (FGD Participant, at Ogur Primary School, August 2012).

2.3.2 Health Services

Health directly impacts on labour productivity of a population. Lira District boasts of 28 health facilities of which 21 are government-owned while seven are Private-Not-For-Profit health units (PNFPs).⁹ Four of the government owned health facilities (HCII) were reportedly non-functional. Out Patient Department (OPD) utilization in health facilities and PNFP facilities was 0.9 visits per person per year during 2010/11. This implies that some members of the community did not visit health centres, and thus did not utilize the available services. In addition, 70% of the mothers were still delivering without supervision of qualified health professionals putting the lives of both mothers and babies on the edge. Further, 39% of the health centres experienced stock-outs of first-line drugs

⁹ The government owns: 1 general hospital; 2 HC IVs; 7 HCIIIs, 7 HCIIIs while 1 general hospital; 1 HC IV; 4 HCIIIs and 1 HC II are PNFPs

for Malaria, which is also the highest cause of morbidity in the district. In addition, up to 69% of the health centres experienced stock-outs of HIV testing kits, all of which are essential in the fight against HIV/AIDS.

Overall, 23% of the approved positions for the health personnel in the district were still vacant.¹⁰ This was, however, contrary to the Ministry of Health Annual Health Sector Performance report (2011/12) that put staffing level gaps at less than 20%. The main affected layer of health service delivery was health centre IIs where 55.6% of the positions were vacant. Yet, these health centres are closer to the communities where they are meant to provide basic health care services. These challenges and severity of their implications notwithstanding, there was no indication that the district council addressed itself to this critical issue.



Figure 5: Overcrowding at Ogur HC IV and Amach HCIV in Lira District

Source: ACODE Digital Library, August 2012.

In addition, in a client exit interview with a female respondent who had brought her child for immunization at Ogur HC IV, she noted:

"You come here in the morning after walking for a very long distance and you wait for more than 4 hours before you are attended to. The health workers do not seem to care about the plight of their patients"

"The health centre opens at 9:00 am and closes at 4:00pm.... There are many patients at this health centre and most times one waits for two hours before you get served..." (FGD Participant at Ogur HCIV, Ogur Sub-county, August, 2012)

2.3.3 The State of the Road Infrastructure

Lira District is served by a network of 3,016 km, of road of which 1087.3 km are national roads, 354 km urban roads, 374.7km are district roads and 1,200km are community access roads. On the whole, district and community roads were in an appalling condition with

¹⁰ Lira District Development Plan 2011 - 2016

some in completely impassable condition. During FY 2010/11, only 24 km of roads were rehabilitated, 58.7km periodically maintained and 354.3km routinely maintained. This means that, at most, each km of road under the jurisdiction of the district is maintained once in six years which is far below the requirement for gravel roads.

Figure 6: Nearly impassable Amach-Agali road and Agweng HCII road

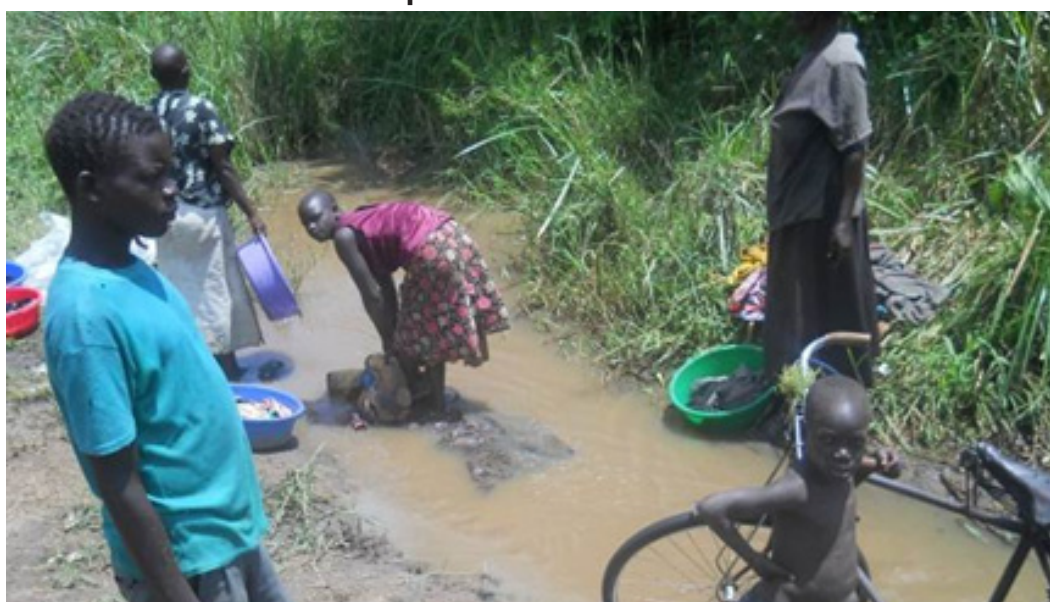


Source: ACODE Digital Library, August 2012

2.3.4 Water and Sanitation

Water and sanitation are important because of their implications for health. The district water coverage at the time of assessment was at 64%. There were 2,215 safe water sources. The main water supply sources in the district were protected springs (971), followed by boreholes (610) and shallow wells (605). The functionality rate of all the water sources stood at 77.4% which was below the national standard of 80%.

Figure 7: Members of community washing clothes in Barr Sub-county using water from a swamp



Source: ACODE Digital Library, August 2012.

The most-cited issues relating to water mentioned during the FGDs included: 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.

2.3.5 Agriculture

Agriculture's importance cannot be overstated for Lira District as well as Uganda at large. The Plan for Modernization of Agriculture is a blueprint for implementing reforms in the sector, one of which the National Agricultural Advisory Services (NAADS). NAADS was designed as a decentralized service extension programme. The programme has evolved to include the distribution of agricultural implements to farmers and in the last four years has expanded to cover all the 13 sub-counties in Lira District. There is general consensus that training extended to farmers under NAADS has enabled uptake of improved farming methods which has improved yields overall.

However, implementation of the NAADS programme in Lira District has not been without challenges. The challenges faced include: reluctance of farmers to attend meetings and trainings; insufficient financing to cover the entire work plan; poor re-payment of NAADS funds; late release of funds to the service providers; failure of farmers to rotate the inputs and implements given to them to the rest of the group members. Another challenge was higher cost of NAADS supplies, e.g., a piglet supplied under NAADS would cost Uganda shillings 120,000 compared to the market value of Uganda shillings 70,000, yet they were of the same quality. According to the 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.
- The majority of farmers did not maintain records, thereby impairing profitability analysis and resource management.
- 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 participate effectively in own and community development process. The course content comprises numeracy, reading, writing and basic knowledge. FAL was implemented in all the sub-counties in Lira district. Despite the high level of enrolment of participants, increased number of instructors and service centres, the programme was constrained by lack of adequate funding and high dropout rates of trainers and learners, especially men. The high drop-out rate of trained instructors was usually attributed to the

little pay of Ushs. 10,000 per quarter. Further, the instructors decried lack of instructional materials. There was also limited follow-up of the participants who had graduated from the FAL classes to assess knowledge and practice.

2.3.7 Environment and Natural Resources

In the district, the Natural Resources Department is mandated to: promote and ensure sustainable natural resource use and management¹¹ ; 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 sector is understaffed. The approved positions are filled up to 70%. Key vacant positions include: Natural Resources Officer; Physical Planner; Registrar of Titles; and Forestry Officer at the district level. Other challenges were mainly: inadequate funds for planned activities; lack of understanding by all stakeholders of the need for sustainable environmental management; and, political interference in the management of gazetted areas.

The analysis of the Minutes of Lira District Local Government Council revealed that, the challenges and progress in Health, Roads, Water and Sanitation Agriculture, and Functional Adult Literacy did not specifically feature in the discussions of Lira District Local Government Council.

¹¹ The natural resources include land, water/wetlands, savannah woodland and plantation, and forest in specific reserves.

3

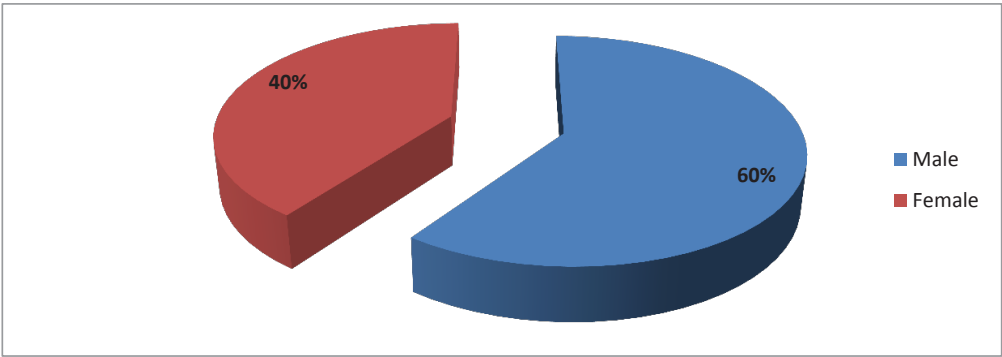
SCORE-CARD ASSESSMENT FINDINGS

3.1 Score-card Assessment

The score-card 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.¹² 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, the District Chairperson, the 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.¹³

The assessment in Lira 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, 16 FGDs were conducted involving a total of 209 participants, 60% of whom were male while the rest were female.

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, difficulty in accessing official documents, among others.

¹² See Third Schedule of the Local Governments Act , Section 8.
¹³ 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.

3.2 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 its jurisdiction. The council is the platform where councilors are supposed to raise issues affecting their electorate, 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's performance on each assessed parameter.

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

Performance Indicators Year	Actual Score	Maximum Scores	Remarks
1. LEGISLATIVE ROLE	13	25	<p>No evidence seen to back-up the report of payment of annual subscription to ULGA much as there was action on key resolutions from ULGA during year under review.</p> <p>The council had the required legislative resources including a library, an office for the clerk to council, council chambers and councilor's lounge but did not received any petitions. Council had undertaken focused tours, presented appropriate reports but no action taken on discussed actionable points throughout financial year under review.</p>
Adopted model rules of Procedure with/without debate (amendments)	2	2	
Membership to ULGA	1	2	
Functionality of the Committees of Council	2	3	
Lawful Motions passed by the council	2	3	
Ordinances passed by the council	1	3	
Conflict Resolution Initiatives	0	1	
Public Hearings	0	2	
Evidence of legislative resources	4	4	
Petitions	0	2	
Capacity building initiatives	1	3	
2. ACCOUNTABILITY TO CITIZENS	9	25	<p>The council did not display public funds released to the district and any ongoing projects on public notice boards. There was no evidence of popularizing ULGA's Charter on Accountability.</p> <p>No evidence of discussing major issues such as Audit and Public Accounts Committee (PAC) reports.</p> <p>The council has a chamber with a citizens' gallery which enabled interested citizens to witness council proceedings. There were functional DSC, Land board and standing committees.</p> <p>There was no evidence of timely action on internal audit reports, functional PRO, debate on the evaluations conducted</p>
Fiscal Accountability	1	4	
Political Accountability	3	8	
Administrative Accountability	3	8	
Involvement of CSOs, CBOs, Citizens private sector, professionals, and other non-state actors in service delivery	2	2	
Commitment to principles of accountability and transparency	0	3	
3. PLANNING & BUDGETING	18	20	<p>Plan, vision and mission were in place.</p> <p>The district budget had been approved.</p> <p>The district budget framework paper; the 5 year district development plan; the district capacity building plan; and the district revenue enhancement plan were available.</p>
Existence of Plans, Vision and Mission Statement	4	5	
Approval of the District Budget	4	4	
Local Revenue	9	11	

4. MONITORING SERVICE DELIVERY ON NPPAs	9	30	All the service delivery units had not been monitored. The committees were able to monitor less than a half of the service delivery centres in the district.
Education	4	5	
Health	2	5	
Water and Sanitation	2	4	
Roads	1	4	
Agriculture and Extension	0	4	
Functional adult Literacy	0	4	
Environment and Natural Resources	0	4	
TOTAL	49	100	

Lira District Council scored a total of 49 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.

3.3 District Chairperson

The Chairperson of Lira District Local Government during the financial year under review was Chairman Oremo Alex Alot. The chairman subscribes to the Uganda People's Congress and has served Lira District in various political positions for the last 13 years. He was first elected district councilor for Barr Sub-county in 1998. In 2006, he served as a speaker for the district council for two years. In 2011, he was elected the district chairperson. At the time of this assessment, he was serving the first year of his five-year term of office. Table 6 provides details of his performance across the assessed parameters.

Table 6: Chairperson's Score-card

Name	Oremo Alex Alot	Political Party	UPC
District	Lira	Gender	Male
Region	North	Number of Terms	1
	Total		40
ASSESSMENT PARAMETER	Actual Score	Maximum Score	Comments
1. POLITICAL LEADERSHIP	15	(20)	The chairperson presided over Executive Committee meetings Had made a report on state of the district. There was no evidence of report on actions taken on issues that arose from the state of the district report of 2010/11.
Presiding over meetings of Executive Committee	2	3	
Monitoring and administration	5	5	
Report made to council on the state of affairs of the district	1	2	
Overseeing performance of civil servants	2	4	
Overseeing the functioning of the DSC and other statutory boards/committees(land board, PAC,)	2	2	
Engagement with central government and national institutions	3	4	
2. LEGISLATIVE ROLE	5	(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	0	6	
Bills presented by the Executive	3	7	

3. CONTACT WITH ELECTORATE	7	(10)	The chairperson had held community meetings with electorate
Programme of meetings with Electorate	5	5	
Handling of issues raised and feedback to the electorate	2	5	
4. INITIATION AND PARTICIPATION IN PROJECTS IN ELECTORAL AREA	7	(10)	Had initiated projects in Aromo and Ogur sub-counties
Projects initiated	3	3	Made a contribution of Ush. 100,000 to All Saints University- Lango.
Contributions to communal Projects/activities	1	2	Signed an MoU between the district and Community Ambassadors for Restoration- Uganda and WEL THUNGERHILFE
Linking the community to Development Partners/NGOs	3	5	
5. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS	6	(45)	
Monitored Agricultural services	0	7	The chairperson reported to have carried out monitoring of government programs but there was very little evidence in form of reports to that effect
Monitored Health Service delivery	2	7	
Monitored schools in every sub-county	0	7	
Monitored road works in the district	2	7	
Monitored water sources in every sub-county	0	7	
Monitored functional Adult literacy session	2	5	
Monitored Environment and Natural Resources protection	0	5	
TOTAL	40	100	Performance is below Average

Chairman Alot scored 40 out of the 100 possible points. This score is attributed to a number of reasons. First, while the chairman reported to have undertaken monitoring, there was no documented evidence to that effect. Second, under the legislative role, the Executive Committee had neither presented any motions for resolution nor passed bills in council. This notwithstanding, the chairman's performance under contact with electorate and initiation of development projects was solid. The chairman did not only have a programme of meeting with the electorate but had also initiated a number of community projects.¹⁴ 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 of a District Local Government Council is highly dependent on the expertise of the district speaker. Hon. Ocen Martin Odyek 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.

¹⁴ Water and Sanitation Project in Aromo Sub-county, Ogur Peace and Security among others

Table 7: Speaker's Performance in FY2011/12

Name	Ocen Martin Odyek	Level of Education		Degree
District	Lira	Gender		Male
Sub County	Railway Division	Number of Terms		1
Political Party	UPC	Total		26
ASSESSMENT PARAMETER		Actual Score	Maximum Score	Comments
1. PRESIDING AND PRESERVATION OF ORDER IN COUNCIL		18	(25)	
Chairing lawful council/ meetings		3	3	Chaired council sittings and delegated to the deputy.
Rules of procedure		9	9	
Business Committee		3	3	
Records book with Issues/ petitions presented to the office		0	2	No records book or file for petitions presented to speaker's office.
Record of motions/bills presented in council		3	3	No evidence of written paper to guide council or committees
Provided special skills/knowledge to the Council or committees.		0	5	
2. CONTACT WITH ELECTORATE		2	(20)	
Meetings with Electorate		0	11	There was no evidence of meetings held with the electorate.
Office or coordinating centre in the constituency		2	9	No evidence of a coordinating office a part from the speaker's designated office
3. PARTICIPATION IN LOWER LOCAL GOVERNMENT		0	(10)	
Attendance in sub-county Council sessions		0	10	No evidence of attending Municipal council or other sub-county council sessions
4. MONITORING SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS		6	(45)	
Monitoring Health Service delivery		1	7	The speaker had visited most of the service delivery units in Railway Division but he did not produce monitoring reports.
Monitoring Education services		1	7	
Monitoring Agricultural projects		1	7	
Monitoring Water service		1	7	
Monitoring Road works		1	7	
Monitoring Functional Adult Literacy		1	5	
Monitoring Environment and Natural Resources		0	5	
TOTAL		26	100	Performance is below Average

Hon. Odyek scored 26 out of 100 possible points. The major contributory factor to the score was the fact that speaker concentrated more on his roles in council where he garnered 18 out of 20 while paying less attention to the other designated functions of monitoring and participation in lower local governments. Indeed, the speaker had not attended any lower local government council sitting, and there was similarly no evidence of an organized way of maintaining contact with the electorate in Railway Division which he represents. 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 the 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 on NPPAs. Lira District Local Government Council had a total of 25 councilors,¹⁵ all of whom were assessed.

The best male councilor in the district was Hon. Grace Geoffrey Ogweng, representing Lira Sub-county, who scored 62 out of the possible 100 points, while the best female councilor was Hon. Ayo Proscovia Otyek from Lira with 49 points. The best performed parameter was the legislative role where, on average, councilors scored 13 points out of 25. The majority of the councilors had debated at least four times on the issues related to service delivery on NPPAs. On the other hand, councilors scored poorly on the monitoring role with an average score of 6 out of 45 possible points. The reason for this poor performance was the lack of documented evidence for the monitoring activities many councilors claimed to have undertaken during the financial year. In addition, concerns relating to limited financial resources to traverse the large constituencies were reported to be impeding the proper fulfillment of this role. Table 8 provides a detailed analysis of all the assessed councilors and their performance.

¹⁵ 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 Lira 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
Ogweng Grace Geofrey	Lira	Ind	M	2	62	8	8	5	3	24	4	6	10	10	10	1	7	3	1	0	3	3	18
Ayo Proscovia Otyek	Lira	NRM	F	1	49	1	8	0	0	9	11	9	20	2	2	3	3	3	2	3	3	1	18
Ongom Patrick	Agweng	NRM	M	1	45	1	8	0	0	9	9	9	18	2	2	1	3	3	2	3	3	1	16
Ogwang Moses Adonyo	Adekokwok	NRM	M	1	38	5	8	0	0	13	11	9	20	2	2	1	1	0	0	0	0	1	3
Toto Tonny	Aromo	UPC	M	1	36	8	8	0	0	16	0	9	9	2	2	1	1	0	1	0	1	5	9
Add OgwangOyang	Ogur	UPC	M	2	31	8	8	0	3	19	2	0	2	4	4	1	3	1	0	0	0	1	6
Santa Angella	Adekokwok	UPC	F	2	32	8	8	5	0	21	0	2	2	2	2	1	1	1	0	0	0	4	7
Angoli Rolex	Agali	NRM	M	1	27	1	8	0	0	9	0	9	9	6	6	1	1	0	0	0	1	0	3
George Okello Ayo	Ngeta	Ind	M	2	27	5	8	5	4	22	0	0	0	2	2	1	1	0	0	1	0	0	3
Thomas J. Obalim	Lira centr	UPC	M	1	25	8	8	2	0	18	0	2	2	2	2	1	1	0	0	0	0	1	3
Opio George Rashdi	Ojwina	UPC	M	1	25	5	8	0	4	17	0	4	4	0	0	1	1	1	0	0	0	1	4
Ekwang H. Cilodyand	Adyel	UPC	M	2	23	5	8	5	0	18	0	0	0	0	0	0	0	1	1	0	1	2	5
Ojuka Anthony	Lira	UPC	M	1	23	5	8	0	0	13	2	5	7	2	2	0	0	0	0	0	0	1	1
Oyita Akol Nelson	Amach	Ind	M	1	22	5	8	0	0	13	0	0	0	6	6	1	1	0	0	0	0	1	3
Omara M. Okello	PWD	UPC	M	1	22	1	8	0	0	9	0	9	9	0	0	0	0	0	0	0	0	4	4
Atim Milly Opio	Ogur /Agwen	UPC	F	2	20	1	8	0	0	9	0	0	0	2	2	1	1	1	0	1	1	4	9
Adong Ewoo Florence	PWD	NRM	F	3	19	1	8	0	0	9	0	9	9	0	0	0	0	0	0	0	1	0	1
Okwir Lilly	Agali/Amac	NRM	F	1	18	1	8	2	0	11	0	0	0	2	2	1	1	1	0	0	1	1	5
JenifferOleko	Ojwina	UPC	F	1	18	1	8	5	0	14	0	0	0	0	0	1	1	1	0	0	0	1	4
Apollo Janet Ritah	Railway	UPC	F	1	17	1	8	0	0	9	0	0	0	0	0	1	1	1	0	0	1	4	8
ConsyOgwal	Adyel	UPC	F	1	13	1	8	0	0	9	0	0	0	0	0	1	1	0	0	0	1	1	4
Olet Godfrey	Barr	NRM	M	1	12	1	8	0	0	9	0	0	0	0	0	1	1	0	0	0	0	1	3
Medina Okeng Akello	Barr	UPC	F	3	10	1	8	0	0	9	0	0	0	0	0	1	0	0	0	0	0	0	1
Akullu Betty	Aromo	UPC	F	1	10	1	0	0	0	1	0	0	0	0	0	1	3	3	0	0	1	1	9
Egwong Margret	Lira	UPC	F	1	11	1	8	0	0	9	0	0	0	0	0	1	0	0	0	0	0	1	2
Average score					25	3	8	1	1	13	2	3	5	2	2	1	1	1	1	0	1	2	6

4

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

4.1 Internal Factors

4.1.1 Contact with electorate

Evidence from the FGDs conducted around the 13 sub-counties in Lira revealed that the majority of the councilors neither organized community meetings to meet with their electorate at the sub-county level nor attended the sub-county meetings. Therefore, councilors were not able to collect the service delivery concerns of the citizens and table them in council for discussion. Indeed, the majority of the district councilors performed poor under the contact with the electorate parameter.

4.1.2 Low Civic Awareness among Councilors

Despite the fact that all the district councilors in Lira had undergone the local government leadership orientation by the Ministry of Local Government soon after their election, a number of them exhibited inadequate understanding of what their job required. Thus, many of the councilors did not understand what they ought to have done by virtue of their positions. This severely affected monitoring of services delivery points, the quality of representation and contact with their voters, which in the long run dented the quality of services in the district.

4.1.3 Poor participation at the Lower Local Government levels

Although district councilors are required by law to provide feedback to the sub-county council meetings, the findings from the study revealed poor participation across the board. In the year under review there was limited vertical interface between councilors at the district and those at division, sub-county, or municipal level. Consequently, upward and downward feedback between the district local government council and the lower local governments (LLGs) was constrained, which partly affected the performance of LLG councils and service delivery as well.

4.1.4 Poor record keeping among councilors

While the majority of the district councilors reported to have undertaken monitoring in their sub-counties, record keeping was a major challenge. Most of the activities

they reported to have undertaken were neither recorded at personal level nor at the committee level. Such lack of records affected the quality of discussions on the floor of council, especially about community service delivery needs where little about the quality of different services featured on file.

4.2 Exogenous Factors

4.2.1 Low civic awareness among community members

For community members to hold their leaders accountable, they should be knowledgeable about their roles and responsibilities. However, findings from the assessment showed that there was a relatively low level of awareness among community members regarding their leaders' roles and responsibilities. This partly explains the laxity on the part of the political leaders. Also, the community members could not demand accountability from their leaders given that they did not know parameters and avenues through which to hold them to account.

4.2.2 High dependence on Central Government funding

Lira District Local Government is highly dependent on central government to finance its budget. As discussed in Section 2 of this report, 90% of the budget revenue is financed by central government grants, which severely affects service delivery and overall performance of the district. Most grants from the central government are conditional and therefore earmarked for specific services. Only a slight degree of flexibility (10% across sector budgets) is permissible but, even so, with restrictions. The unconditional grant, which is the only grant that LGs may use as part of their revenues, is mainly used to pay salaries. With limited or no flexibility pressing needs remain unmet including inadequate staffing, poor road network, drug stockouts and epidemic outbreaks among others. Even when some departments are not able to absorb the funds allocated, such unspent funds are returned to the Treasury without a provision for re-allocation. This means that the district remains with limited capacity to cater for local priorities like repairing boreholes, building more classrooms, etc.

4.2.3 Policy on recruitment at district level

Districts local governments are mandated to plan, recruit and deploy staff. However, the central government limits the local governments on the number of staff to be recruited and deployed mainly through staff ceilings for various departments. For instance, in Lira District, there is staff ceiling for teachers at 1,529. Similarly, findings from the assessment revealed that the problem of understaffing was cross cutting. At the time of assessment, only 54% of approved structures were filled. Such staffing gaps cut across all the sectors. It implied that: the interaction between pupils and teachers was very limited; congestion in health units was apparent; and some services were not delivered due to manpower shortage.

5

RECOMMENDATIONS

With a total score of 48 points, the performance of Lira District Council leaves a lot to be desired. This assessment has attempted to provide some explanations for this performance and to offer potential solutions to address the current service delivery deficit in the district.

5.1 Recommendations

5.1.1 Strengthen Monitoring of Government Programmes

Political leaders (District Chairperson and Councilors) in Lira should strengthen their monitoring in order to ensure that the right quality and quantity of services are delivered to the electorate, because they are people's representatives and their monitoring roles must be taken seriously. The district council should ensure that a framework for councilors is put in place to monitor programme inputs, processes and results, required for the provision of quality services. Monitoring indicators at all these levels should be identified to guide councillors in their monitoring process.

5.1.2 Mandatory quarterly reports from councilors

Lira District Local Government Council should introduce a mandatory requirement for councilors to produce individual monitoring reports from their constituencies. These reports should reflect an individual councilor's work in a sub-county regardless of the committee on which he or she serves. This will deal with the problem of councilors who usually associated their monitoring solely to committee monitoring and neglected individual monitoring in their sub-counties.

5.1.3 Improve civic awareness and engagement of the communities and political leaders

Civic awareness and engagement of communities should be improved through developing and popularizing the district-specific client charter in line with guidelines provided by the Ministry of Public Service. Political leaders should continuously be oriented and sensitized on how to engage different actors in the district to ensure effective and efficient service delivery.

5.1.4 Advocacy for a changed Budget Architecture

For Lira District Local Government to have financial autonomy; it must have a large part of its budget funded from its own local revenue. As explained in Section 2 of this report,

this is still a far cry. Under the leadership of the Uganda Local Government Association, the district should work closely with other local governments to lobby to for change the current provision in the law to enable increase in the proportion of national budget apportioned to local governments.

5.1.5 Increase Local Revenue sources

Local revenue sources in Lira should be increased through popularizing the Local Economic Development (LED) agenda to reduce over-reliance of the district on central government for funding. LED builds up the economic capacity of a local area to improve the economic base and the quality of life for all. It creates conditions for economic growth and employment generation.¹⁶ While the district has a lot of potential to generate local revenue, this remains untapped. Assessment of the potential sources of revenue in the district should be undertaken, social and economic opportunities identified, local investment climate assessed, and possible measures to increase local business growth and competitiveness put in place. The fact that districts have almost no capacity to mobilize own resources warrants Lira's need for investment feasibility plans to attract investments. In that respect, the local government leadership should be oriented in the local economic development agenda in order for them put in place and support initiatives that provide a conducive environment for local economies to flourish.

5.1.6 Improved contact with the electorate

Contact with the electorate should be improved in order to enhance downward political accountability. Lira District Council and the civil servants should make deliberate efforts to create joint platforms where the service providers (technical team), political leaders, and the citizens can interface and receive feedback from one another about milestones achieved, plans in the offing, service delivery challenges faced and planned interventions to address them. This will infuse more ideas into how the district should be run and help build confidence and trust among the district leadership and the residents. It will also provide opportunities to educate the communities about the roles and responsibilities of the councilors and the need for the community members to use such benchmarks to assess their leaders' performance.

16 Gwen Swinburn et.al, (2006). Local Economic Development: A Primer Developing and Implementing Local Economic Development Strategies and Action Plans. World Bank, Washington DC.

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Annex 1: Summary of District Councils’ Performance

District	Total	Legislative Role										Accountability To Citizens						Planning & Budgeting				Monitoring NPPAs								
		Rules of procedure	Membership ULGA	Functionality of committees	Lawful motions	Ordinances	Conflict resolution	Public hearings	Legislative resources	Petitions	Capacity building	Sub Total	Fiscal accountability	Political accountability	Administrative accountability	Involvement of CSOs	Principles of accountability	Sub Total	Planning and budgeting	District budget	Local revenue	Sub Total	Education	Health	Water	Roads	Agriculture	FAL	Environment	Sub Total
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
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 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	3	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	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	5	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	
DeusdedditTumusiime	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	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	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	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	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	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	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	Luwero	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	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	
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	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	2	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	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	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	0	6	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	0	6	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	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 Mukitibi	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	Nagolje	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		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
Clovire 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
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	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 Jemba	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
Michael 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	0	6

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