



Uganda Local Governments Association

ANNUAL EXECUTIVE REPORT

2009

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ACRONYMS

ALCOSA	Africa Local Council Oversight and Social Accountability
AGM	Annual General Meeting
ALAT	Association of Local Authorities of Tanzania
ALAN	Association of Local Authorities of Namibia
ALGAK	Association of Local Government Association of Kenya
CAO	Chief Administrative Officer
CFO	Chief Finance Officer
CG	Central Government
CWLGF	Common Wealth Local Government Forum
DANIDA	Danish International Development Agency
DDPG	Decentralisation Development Partners Group
DEC	District Extension Coordinator
DFID	Department for International Development
DSC	District Service Commission
EALGA	East Africa Local Governments Association
EU	European Union
FY	Financial Year
GT	Graduated Tax
HIV /AIDS	Acquired Immune Deficiency Syndrome
HoDs	Heads of Departments
JARD	Joint Annual Review of Decentralisation
JPC	Joint Policy Committee
LA	Local Authorities
LG	Local Government(s)
LGA	Local Government Association UK
LGDK	Danish Local Government Association
LGFC	Local Government Finance Commission
LLG	Lower Local Government
LR	Local Revenue
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal, Industry and Fisheries
MOFPED	Ministry of Finance, Planning and Economic Development
MOLG	Ministry of Local Government
MOU	Memorandum of Understanding
MPS	Ministry of Public Service
MUK	Makerere University, Kampala
NGO	Non-Government Organization(s)
NIC	National Insurance Corporation
OSA	Organizational Self Assessment
PS	Permanent Secretary
RALGA	Rwandese Association of Local Governments Authorities
SALGA	South African Local Government Association
SDU II	Strengthening Decentralization In Uganda (phase 2)
SG	Secretary General
UAAU	Urban Authorities Association of Uganda
UCLGA	United Cities and Local Government of Africa
UDICOSA	Uganda District Council Speakers Association
ULGA	Uganda Local Governments Association
UMI	Uganda Management Institute
UNAT	ULGA Negotiation Team and Advocacy
UPE	Universal Primary Education
URA	Uganda Revenue Authority

EXECUTIVE SUMMARY

The information contained in this document is a reflection of activities undertaken for the Financial Year 2008/2009. The report highlights the achievements of the Association registered in the exercise of its mandate, as well as challenges encountered along the way. Reflections are made on possible strategic solutions for which recommendations for action, which are subject to the consideration of the General meeting, are given for purposes of the ensuing planning period 2009/2010.

The Annual Executive Report which is a feedback mechanism to members on the performance and management of the affairs of the Association is an obligation of the Executive Committee, which is tasked to manage and administer the functions of the Association on behalf of its membership. This obligation is realised through the organ of the Secretariat that is charged with the responsibility of executing the decisions of the Annual General Meeting as communicated to it by the Executive Committee.

ULGA in the performance of its functions is guided by a Corporate Strategic Plan that was approved in the year 2007. For the Financial Year 2008/2009 in terms of funding of the activities of the Association, in addition to the member subscriptions, ULGA continued to enjoy the support of Danish International Development Agency (DANIDA) and Irish Aid under the Basket Fund arrangement as well the European Union support under the 9th EDF Decentralisation Support Programme.

As one of the major highlights of the events and achievements of the Association, the Executive provided overall guidance and oversight to ensure the renovation and official opening of the ULGA House. This landmark activity was realised on 3rd November 2008. The Rt. Hon. Second Deputy Prime Minister Henry Kajura represented His Excellency and Patron of ULGA, Yoweri Museveni at the commissioning ceremony. The Executive Committee is glad to report that His Excellency the President made a follow up visit to ULGA on the 25th of November 2008, and committed himself to invite all ULGA members to State House Entebbe. The Executive Committee continues to follow this up with the highest Office of this country.

ULGA through its Executive Committee was also able to successfully lobby the Government through His Excellency the President of the Republic of Uganda for motorcycles for all Sub County Chairpersons. As we speak today, most of these chairpersons are in receipt of this facility and ULGA look forward to improved efficiency of these offices in the execution of their local service delivery mandate.

In this same year, the Association enjoy the fruits of its advocacy with the receipt of the news of Government's acceptance to pay gratuity for the Local Government Political leaders as pronounced by the National Budget.

ULGA continues to face challenges similar to those of the previous year, in the implementation process. These are but are not limited to, the increasing tendency towards recentralization, the persistent human resource capacity

gaps both at Local Government level and at the level of the Association's Secretariat, the low revenue trends hence ULGA's decline in its drive towards self sustainability, and the inadequate involvement and participation of the Lower Level Local Governments is another key challenge for the Association.

In order to address the above challenges, the Executive Committee during the last AGM held in Kumi, had the following recommendations to make:

- (i) The need for ULGA to come up with a clear position on the subject of recentralization to be presented to the stakeholders and more particularly to the National Policy making organs of Government.
- (ii) The need for ULGA to strengthen its relationship and work with the Ministries of Local Government and Public Service to address the issue of the persistent human resource capacity gaps that are manifest with the Local Government restructuring process.
- (iii) The critical issue for ULGA to identify alternative sources of revenue that can support member's contributions in the sustaining of the Association.
- (iv) The need to improve Local Government accountability through the enforcement of the ULGA Charter on Accountability and Ethical Code of Conduct
- (v) The need for ULGA to make a deliberate effort in terms of its activities and programmes to increase affirmative action in terms of planning and service provision to the Northern Region

There has been some progress in a few of the above areas but in the main, due to the funding challenges that have continued to beleaguer the Associations' activities, most of the above recommendations are yet to be fully implemented.

Critical for members to consider at this sitting, is the need to address the current burning issues affecting its performance. ULGA has been affected seriously by inadequate funding for its activities as well inadequate capacity to retain the services of professional staff as identified in the new structure that was duly approved last year. Therefore, the Association needs to look for ways to locally source for increased funding for the organization so that we have in place a viable and formidable institution that can adequately address and handle the advocacy and lobbyist function on behalf of the Local Governments.

1 BACKGROUND

For the reporting period 2008/2009, ULGA is working towards the realisation of its Vision, which is ***to have in place united, effective, and efficient Local Governments in Uganda*** placed much emphasis on its own capacity building and performance enhancement through various processes that include the re-organisation and restructuring of its Secretariat as well as completion of the ULGA House.

The performance period was characteristically comprised of the DANIDA/Irish Aid Basket Fund activities as well as the EU Programme implementation which respectively focused on advocacy on policy and legislation, training of members, staff and the Executive Committee of the Association, staffing and retooling of the Secretariat, strengthening the public as well as international relations on behalf of the Local Governments of Uganda and well as building the capacity of the association to undertake the monitoring and supervisory role on behalf of the Local governments, of the to ensure quality services in the areas of training and capacity building for Local Governments.

The Association in its planning and implementation of activities process has been guided by the ULGA Corporate Strategic Plan for the period 2007-2010. Under this Corporate Strategy, focus continued to be placed on the realisation of the three key identified areas for ULGA'S intervention, which remained the key thrust of ULGA'S mandate. These are:

(i) Ensuring Local Government Unity and Strength

The objectives of the activities within *Securing LG Unity and Strength* are:

- To remain party-politically neutral by finding an accommodating mode of cooperation inside ULGA's governing organs and to establish a good cooperation climate with the different political parties
- To strengthen the political leadership of ULGA
- To increase the membership of ULGA, especially at LC 3 level, and increase the payment of membership fees
- To ensure a common stand of districts and urban authorities on all major policy issues
- To combat any tendency of splitting the key actors within the LG "family": Mayors/ Chairpersons, Councils, Speakers, CAOs, Town Clerks, Sub-county leaders, Urban Division leaders, CFOs, ULGA/UAAU.
- To strengthen the work and functioning of the ULGA'S Secretariat and develop the new house into a "House for all LGs in Uganda"
- To make ULGA'S Regional Branches operational for implementation of their intended functions

(ii) Provide more and better services to the members

The objectives under *Provision of More and Better Services to the Members* are:

- To establish a consultancy unit to deliver services for pay where possible to members, Central Government institutions, Development Partners and others
- To make ULGA a viable institution to monitor and evaluate capacity building by private companies and others, to provide targeted training in core areas to key staff categories and councillors, and ensure enhanced capacity building of the LC3 level (sub-counties, towns, urban divisions)
- To expand the amount of legal services provided to the LGs
- To increase the amount of services provided to the members within the area of financial management, budgeting and planning.
- To establish the right means of communication to inform members and key stakeholders about ULGA achievements and policies in a timely manner.

(iii) Increase the influence on Government's policy and legislation

The objectives under the priority area *To Increase the Influence on Government's Policy and Legislation* are:

- To strengthen the annual financial negotiation process with sector ministries and negotiations with MoFPED/MoLG on policy issues affecting decentralisation
- To assist LG enhance their local revenue base including negotiating for Agency fees from URA/MoFPED, royalties, etc...
- To become more proactive in the advocacy work and perform the work under the guidance "In time, To the right audience, With the right documentation, Widely communicated, Preferably supported by other institutions"
- To establish a methodology of networking and partnering with key agencies to enhance advocacy and share information
- To prioritise the work in the DSWG under the LGSIP and be represented at the appropriate levels

In addition to the above, over the period 2007 – 2010, ULGA set out to provide special attention to Northern Uganda Local Governments by undertaking the following:

- (a) Advocate for increased flexibility in grants to the Local Governments in Northern Uganda.
- (b) Mobilise Local Governments to support the peace process.
- (c) Represent LGs on the National Committees of NUSAF, PRDP and other initiatives and give technical support to their implementation.
- (d) Mobilise Local Governments from the rest of the Regions to contribute materials, finances and technical assistance to the Local Governments in the North for resettlement of the Internally Displaced Persons and rehabilitation of the area.

- (e) Facilitate the ULGA Conflict Resolution Committee to assist Local Governments in the North prevent and resolve upcoming conflicts within and between Councils.
- (f) Provide legal, planning, communication, training and other services of the Association to the Local Governments of the North in an affirmative manner emphasising greater amount and less charge of services to those members.

The Strategic Plan is implemented through Annual Work Plans that are adapted to address new or changing challenges. In line with these priority areas, our major key achievements during the period are as outlined in the subsequent sections.

2 PERFORMANCE REPORT ON THE RESULTS AND ACHIEVEMENTS OF ULGA FOR THE PERIOD 2008/2009

For the reporting period, the activity implementation process touched on most of the above identified areas for strategic action as seen in the report below.

STRATEGIC OBJECTIVE 1: TO ENSURE LOCAL GOVERNMENT UNITY AND STRENGTH

1.1 MOBILISATION OF ALL LOCAL GOVERNMENTS

1.1.1 Executive Committee Meetings

The ULGA Annual General Meeting (AGM) successfully took place in Kumi on 28th November 2009. It was attended by 390 delegates and graced by the Hon Minister of State for Local Government (Former), Ms Hope Mwesigye. The audited final accounts as well as the annual budget and work plan were presented and approved.

The regional meetings took place in Mbarara for western, Gulu for Northern, Kayunga for Central and Mbale for Eastern regions. The outcomes of these meetings were contained in the annual executive report presented at the AGM in Kumi.

During the last FY 2008/09, the Executive Committee (Executive Committee) held seven meetings including the four planned quarterly meetings. The extra three were specifically to organize for the ULGA house launch and the visit of H.E. late last year. The Executive Committee provides the day-to-day policy guidance to the Secretariat and to discuss pertinent issues affecting Local Governments in Uganda. During one of these meetings on 16th April 2009, the Executive Committee hosted and held discussions with the new Minister and Minister of State for Local Government at the ULGA house.

The Finance and Management Committee has also held its quarterly meetings to go through the financial and management issues of the Secretariat and give recommendations to the Executive Committee. These meetings strengthen the institutional, organizational and management capacities of ULGA to handle its mandate, as well as contributing to the Association's corporate plan strategic objective of unity of LGs.

1.1.2 Sensitisation of members and mobilisation of new members into the Regional Assembly

This particular activity aims at strengthening the involvement and ownership by members of the Association and its activities and programmes. The expected output is increased unity amongst members and support for the activities of the Associations.

For the reporting period, ULGA actively engaged itself in particularly mobilising the Lower Local Governments whose results were clearly seen by the numbers that participated in the Regional meetings held between October and November 2009. The total numbers for each of the regional assemblies exceeded the previous year's average of 250 persons to an improved registered participant level of the average of 350 per region.

1.2 STRENGTHENING REGIONAL BRANCHES

In terms of the planned actions for the reporting period, ULGA set out to recruit staff for the Regional Branches and to ensure that the identified Offices are operational resulting in an increase in the functionality, effectiveness and efficiency of the Regional Branches. In turn it was anticipated that there would be improved operations of the National Secretariat.

In terms of actual performance, the above intentions were hardly realised due to the current limited financing, regional branches with staff may not be sustainable.

1.3 RESTRUCTURING AND REORGANIZATION OF THE ASSOCIATION

1.3.1 Staff Recruitment

This particular activity was aimed at recruiting additional staff to build the capacity of the Secretariat so as to enable it deliver improved services to the members. For the reporting period, management engaged itself in the implementation of the new structure of the Association as per the restructuring report approved in 2006. The process started with the filling of identified critical vacant positions which comprised of that of the Deputy Secretary General (DSG) and the Director Training and Capacity Building (DTCB). Full restructuring is yet to be effected due to financing challenges.

However, with the support of the 9th EDF Support to Decentralization Programme, ULGA was able to retain the services of two (2) Project Staff, the project administrative Assistant as well as a Project Driver

In addition, as part of the wider professional training programmes, this year, ULGA admitted 2 student interns in the areas of Economic Policy and IT development to provide backup to the existing staff at the Secretariat.

1.3.2 Reviewing and Development of identified new ULGA policies, Procedures and guidelines

As part of its re-organisation objective, the Association for the reporting period planned on updating and/or developing new ULGA policies, procedures and guidelines in place so as to improve co-ordination and efficiency of the Associations activities.

For the FY 2008/2009, the Association has been able to put in place an ULGA Human Resource Management Policy to guide the management of the entire Human Resource function at the Secretariat level.

In addition, the Association has been able to develop a draft Conflict Resolution Policy as well as a Strategy to guide its mediation services and has also revised its Monitoring Framework so as to update the existing strategic actions that reinforce the monitoring supervision role for purpose of quality assurance in Local Government Capacity Building and Training programmes.

ULGA is also working together with UAAU on producing a joint Advocacy and Communications Strategy which is to guide its future advocacy and lobby function as well as programme implementation.

1.3.3 Conducting of an ULGA Human Resource Audit

The objective of this planned action was to identify key human resource management gaps for improvement purposes so as to increase efficiency in terms of performance of ULGA's Human Resource. An audit was carried out during the reporting period which highlighted the critical need to implement fully the new proposed structure of the Association.

1.4 MOBILISATION OF LOCAL REVENUE

1.4.1 Mobilisation of LGs to pay subscription fees

The Association through the mobilisation of members exercises seeks to increase of collections in subscription payments by members for purposes of financing its activities and programmes.

The approved budget 2008/09 set out to collect shs 402 million from members' contributions. However, Shs. 406 million was collected including Shs. 68 million for the ULGA house. The collections were above the budget due to the subscriptions of the sub counties, which were mobilized to subscribe to ULGA.

Nevertheless, despite the collections being higher than the budget, they are still insufficient to adequately sustain the operations of the secretariat which are becoming a big challenge to cover.

Special thanks to all those LGs that fully paid up their subscription fees by the end of the FY 2008/2009.

1.5 STRENGTHENING CO-OPERATION AND HARMONY IN LGS AND ASSOCIATIONS

1.5.1 Affiliate Associations' Activities

This activity revolves around the holding of meetings for Affiliate Associations: ALGAOU, UDICOSA, CFOs/Treasurers Associations, Chairpersons Associations, Planners, and Clerks to Council respectively. For the reporting period, it had been anticipated that at least seven (7) such meetings would be held. The objective of these forums is to ensure effective coordination and implementation of ULGA policies and actions for affiliate members. For the FY 2008/2009 ULGA collaborated with other national LG bodies like UAAU and the affiliate bodies like UDICOSA, ALGAOU, and ACFOU.

ULGA coordinated and financed transport for 40 Chief Finance Officers and all Speakers for study trips to Rwanda and Kenya respectively. These were part of the ULGA capacity building for members. Both bodies were also supported for members meetings including one between the UDICOSA Executive and the Minister of Local Government.

Collaboration between ULGA and UAAU has been through the Joint Steering Committee (JSC), a policy organ established to coordinate and advise on the relationship between the two associations, especially as far as implementation of the program under the basket fund were concerned. This organ has been sitting quarterly and it is recommended that the arrangement continue even after the end of the basket fund arrangement.

1.6 CAPITAL DEVELOPMENT

1.6.1 Construction of an additional floor onto ULGA House

Following the purchase of the ULGA House, the Association, for the reporting period planned to increase the available office space at ULGA house so as to provide for adequate accommodation to suit ULGA needs. It therefore set out to embark on the completion of its structure through the addition of at least one more floor. The process required the Association to have building architectural plans in place, as well as bills of quantities to guide the construction process.

The construction process is still work in process as the Association encountered challenges in the application of the PPDA requirements prior to embarking on the actual construction exercise. However, we are glad to note the clearance was obtained early November 2009 from the Secretary to Treasury approving the ULGA Contracts Committee which is to spearhead the implementation exercise.

1.6.2 Refurbishment of the current office space

For the FY 2008/2009, ULGA planned on undertaking ULGA house refurbishments so as to improve the office working environment. It set out to ensure that all offices are fully furnished and are conducive to staff for better performance. The current space has been refurbished with procurement of

additional executive chairs for the boardroom, computers and two additional vehicles. The old vehicles were boarded off to cut to the maintenance costs.

1.7 STRENGTHENING THE OPERATIONS OF THE ASSOCIATIONS' SECRETARIAT

1.7.1 Staff Salaries

The management and administration of ULGA as an annual activity set out to ensure timely payment of salaries and wage in order to realise a motivated staff, which is efficient and able to deliver on their mandates. In terms of performance, for the reporting period all staff salaries were duly paid and PAYE returns remitted to URA.

1.7.2 NSSF contribution Remittance of 15%

The administrative action of submitting NSSF contributions as per NSSF regulations ensures ULGA's adherence to statutory provisions and establishment of staff retirement benefits/schemes. To date ULGA continues to submit and pay NSSF for all staff as duly required.

1.7.3 Staff Facilitation

Staff facilitation is part of the administrative and operational functions that addresses issues of overtime, transport and lunch costs. This provision facilitates improved ULGA performance as a result of motivated staff. For the reporting period, ULGA has been able to make sure that all staff emoluments are paid in time and the financial year ended with no arrears.

However, ULGA also faced a staff turnover of two (2) Heads of Department (Head of Training and Monitoring & Evaluation Officer). The head of training was replaced by the Director Training, Mr. Wilber Bateisibwa.

1.7.4 Welfare and entertainment

This activity involves effecting contributions to staff medical insurance, provision of daily office refreshments, facilitation for staff interaction and social events and is essential for improved ULGA performance through a well motivated staff, and improved staff relations.

During the FY2008/2009, ULGA has enlisted the services of IAA for all its staff and has risen up to the occasion to support staff as well as the Political leadership in identified social occasions e. weddings as well loss of loved/family members.

1.7.5 Utilities

This is yet another facility that promotes the smooth operations of the work of the secretariat. It addresses outstanding water and electricity bills so as to ensure that ULGA is able to access full time public utility services. For the reporting period, ULGA has been able to make sure that all utility bills are paid in time and the financial year ended with no arrears.

1.7.6 Insurance

ULGA assets and property apart from the House have all been duly insured by National Insurance Company.

1.7.7 Maintenance of equipment and Furniture

This involves ensuring that computers/equipment are serviced on time, and that furniture is repaired/maintained.

ULGA has access the services of professional IT personnel to advise and service its computers from time to time and with respect to furniture, this has been handled on a demand basis.

1.7.8 Maintenance of vehicles

For the reporting period the administration and management of the Secretariat has worked on ensuring that Programme vehicles are serviced at least six times to ensure durability and those Vehicles remain in good running condition to continue serving the Secretariat.

However, for this FY 2008/2009 and following the recommendation of Finance and Management Committee to the ULGA Executive Committee, two vehicles have been identified for boarding off i.e. the Nissan-Terrano and the white Ford Ranger Pick Up.

1.7.9 Stationery & periodicals

The objective of this planned activity was to ensure improved facilitation of ULGA activities through the printing of Associations' Annual Reports, procurement of Stationery and periodicals. In terms of output, it was expected that there would be presentable printed reports in place, office supplies procured.

The Secretariat through the course of implementation of the activities of the FY 2008/2009 has been equipped with the required stationary and periodicals and has been able to produce a printed Annual Executive Report 2008 for dissemination to the stakeholders.

1.7.10 Travel in land to attend advocacy forums

During the course of implementation of this activity, ULGA members, Executive and staff are facilitated to attend various advocacy forums within the country. In doing this the association realises strengthened ULGA representation in advocacy forums and networking amongst key stakeholders.

Travel inland has been specifically to networking and advocacy meetings with stakeholders for instance to forums like the National Development Plan (NDP) discussions, Public Sector Management, Local Government Budget Committee etc, where ULGA has participated and presented issues for local governments.

During the financial year, ULGA has closely liaised with the:-

- Ministry of Local Government on all local Governance issues,

- Office of the Prime Minister as far as the public sector and PRDP issues are concerned,
- National Planning Authority (NPA) on the National Development Plan (NDP)

1.7.11 Travel abroad to attend international conferences/meetings

As part of its advocacy and establishment of networks mandate, ULGA engages itself in international relations which require members to participate in International conferences/meetings. As a result, the association and its members' capacity to deliver services is strengthened through the exchange of experiences and identification and implementation of lessons learned.

ULGA has maintained its networks with Ministries, other LG Associations in other Countries as well as international Local Government bodies. International networks include:

- i. The East Africa Local Governments Association (EALGA),
- ii. United Cities Local Governments of Africa (UCLGA),
- iii. United Cities and Local Governments (UCLG),
- iv. Common wealth Local Government Forum (CLGF).

The following have been some of the international engagements by officials of the Associations:

- President , Speaker- Western Region and Deputy Secretary General - Arusha, Tanzania for Workshop on the East African Common Market Protocol and its effect the Local Governments. The workshop was sponsored by
- President and the Secretary General to Ghana for the United Cities and Local Governments of Africa conference.
- The whole ULGA Executive traveled to Rwanda for the East African Local Governments Association (EALGA) governing Council where issues of local governance in East Africa and entry into the EAC, were discussed.
- ULGA Secretariat also coordinated the travel of the Kibaale District Councillors to Kigali – Rwanda for a study tour.
- The Chairman – Central region, Deputy Secretary General and the Communications Officer sponsored by traveled to Arusha for a meeting on MDGs and LGs.
- The President and the Secretary General together with the Minister of Local Government sponsored by UNDP traveled to Bahamas for a Commonwealth Local Government Forum (CLGF) annual conference. In the meeting, the president ULGA and the Minister were elected to the CLGF Board.

The Secretariats has been visited and held discussions with various delegations from local government practitioners from examples like Malawi, Kenya, Zambia, Tanzania, and Rwanda.

1.7.12 Conduct External Audit & Pay Bank charges

This particular activity aims at ensuring that there is in place and efficient accounting system and that there is actual accountability for expended ULGA funds.

The audited accounts are a constitutional requirement which are presented before the AGM for approval and therefore have been duly prepared for this purpose.

STRATEGIC OBJECTIVE 2: TO PROVIDE MORE AND BETTER SERVICES TO MEMBERS

2.1 REVIEW AND STRENGTHEN TRAINING AND CAPACITY BUILDING SERVICES

2.1.1. Baseline survey on Previous Training under LGDP

The main objective of this planned activity was to derive information that would help develop benchmarks and guide planning for capacity interventions through the identification of gaps in previous trainings.

This study was commissioned and carried out using external technical assistance. The key findings of this study, which have been shared with key national stakeholders, reflect and provide confirmation that Quality Assurance in the area of Training and capacity building is a key need that should be addressed for improved performance by the Local Government officials.

2.1.2 Curriculum Review & Development

The activity focused on making and analysis & updating the pre-qualified Trainers' shortlists. The whole aim is to ensure better and timely trainings resulting in improved capacities of LGs to meet local service delivery standards

This activity was duly undertaken and the findings have been similarly shared. The result is that the Ministry of Local Government has identified key areas for review and update and has duly embarked on the process.

2.1.3 Executive Committee & Staff Training and Development

The major aim of this activity is for Staff and Executive Committee members to be trained so as the association realises an improvement in skills and capacity of Association to deliver services to members.

For the reporting period, and with the support of the EU programme, a two days workshop was conducted through the co-ordination of the ULGA Monitoring and Evaluation officer, in the absence of a Training officer. The key outputs and recommendations of this workshop were:

- (i) ULGA revisits its organisational set up to accommodate the Quality Assurance role.
- (ii) ULGA should develop a Quality Assurance Manual
- (iii) Further training of ULGA Staff on the new role be provided
- (iv) ULGA members should be sensitised on the changes in role i.e. from being a trainer to ensuring standards
- (v) ULGA should mobilise for more resources to support the Quality Assurance role

- (vi) The Association should develop a database on training to facilitate the management of information on training and capacity building in Local Governments
- (vii) ULGA should derive a work plan specific to Quality Assurance.

These recommendations have been put into consideration by the Management and activities have been drawn up targeting these areas for programmes running 2009 and 2010. The draft work plan is still a subject of discussion and later approval.

In addition to the above, and with the support of the Basket Fund, there was as well an Induction of the ULG Staff and Executive Committee which focused on creating awareness amongst the participants of ULGA 's role and key mandate and provide a planning opportunity to strengthen the Association's services to members.

Various staff have also been trained through short term course programmes aimed at enhancing their performance. These were:

- i. Hailen Jagimere
- ii. Wilber Bateisibwa
- iii. Jamidah Namuyanja
- iv. Allan Nziine

2.1.4 Development of a Training CB Databank

The Association planned on establishing a Training and Capacity Building databank that will be used to keep track the capacity building initiatives in LGs through the provision of quality information.

For the reporting period, the EU Project embarked on the process of data generation and collection through a Training and Capacity Building Survey. The survey sought to address the area of human knowledge – related capacity needs in terms of the level of basic education and training of the key technical heads of department and administration as well as the political leadership. Due consideration was given to the extent of substantive knowledge and levels of understanding of the respective mandates as well as access to basic information relevant to their proper functioning.

ULGA is currently using the findings of this survey for its advocacy on Capacity Building and Training issues and also in addition to other data collected, for inputting into the Databank. This comprises of areas like identified and shared training and capacity building needs for Local Governments, Training Service Providers including key Partner Institutions of Higher Learning, Local Governments with Capacity Building Plans, Number of Local; Governments Officials that meet the New Structure requirements to mention but a few. The collection and analysis process continues and has proved to be quite a challenge particularly when it comes information

gathering. It is therefore anticipated that this exercise will be fairly complete through the remaining course of the Project implementation period.

2.2 INCREASE IN LEGAL SERVICES

2.2.1 Provide technical assistance to members

The Legal Department was able to provide the following legal services to the member Local Governments:

- a) **Kalangala District** - seeking legal assistance regarding a petition that had been submitted for removal of the Speaker on grounds of abuse of office, incompetence.
- b) **Mukono District** - The Speaker sought assistance from ULGA in the preparation of a defence against a petition to remove him from office on grounds of abuse of office and incompetence.
- c) **Nakasongola District Local Government** - on the role of a Deputy Speaker in calling a sitting of Council.
- d) **Soroti District** - sought advice on how to handle Council business in the wake of an existing petition for removal of the District Speaker.
- e) **Pader District** - the Chairperson wrote to ULGA requesting for legal advice and representation; ULGA assist in preparation of a Written statement of Defence.
- f) **Wakiso District** – on handling of Council sessions and the relevance of Order Papers.
- g) **Nakapiripirit District** - provided technical assistance to the District in the development of a Sanitation and Hygiene Policy and District Ordinance.
- h) **Pekelle Sub County District** - the Sub County sought technical assistance in drafting a Written Statement of Defence.

2.2.2 Operationalise and implementation of the provisions of the LG Charter on accountability & ethical Code of Conduct

The aim of the activity is improve transparency on the accountability of LG officials in the performance of their duties. This activity as planned set out to hold meetings of the ULGA Ethics and Accountability Committee, and sensitisation of Sub - County Councils on the Charter, to increase awareness for the existence of the charter even amongst other stakeholder in the Local Government Sector. In terms of the outputs, it was envisaged that this would result in improved service delivery and minimised conflicts in LGs.

It had also been planned that a Best practices award on outstanding ethical and accountable behaviour for LGs would be implemented by development of a Criteria for assessment, identification and short listing/selecting of LGs for reward, documenting and disseminating best practices, and the actual award ceremony,

In terms of performance a one day sensitization meeting was held for the Civil Society Organizations with an aim of bringing them on board in as far as the implementation, enforcement and assessment of adherence to the charter on accountability and ethical code of conduct is concerned. Members of the

ULGA Finance & Management Sub Committee and the ULGA Ethics and Accountability Committee attended the meeting.

The Revised Charter has been translated into six local languages namely Luganda, Alur, Madi, Lusoga, Runyakore, and Lugwere and an abridged version produced, copies of which have been distributed to Local Governments.

2.2.3 Co-ordinate the process of Legislative Analysis and Review, including the Local Governments Act, and the Councils Rules of procedure Laws and amendments adopted to Association proposals

ULGA reviewed and submitted comments on the **Local Government (Public Accounts Committee) Regulations 2000**, to the Ministry of Local Government. The Regulations were under review. Most of our recommendations have been incorporated.

We are in the process of developing comments on the **Kampala Capital City Bill 2009**. It is work in progress, when finalized, the position will be presented to the relevant stakeholders.

We held a one day legislative review workshop for District Speakers to identify key areas for amendment in the Local Governments Act cap 243 as well as highlight challenges faced in the implementation of the Standard Rules of Procedure for Local Government Councils 2008. The workshop was attended by the Rt Hon. Rebeca Kadaga, Deputy Speaker of Parliament and a team from parliament that accompanied her. The key resolutions arising out of the workshop have been submitted to the Ministry of Local Government.

The Legal Department also spearheaded the development of a paper which was presented at the National JARD 2008 by the ULGA President.

The Association has been able to produce an **ULGA Manual on Drafting Ordinances and Bye laws** which was launched at a meeting of District Speakers joined by the Ministry of Local Government and the Chairperson of the Parliamentary Committee on Local Government and Public Service.

2.2.4 Provision of Conflict Management services to Members

With this activity, the Legal Department seeks to reduce conflicts in LGs & promote of harmony within and amongst the LGs.

With the support of the EU Project, as one of its outputs for the reporting period, ULGA has been able to produce an ULGA Peace Building, Conflict Resolution and Management Strategy. This strategy provides the required guide for the mediation and conflict management activities of the Association.

The ULGA Conflict Peace and Human Rights committee also conducted conciliatory visits to a number of Local Governments that were experiencing conflict and disharmony. The Districts of Amuria, Rakai, Bukwo, were visited and the team endeavoured to bring the conflicting parties to put their interests

aside in the interest of the development of their Councils. Masindi District was also assisted.

2.2.5 Sensitise 5000 LG councillors on the ULGA Manual on Multiparty democracy under the LG system

Under the EU Support Programme, ULGA set out to increased awareness and appreciation for multiparty politics at the LG level through a sensitisation programme for all District/ Urban councillors. The aim was to ensure that there is consensus and harmony in Councils & LGs particularly in light of the existing differences aligned to party affiliations.

This exercise actively commenced on the 23rd of February 2009 with the launch at Kayunga District Local Government. To date 41 District Local Councils that include Town and Sub County representatives have been sensitised on the subject. The remaining 39 Districts are to be covered in the upcoming second phase of the programme.

2.3 STRENGTHENING COMMUNICATIONS SERVICES, PUBLIC RELATIONS AND VISIBILITY

2.3.1 To regularly collaborate with the media and networks

Press Conferences:

During the period, we mostly held press conferences prior and during events. In particular, the purpose was to clarify on issues relating to the event. These include; during the JARD 2008, the press had a one on one with President ULGA on the importance of line ministries to coordinate activities so that local government leaders are not moving to and from the various local governments attending different meetings; We also held a press conference during the Local Council Oversight and Social Accountability (ALCOSA) Accountability to clarify on the role of councils in the oversight role at the same time talk about accountability issues in Local Governments in general.

Meeting with Media Houses Editors:

ULGA was able to have a meeting with the News Editor from the New Vision and Radio One. The purpose of this was to create a direct link with the media house. This helped the association greatly in that, whenever we had events, we were able to receive wide and good average beginning with the ULGA position on the National Budget of 2008/09. We shall continue to meet with the news editors of other media houses in the course of the new financial year to improve our relations. The target was to meet with at least 8 media houses but we only achieved meeting with 2 media houses.

While we had planned to use TV and Radio to disseminate information, we were only able to run one radio and TV programme on Uganda Broadcasting Corporation TV. These programmes received many callers who wanted to know more about the issues in local governments. The feedback was good and encouraging.

2.3.2 To maintain an active Website full time

This activity aimed at ensuring the provision of an interactive LG Internet discussion on ULGA website.

To date, there is a stable working Internet connection at the Secretariat. An ICT Specialist was recruited on part time employment basis to oversee the proper functioning of the Internet and website. In addition, the services of Internet were up-graded by INFOCOM, and are available to all networked computers.

A computer room has also been set up, with 3 computers for Internet access to Members and researchers.

Work on improving the website is underway to ensure that it is launched in the next quarter.

2.3.3 To publicise and market ULGA mandate and activities

Printed and distributed promotion materials. Improved Corporate Image % of LGs receiving timely information

For the reporting period, with the support of the EU Project, the Association has been able to release and disseminate on a quarterly basis a total of 2000 copies of the Newsletter for the period January December 2009 on ULGA activities. The Communications Department continues to compile articles for the next issues, which remains pending as we await for the replenishment of Project funds.

ULGA Brochures were reviewed and printed. 3000 copies of the ULGA EDF Capacity building support project were printed for dissemination and awareness creation purposes. These are available to members as well as other stakeholders as information on ongoing ULGA activities on services to members.

ULGA T-Shirts were printed and Christmas Cards were designed, printed and given out to all ULGA members, Partners and friends for 2008.

Wall calendars were designed printed and disseminated to partners and members as a strategy to disseminate information on the activities of ULGA and also to improve the association image.

There is a fully stocked, well-arranged Resource Centre in place. This has eased research and other reference purposes.

2.3.4 Review and update the ULGA Communication strategy

ULGA in a bid to ensure that up to date information is regularly sent to LGs and other stakeholders on LG service delivery and in trying to increase awareness of ULGA mandated activities at both national and international levels on topical local governance issues set out to have a functional Communication strategy in place. Under the 9th EDF Support Programme

ULGA embarked on the review of the ULGA Communications Strategy. This work still remains in progress.

2.4 STRENGTHENING MONITORING AND EVALUATION SERVICES

2.4.1 Monitoring & Evaluation of Central Govt Prog. & Interventions in LGs

The Association organised to have a forum for the dissemination of research and study findings to stakeholders so as to keep them informed on progress of LG issues.

An information dissemination workshop was held under the EU Support programme which drew participation of the National level policy makers and implementers on the thematic areas of studies undertaken by the Project. Presentations on the Legal issues, Training and Capacity Building interventions including matters related to the Local government Curriculum and Sort list of Trainers, were prepared as well as a presentation of the findings of the study undertaken on the status quo for Political Pluralism at Local Government level.. The target group comprised of a cross- section of Policy makers, Local Government practitioners as well as Development Support Partners from the Local Government Sector at the National level.

2.4.2 Monitoring & Evaluation of Associations Implemented Programmes Through

To monitor and evaluate departmental work plans Progress reports on departmental activities. A strong institutional framework Two-day workshop to review Progress Evaluation reports on departmental work plans.

For the period July 2007 to June 2008, the review focused on tracking and communicating ULGA's results achieved in that period, including drawing lessons to inform future actions, experience sharing, increasing transparency, all in a bid to improve responsiveness and quality of work.

An external resource person facilitated the participatory review workshop, which included brief presentations, group work and plenary sessions during which, recommendations were discussed and several adopted through consensus for management action. The recommendations arising from the review work shop.

- There is need to carry out a comprehensive stakeholder analysis to effectively involve them in ULGA initiatives.
- Adopt participatory review process by involving external stakeholders for instance donors in the meetings or develop mechanisms for soliciting feedback from them.
- Undertake a review of ULGA's reporting formats to the different partners with a view to develop an appropriate format that can be adopted for the different multi reporting requirements.
- ULGA should regularly review the socio-economic and political trends in the country and their potential impact on its performance.

- ULGA should reflect on the annual work plan for 2008/2009 and make appropriate adjustments.
- The M&E framework should be developed in order to build capacity of staff in monitoring and evaluation.
- Enhance teamwork through horizontal sharing of information and promoting departmental integration.
- As much as possible, ULGA should seek for stakeholders' views during the review process to inform improvement of ULGA's performance.

2.4.3 To review the ULGA M & E System and framework

Efficient and reliable M & E system which coordinates with national system e.g. NIMES Evaluation findings Benchmarks on project management Project Evaluation Reports

Under the EU Project support, ULGA has put in place a draft of the Guide to the establishment of a Monitoring and Evaluation System and Framework for ULGA. The key challenge is the fact that the position of Monitoring and Evaluation officer remains vacant and therefore this presents a technical gap in the necessary expertise for purposes of comments and scrutiny of the draft. However, this product was arrived at following in-depth consultations between the Consultant, with ULGA Management, whereby it was recommended that this product is what is required in view of the restructuring and re-organisation process and the absence of an Officer specific for handling the Monitoring and Evaluation function at ULGA.

2.5 SUPPORT TO THE ULGA CONSULTANCY UNIT

2.5.1 To have an established Consultancy unit

During the financial year all discussions, studies and policies on the establishment of the consultancy unit have been finalized. The start up expenses have been included in the FY 2009/10 to start off the unit which is expected to yield additional income to the Secretariat from bids to works and services to LGs and other stakeholders. The unit will be part of the Secretariat.

STRATEGIC OBJECTIVE 3: TO INCREASE INFLUENCE ON GOVERNMENT POLICIES AND LEGISLATION

3.1 POLICY RESEARCH, ANALYSIS, DEVELOPMENT, AND DISSEMINATION

3.1.1 Analysis of National Budget ULGA' position on arising issues on LG

ULGA's advocacy in relation to the National Budget targets increased funding to LGs from the CG and donors for better service delivery. ULGA's submits a position paper for consideration by Parliament at the time of consideration of the National Budget.

The ULGA Economics and Statistics Department annually analyses the national budget with a focus on identifying the resources accruing to LGs

compared to the national resource envelop. In this way, it is able to compile data with which to lobby for increase in the resource envelope presented to the LGs. The highlights on the FY 2008/09 LGs' budget out of the National resource envelope were:

- LGs were to receive a total Shs 1.23trillion, for the FY 2008/09, an indication of 34% of the National budget (excluding donor funded projects).
- Parliament also passed the bill establishing new taxes to LGs, in form of Local Service Tax (LST) and Local Hotels Tax (LHT), to take effect in the FY 2008/09 to supplement LG financing. LGs were promised their Graduated Tax compensation to the tune of Shs 45 billion, of which Shs 33 billion is to be maintained in the unconditional grant, and shs12 billion as the Graduated Tax compensation for the district and urban authorities.

The following were the recommendations by ULGA on the FY 2008/09 National Budget:

- i. More funds should be sent to the LGs than is currently being done, to reduce on the recurrent expenditure at the Centre and invest more in LG services.
- ii. Review the allocation of the unconditional grant to separate clearly the wage and non wage components, to enable higher LGs remit the lower LGs share, as stipulated in the LGA. Increase the non-wage component to facilitate service delivery.
- iii. On the Central Government announcement for the creation of four more districts, to be created in addition to the existing 80 DLGs, ULGA recommended the need for government to accompany this with additional resources and not split further the already constrained budget line for LGs to cater for these new LG units.
- iv. Allocation of the equalization fund should be reviewed to match the constitutional definition of this grant, to address the purpose for which it was created, that is, equalizing LGs, which lag behind the national service delivery levels.
- v. The national standards of service delivery should be availed to the line ministries to guide the allocation and utilization of grants as provided by the law.
- vi. A special grant should be created to cater for the local councils faced with calamities like floods, famine, drought and not only civil strife. This is because these LGs lose some of their funds meant for service delivery because of these emergencies. Government should also be seen to respond immediately to crises, especially those calamities in rural areas and the urban poor.
- vii. Development funds provided by the CG to LGs should be increased since the LGs provide most of the public services needed by the people. Agriculture deserves more money because it is the backbone of all the local economies, and employs majority of the people. It thus has a high potential of contributing much to poverty eradication. This increase in funding should be made with considerations of the 8.6% rate of inflation and its influence on the operation costs at district level.

3.1.2 Research studies to influence government policy and legislation

This activity drives towards making a contribution to FDS implementation (Policy analysis) the Association aims at equipping itself with relevant and up to date data for advocacy purposes so as to strengthen its capacity to influence, support and advise on policy issues increases

During the FY 2008/2009, ULGA conducted research into the following areas:

- **A baseline survey on the current status of Local Government performance under the new multiparty political dispensation** - this study was one of the major success hits of the Project as it drew a lot of attention both at national and local levels. The findings were shared with all key stakeholders from the Local Governments, Central Government and Development Partners. The report provides a platform for the generation of future capacity building programmes related to the subject of Multiparty Democracy and Good Governance at Local Government level.

3.2 STRENGTHENING ADVOCACY AND NEGOTIATION WITH GOVERNMENT AND OTHER AGENCIES

3.2.1 Feedback to LG members on Sector Negotiations and follow-up on issues agreed upon with sector ministries

LG informed on key issues and recommendations for implementation LGs budget planning and implementation process facilitated by proper guidelines on the fiscal policy decisions No. of meetings/workshops held between LG representatives and sector ministries to disseminate agreements and other budget issues to LGs to FY 07/08 At least one workshop held between LG representatives and sector ministries to disseminate agreements and other Budget issues to LGs for FY 07/08.

The FY 2008/09 negotiations between the LGs (UAAU/ULGA) Negotiations and Advocacy Team (UNAT) and Sector Ministries on the operations of Conditional Grants were held from the 14th to 18th April 2008 at Hotel Equatorial, Kampala. They were part of the preparations for the budget process for the FY 2008/09

The Economics Department on behalf of ULGA held a dissemination workshop for the agreements that was attended by District CFOs and Planners. It was also attended by representatives from line ministries and other stakeholders. The workshop was held at Africana Hotel on the 6th August 2008. The main Highlights from the dissemination workshop were:

- a) Institutions should follow up on the policy actions after they have been agreed upon by LG representatives and sector ministries.
- b) The Shs 2.5 billion that was set aside to facilitate the inspection of schools at district level has not been given to the schools yet.
- c) There has been a recent trend of re-centralization, depicted by the persistent increase in the conditional grants that facilitate projects controlled by the central government and yet the unconditional grant has been stagnant or declining.

- d) There has also been a problem of misinformation between the central government and the LGs that the CG gets more funding than the LGs. In actual sense the lion's share of these funds goes in funding projects that are basically in the district, but as such require large amounts of funding, that are better handled by the central government through the sector ministries. An example cited was the purchase of the nationwide supply of immunization drugs, which are later, distributed to the district health centers for use.
- e) The district planners were wondering where exactly they fitted in the ministries, they were unsure of which mother ministry they belonged to and whether they were part of the technical team or the administration team..
- f) Remittance of the local service tax. It was noted that the local service tax is paid in one's LG of abode. However this has created problems where more people reside in a given district or urban council due to availability of for instance employment and decent accommodation.
- g) Issues agreed upon during negotiations should have a specific timeframe during which they are to be implemented. This will enable the different sector projects to be monitored and furthermore help to promote accountability.
- h) There is an urgent need to increase the speed at which the (Fiscal Decentralisation Strategy) FDS was being implemented.
- i) All funds should be disclosed openly so that the concerned parties know how much funding to expect in order to facilitate budgeting. When funds are declared, transparency is promoted within government projects and this helps to curb on corruption.
- j) Feedback should be given as soon as possible, to facilitate planning for future projects. Noted that the issues agreed upon many times are of a policy nature, which may impact on LG Budgets and Plans.
- k) The recruitment of Resident District Commissioners (RDCs) should be given more care as it has been noted that in most districts, the RDCs are not trained and are often incompetent at handling their given tasks.
- l) Districts in the northern and eastern Uganda have been experiencing difficulty in recruitment of district engineers. This has been due to the provision put in place by the government. It states that it is a minimum requirement that a district engineer be a registered engineer. Majority of engineers upcountry, who could ably take up these jobs are however not registered, thus creating a major problem in terms of recruitment.
- m) Incentives should be provided to attract health workers in remote health Centres.
- n) There is need for constant supervision within LGs and the central government to ensure that decentralization policies are taking place.

3.2.2 Involvement of ULGA in the Regional BFP Workshops

The Regional Budget Framework Workshops are a critical activity area for the association as issues there from are collected and compiled from BFP workshops for consideration in the Sector Negotiations This ensures efficiency in advocacy during negotiations and LG present their positions from an informed point of view.

The LGBFPWs are organized by the Ministry of Finance, Planning and Economic Development (MoFPED), as part of the Budget consultative process to involve the LGs in national priority settings and resource

allocations. The workshops are mainly facilitated by officers from the central government ministries and departments and are attended by the LGs' political leaders and heads of departments from the higher local governments.

ULGA was represented at several regional centers and as such a number of LGs' concerns were captured and were later presented to ULGA's advocacy team for lobbying purposes. These were particularly addressed to the concerned ministries at the FY 09/10 Sector negotiations, in addition to other issues raised at different forums by the LGs.

Dissemination of Local Service Tax (LST) and Local Hotels Tax

ULGA took part in the dissemination exercise of the (LHT) Guidelines and the proposed Regulations for Commercial farmers by Ministry of Local Government (MoLG) that was organized by the Ministry of Local Government. The exercise however was being implemented in a phased manner. Meetings were held in the central and eastern regions in Masaka and Jinja respectively. Participants mainly included Chief Finance Officers, Commercial Officers and a few others from different departments. The objectives of the meetings included: Obtaining the input of LGs in the development of the guidelines for LST for Commercial Farmers; dissemination of the guidelines for the implementation of LST and LHT and to capture good practices for LST and LHT since their implementation, by the individual LGs.

It was noted that commercial farmers were reaping big but due to lack of guidelines or regulations on LST for this particular group, the LGs were unable to tap revenue from them, especially those LGs in the rural areas. These were neither benefiting from LST nor LHT unlike their counterparts in the urban areas where most hotels are situated and with a bigger population residing there.

3.2.3 UNAT-Preparations for FY Negotiations

This activity is implemented to ensure that ULGA is adequately prepared for the FY negotiations. An issues paper to guide negotiations is developed following consultations and identification of issues to form a basis for effective negotiations. The Secretariat hosts preparatory meetings for UNAT members.

In order to come up with an issues paper, the UNAT team under the guidance of technical personnel from different departments in the LGs held a two-day workshop and harmonized the different reports (consultations done by both ULGA and LGFC) plus other issues considered pertinent, in order to generate a final issues paper agreeable to by all UNAT Members. The issues paper guided the sector Conditional Grants negotiations for the FY 2009/10, which were organized and chaired by the Local Government Finance Commission, from the 20th to 24th April 2009. The negotiations were later followed by the signing of Agreements between the UNAT representatives and those from the sector ministries.

3.3 STRONGER NETWORKS AND ALLIANCES WITH KEY PARTNERS

3.3.1 Participation in the JARD process & DSWG meetings & activities

ULGA is annually represented and participates in the Joint Annual Review of Decentralization. Through the organ of the Decentralization Sector Working Group and represented by the Secretary General ULGA and the different Staff at various Technical Working Group levels, the advocacy role strengthened.

ULGA for the FY 2008/2009 participated in both the Regional and National JARD Preparations as well as implementation processes. Arising out of the Regional Report, ULGA was able to extract key emerging issues and recommendations and spearheaded the development of a paper which was presented at the National JARD by the ULGA President.

3.3.2 Networking with International Bodies, Donors, NGOs, CSOs, etc

Launch of the Local Government Management and Service Delivery Programme (LGMSP)

ULGA as a key stakeholder for local governments participated in the preparatory activities of the Launch of the LGMSDP which took place in Lira. ULGA was able to use this launch to further create awareness to the Local Government on the activities and service of ULGA to its members. We organized an exhibition and disseminated information to the members during the launch.

The launch was presided by the Vice President of Uganda, His Excellency Gilbert Bukenya who in his speech acknowledged the importance of ULGA and the local governments. He said “whenever ULGA invited him for a meeting, he would never fail to attend because of their importance.”

Communication Guide Roll-out

ULGA was invited by the Ministry of Local Government team that further rolled out the Communication Guide to Local Governments. The districts visited included; Gulu, Kanungu and Kamuli. During the implementation of this activity, ULGA was able to disseminate information about ULGA activities. We were also able to identify some of the challenges in the local governments in the area of communication which included; lack of proper feedback mechanisms from the districts to the sub-counties and vice versa, the importance of information dissemination, the lack of adequate facilitates for District Information Officers, the lack of focal persons for information at the sub-county level which leads to poor information flow among others. Some of this information will be used by ULGA to improve information to its members and also within the membership.

Visit of the Secretary General CLGF

The Association hosted the Secretary General of the Commonwealth Local Government Forum, Mr Carl Wright. The agenda for his visit was as follows;

2011 Conference Bid: The meeting discussed the follow-up of the Bid/Business Plan for Commonwealth Local Government Conference 2011 by ULGA and MOLG

CLGF Staff Position in Kampala: CLGF expressed interest in opening a regional office and they noted that ULGA would be the likely hosts.

Bahamas Conference: during the meeting, ULGA expressed interest in attending the CLGF Conference in Bahamas in May 2009. They requested for sponsorship which was given to the SG-ULGA to attend the conference.

Local Government Platform on the MDGs

Uganda Local Governments Association in collaboration with the National NGO Forum with funding from The Uganda MDG/GCAP Coalition organized a Local Governments Roundtable on MDGs and Call to Action against Poverty; to discuss the role and actions of local governments to achieve the MDGs and put an end to poverty by 2015. A few pilot districts were invited to the initial meeting. The major objectives of the meeting were:

1. To increase awareness and promote understanding of MDGs amongst Local Governments for them to learn the importance of structuring their goals within the MDG context
2. To come up with a set of recommendations on the specific contributions and role of local government in achieving the MDGs.
3. To create exchange of experience from local governments in promoting the MDGs
4. To establish a Local Governments MDGs/GCAP platform as part of the National MDG/GCAP Coalition.

Meeting of Ministers of Local Government on the MDGs

ULGA participated in the meeting of Ministers of Local Government from the Eastern Africa Region and Association of Local Governments, to address the MDGs. The meeting was organized by the Ministry of Local Government with support from UNDP. A number of recommendations were drawn for follow up.

Hosted a Volunteer from VSO (U)

ULGA received a volunteer from VSO (U) to facilitate the development of a working partnership between VSOU and ULGA. The major objective for this placement was to identify concrete ideas/objectives to mutually pursue in the intended partnership between ULGA and VSOU and also to assist in the development of a mutually agreed memorandum of understanding to facilitate the engagements between VSOU and ULGA.

EALGA Activities

ULGA participated in a consultative meeting in towards the development of a concept note to be prepared by Mr. Arthur Wiggers, the Deputy Director VNG International to the EU-NSA, soliciting funding for a Regional Peace and Dialogue project. Specifically, the meeting sought to achieve the following:

- To discuss with Local Government Association officials the issue of peace, social cohesion, conflicts, dialogue, cooperation and co-existence in their respective countries.
- On the basis of the above, identify possible sources of conflict and possible remedies.
- Identify Local Governments/ authorities that have had best practices in dialogue and peace building initiatives.
- To identify focal points- program officers and political idea champions that would shoulder the peace and dialogue crusade in the program that VNG international and EALGA would wish to implement in close collaboration with the individual local government associations.
- Together with the individual Local Government Associations, identify individuals and institutions that would be partners in the program design, implementation, monitoring and evaluation.
- Propose pilot Local Governments/ Authorities and priority activities that they would begin with as soon as the resources became available and the program kick-started.
- To get informed and advised as to how best the program would be designed, implemented and anchored (managed) at regional and national levels.
- To bring together idea champions and focal points at a regional level, enabling them to consolidate their project ideas through experience sharing, thus forming a caucus or forum of Local Government practitioners for peace and dialogue in the East African region.

The findings of this mission were shared in a regional workshop held in Arusha, which was attended by the Chairperson of the ULGA Human Rights, peace and Conflict resolution Committee and also the Chairperson of Kiboga District, Deputy Secretary General, and the Communications Officer. The Specific objectives of the Regional Workshop were to consolidate the consultative meeting findings, share best practices and experiences in the region, discuss at a regional level how best the program could best be designed, implemented, monitored and evaluated, to define roles and responsibilities of each stakeholder, design a way forward in terms of the next steps to be taken, activities to be implemented and timeframes, and to agree on the main components of an MOU between VNG international and EALGA together with its members specifying duties, roles, responsibilities and obligations.

The key output and achievement is the fact that ULGA's voice and contributions towards Local Government interest concerning Uganda have been captured and incorporated within the proposed plan of action at the Regional level.

ULGA also participated in the Annual General Meeting which was held in Arusha. The President of ULGA was elected Vice Chairperson and members of ULGA that sit on the Executive Committee are:

Mr. Norbert Mao
Mrs Deborah Kyazike Kinobe

Mr.

EU- KAS/UMDF Project

The EU – KAS/UMDF project launched its handbook on Political Pluralism, Democratic Participation and Representation and Local Government level. ULGA as one of the identified stakeholders was invited to witness this occasion and was represented by the Deputy Secretary General. The Project embarked on preparations to sensitize a selected target group comprising of the media, civil society and Local councils on the topic. ULGA was invited to contribute to the process of developing a tailor made curriculum for the Local Councils.

In terms of achievement, ULGA made contributions to the content of the Curriculum for Local Councils, which inadvertently promotes its quality assurance role when it comes to promoting standards in as far as Local Government Training Capacity Building is concerned.

ALCOSA – World Bank Conference

The World Bank through Affiliated Network for Social Accountability (ANSA-Africa) and IDSA contracted Uganda Local Governments Association (ULGA), to organize and host a Conference on Local council Oversight and Accountability for Africa. The purpose was to disseminate and share information on the studies on Local Council Oversight and Social Accountability (ALCOSA) conducted in four East African countries- Uganda, Tanzania, Ethiopia, and Kenya. The Conference aimed at enhancing regional dialogue and cooperation on local council oversight and social accountability in decentralizing countries and holding discussion on the policy options for future actions to enhance local council oversight and social accountability.

The event successfully took place on the **1st and 2nd of June 2009** at the **Protea Hotel, Acacia Avenue, Kololo**. The Forum was attended by participants from Kenya, Uganda, Tanzania, Ethiopia, Rwanda and Burundi, drawn from a cross-section of Policy-Makers, Civil Society Organizations, Development Partners, and Researchers.

Launch of the UMDG Program

The Uganda Millennium Development Goals (UMDG) programme was officially launched on 16th April 2009. This programme is being implemented through a partnership of Uganda and Dutch Municipalities and is funded through the LOGO East (Europe) or LOGO South (Africa, Asia, Oceania, Pacific, South America) programmes of VNG International.

The partners in this programme are Kamuli District of Uganda and Goes Municipality of Netherlands, Bushenyi District and Gemert-Bakel Municipality and Kalangala District and Rod de Venen Municipality.

The Launch was attended by the Ag. Permanent Secretary Ministry of Local Government- Mr Tom Matte, Senior project Manager VNG Arnie Musch, Rapheal Magyezi the Secretary General ULGA and John Behengana Secretary General UAAU.

There were also representatives from other organisations like: Millennium Development Goal Desk and Governance, SNV, NEMA, ENVIRONMENTAL ALERT. AMICAALL, WHRAF, ANTI CORRUPTION UNIT, PAN AFRICAN MOVEMENT CREATIVE OPTIONS

The major objective of the program was to contribute to the attainment of MDGs (2015) as a means to strengthen decentralization and Deepen democracy.

3.4 HIGHLIGHTS ON THE REGIONAL ISSUES FOR THE YEAR 2008

For this year, four ULGA Regional Meetings were held in the months of October – November 2009. The following are the key highlights of the discussions:

3.4.1 NORTHERN REGION MEETING

- A number of issues were raised from the previous communications and resolutions made thereafter.
- The Regional Chairperson, Mr. Norbert Mao apologised for having not gone to Amolatar to resolve the conflicts in the district, as promised in the previous meeting. This was due to unavoidable circumstances. However, he regretted the extent at which the conflict between the RDC and the District Chairperson had gone. He promised to organise the ULGA Mediation Team and visit Amolatar before going for AGM.

On the above issue a resolution was passed to condemn the RDC's behaviour.

- Creation of new districts and sub-counties should be done in consultation with the LGs. Therefore ULGA should follow up on the creation of new Districts for example Obongi in Moyo which has remained unoperational.
- Border demarcation should be done immediately for the neighbouring districts to avoid conflicts, and ULGA should get a list of Districts with conflict on boarder issues to intervene.
- Emoluments of LC III Chairpersons should be revised to 1,000,000/= per month.
- There is need for minimum qualifications for RDCs and all Councillors to avoid unnecessary conflicts, especially those related to education levels and general knowledge.
- H.E the President of Uganda should be invited to come as a Guest of Honour at the next Regional Meeting.

- PRDP funds should be in addition to what PRDP Districts were earning before, but not simply a substitute.
- ULGA, Legal Department should intervene and look into the issue of remitting gratuity to LGs and ULGA should intervene on payment of severance package, and pension to retrenched civil servants.
- ULGA should intervene where Sub-counties are not receiving their ratio of graduated tax compensation adequately.
- Government should immediately take up maintenance of District roads which had been taken over by Central Government.
- ULGA should intervene when government introduces “trial blazing” programmes like NAADS.
- URA and NFA are undermining decentralisation. URA can shoot at anybody before proved guilty, and NFA.
- NFA was depleting forests. The two Authorities (URA & NFA) know for sure that no law deals with them directly at the LGs. ULGA should intervene on this.
- ULGA should follow up pledges made by H.E the President of Uganda, to benefit those that receive them.
- Constituency Development Fund for MPs should be diverted to District Councillors because they are the ones who do most of the mobilisation.
- ULGA should come out and condemn inefficient Construction Companies, like Mukalazi and Zzimwe for the shoddy work done in the region.
- ULGA should intervene on co-funding because the current percentage was high and yet LGs lack local revenue.
- ULGA should intervene on the recent move where the boat/fish licences are collected by Central Government from the landing sites, this was considered a revenue source for the LGs.
- There is need to Compensate those LGs that lost their cattle at sub-county level during those days of rampant cattle rustling.
- ULGA should start sending summarised reports to regions up to the Sub-counties.
- ULGA should provide stickers on LG vehicles and motor bicycles.
- ULGA should assist the LGs to draft bye-laws on alcohol and drug abuse.

- Centrally allocated contracts should be avoided.
- ULGA should invite area MPs for the Regional Meetings to interact with LGs.
- ULGA should follow-up with the right authorities on the issue of power supply for Moyo and Adjumani.
- Next Northern Regional meeting to be held in **Lira District**.

3.4.2 WESTERN REGION

- On Graduated Tax compensation, Districts to ensure that the 65% of Graduated Tax compensation is remitted to the Lower Local Councils.
-
- ULGA should continue to exert pressure on Government to have the Graduated Tax compensation released to local governments as promised.
- On new taxes, Ministry of Local Government to carry out countrywide sensitization of Local Governments on the new taxes ahead of implementation and ask government to maintain the graduated tax compensation until new taxes take shape. LGs also recommend that Central Government put in place funds to bridge the gap where revenue from new taxes is not realized since Districts are differently endowed in terms of resources.
- The Ministry of Local Government to carry out massive consultations with communities before formulating policies. This can be done through the Association so that the input of Local governments is considered.
- Local Governments would like to meet His Excellency the President of the Republic of Uganda to address the issues affecting decentralization and local governance.
- Government to consider remuneration of Deputy Speakers at the District and make them full time.
- On Salaries and gratuity for local government leaders – government to increase salaries of local government leaders and pay their gratuity.
- On Loyalties, Districts are created through splitting of the mother district. ULGA should put in effort and have the Local Governments Act amended especially after the splitting of Districts, to ensure equal sharing of assets and loyalties between the new district and the mother district.
- On 20% limitation on expenditure for emoluments and allowances of chairpersons and councillors, members recommended that it should be increased to at least 35%. This provision is contained in regulation 4 of the first schedule of the LGs Act.
- On conflict resolution, ULGA to advocate for clear roles of local government leaders and help resolve conflicts in local governments.
- On facilitation of participants in workshops organized by the centre, members recommended that Ministries, which organize workshops, be clear on the issue of facilitation of invited participants from local governments before a workshop is convened.

3.4.3 CENTRAL REGION MEETING

Gratuity for Political Leaders

- Though gratuity is being paid, it should begin with arrears from the time they took office.
- Payment of Deputy Speakers' emoluments should be effected.
- ULGA should lobby the Central Government to increase payment of gratuity to 40% to all political leaders at the local governments' level, and include arrears.

Land Amendment Bill and Regional Tier

- The issue on Land Amendment Bill was contentious, and therefore members agreed to have another retreat to discuss the issue expeditiously; and also discuss on having a Regional Tier.

Members attending AGM

- All LC III Chairpersons should be allowed to attend AGM.
- ULGA Secretariat should present this request at ULGA EXCOM before the coming AGM.

Meeting with H.E the President

- ULGA should arrange immediately for LC. III Chairpersons to meet H.E the President.

Radio CBS

- CBS radio station is one of the FM radio stations in the region with a wide audience. ULGA should request H.E the President to pardon CBS and open it.

Pensioners

- Pensioners should be taken back to Central Government as due to the meagre resources of LGs, cannot manage clearing the debt.

Boat/Fish Licensing

- Central Government has taken back the licensing of fish, and boats which has been the major source of revenue to districts with landing sites.
- ULGA should intervene on this issue through MAAIF, and MoLG.

Bicycles/Councillors' emoluments

- LC1s down at the grass root do a lot of work and yet they are not facilitated. District Councillors should also be paid something. ULGA lobby for bicycles for LC1 Chairmen, and also for Councillors' emoluments.

Motorcycles for LC III Chairpersons

- As agreed in Kyankwanzi, LC III Chairpersons were promised by H.E the President motorcycles, but on arrival they bore government number plates contrary to their agreed terms. In the meeting it was agreed that the Chairpersons take them and pay in instalments as their personal belonging.

- ULGA should get clarification from H.E the President on ownership of the motorcycles.

Mishandling of political leaders

- As Political leaders of the Local Governments, they condemned barbaric actions against political leaders by the community they lead citing the incident where the District Chairperson Wakiso District was roughed up by residents of Busabala.
- In the meeting it was recommended that Government should come out and condemn such acts and also sensitise the community on how to handle political leaders.

Slogan for ULGA

- Members resolved that ULGA should develop a Slogan to be recited every other time when members of Local Governments meet.

LC Councillors at grassroots

- The meeting resolved that ULGA should embark on visits to LGs at grassroots to interact with LLG Councillors.

Capacity Building

- ULGA advocate and lobby for capacity building for LG and LLG leaders to avoid mishaps.

Talks between H.E the President and Kabaka

- Members should be in support of the on-going talks between H.E the President and Kabaka, and ensure that peace prevails in the region.

NAADs funds/Conditional Grant

- These funds should be shared according to size and population of a District.

LG Procurement Process

- The LGs recommended that the PPDA procurement process be revised to allow for a speedy process particularly where approval; of the Contracts Committees are concerned.

Next Regional meeting

- It was resolved to have the next meeting in Masaka District.

3.4.4 EASTERN REGION

- There is inadequate funding from the centre which limits attainment of the MDGs.
- Bureaucracy contained in the PPDA rules creates delays in procurement and execution of works.
- Lack of ULGA Regional offices
- When will the District Councillors, Deputy CAOs, and LC1 Chairpersons start receiving payment?
- There is unfair percentage of gratuity which is 20% to LG leaders and yet MPs get 60%.

- There is unequal numbers of USE schools indifferent Sub-counties.
- The number of Secretaries in the Districts was reduced and it needs to be reviewed.
- Pension and gratuity of retired employees is no paid regularly.
- Health centres need proper facilitation in order to improve service delivery.
- There is need to strengthen District Internal Departments to face and prepare for PAC.
- The issue of sharing of PAYE has not been solved.
- There is reduction of School Facilities Grant (SFG) and infrastructure in schools.
- Challenge of LST – There is need for a permanent source of revenue after the 3yrs of G-Tax compensation.

Resolutions

- Increment of salaries for LG leaders and bring on board the Deputy Speakers and LLG Executives.
- Facilitation of new lower local governments e.g. providing them with motorcycles.
- ULGA should have Regional Offices.
- Increase and implementation of gratuity for local leaders effective their date of election and not from the date of the Minister's circular.
- There is need to lobby for an increase of gratuity to at least 40%.
- Effective operationalisation of town boards administratively and financially.
- Recovery of recentralised revenue e.g. Fisheries, Licence on landing sites.
- Gratuity of the District Service Commission should be paid by the Central Government to avoid inconveniences.
- Provision of start up funds and other financial allocation for new LLGs outside IPFs for the old LLGs.
- Provision for administrative staff growth and career advancement.
- Total compliance to financial regulations and laws for all Districts.
- Reinstatement of SFG and PHC development circuits in all the Districts.
- Facilitation in form of a ferry on L.Kioga to connect the North and the East.
- Provision of more transport to the Education Department to strengthen Inspectorate Services.
- Improve on inadequate funding to meet MDGs.
- Graduated tax compensation should be permanent phenomena until a viable alternative tax is got.
- PPDA procedures should be revisited to avoid delays in procurement and execution of works. Harmonisation of NAADS Act, PPA Act and other regulations.
- The centre should take on gratuity and pensions of all LG employees.
- Central Government should look into variations in costs of contracts awarded by Central government Vs Local Governments of similar works e.g. classrooms construction, murrum roads.
- ULGA Eastern region supports Regional Tier and Land Bill.
- Eastern Regional Meeting resolved to support H.E the President for 4th term.

4. CHALLENGES FACED BY THE ASSOCIATION

As highlighted above, the operational budget and work plan has been adequately implemented amidst resource constraints.

- 4.1 The low revenue trends that affect Local Governments due the poor local revenue sources are reflected at the Association level. ULGA continues to experience a decline in its drive towards self-sustainability and has had to rely increasingly on development partner support.

The Association is increasingly finding it difficult to finance the operational costs and also adequately cater for planned programs. Such costs include meetings - Executive, regional and the Annual General meeting, secretariat operations, Visits to members etc. It is increasingly becoming difficult to attract Development Partners to adequately take on such costs, which they argue should be paid by the members' contributions.

The ending of the current Development Partners programs coupled with the withdrawal of the majority from continued funding the governance/public sector as a whole raises the need for members to revisit the provisions under the membership subscriptions and fees as raised.

- 4.2 ULGA for this reporting period continues to face the challenge of inadequate staff resulting in setbacks in the effective and efficient implementation of some of the programmes and activities particularly in the areas of planning for training and quality assurance, communication and public relations as well as coordination of the affiliate bodies and partnerships.

In addition to the above, there still remains the persistent human resource capacity gaps that are manifest with the Local Government restructuring process affect the performance levels hence presenting the challenge of improving efficacy, and efficiency in local service delivery by the Local Governments.

- 4.3. The increasing tendency towards recentralization continues to be a threat to ULGA's mandate. The current demands to recentralise the technical officers like is the case for Health, Water, Education and Agriculture, at the Local Government continues to present potential weakness for the institutions self governance system.
- 4.4 Improving Local Government accountability is yet another critical area for action by the Association. The ULGA Charter on Accountability as the identified strategic intervention mechanism is yet to be fully rolled out and implemented for enforcement amongst the Local Government family.
- 4.5 Even in the face of the current proactive measures taken to facilitate the provision of special attention to the Northern Region, there is still need for ULGA to make a deliberate effort in terms of its activities and programmes to increase affirmative action in terms of planning and service provision to the Northern Region.

- 4.6 It also remains critical for ULGA to be able to communicate effectively, the services that we provide to members. It continuously comes to light that local governments are not aware at all of the services that we provide.
- 4.7 There is still a challenge of unwillingness by the members to provide information for lobbying purposes. Because of lack of funds to physically go out to collect data, at times the ULGA sends out questionnaires to members, requesting for certain information, however many a times, the members don't send back these questionnaire with the required information. As such, the problem has hindered better lobbying capacity from an informed point of view. Without adequate data, ULGA will only be seen as being reactive than pro-active. It is therefore the onus of all ULGA members to always provide the required information to facilitate the Advocacy Team play its role better on behalf of the LGs.

5 RECOMMENDATIONS TO THE ANNUAL GENERAL MEETING

From the experiences deriving from the challenges met by the Association in undertaking the implementation of its activities, the Executive Committee recommends the following proposed strategic solutions for consideration by the Annual General Meeting:

1. ULGA should revisit its current policy and increase its efforts in the identification of alternative sources of revenue that can support member's contributions in the sustaining of the Association. It is therefore recommended that the Association immediately embarks on the following measures:
 - a) Revisit the proposal to increase members' subscriptions to the Association to ensure that members' support can sustain the operations of their Association.
 - b) Complete the construction of the ULGA House. It is anticipated that this action can result in the potential letting of office space as a revenue generating strategy.
 - c) Operationalise the proposed Consultancy Unit to boost its revenue sources from the services paid for by identified clients and members commit to support the consultancy unit of the Secretariat.
 - d) Increase its mobilization of members' strategy particularly the Lower Local Governments.
2. ULGA should facilitate the full implementation of its staff Structure to address the human resource capacity gaps.
3. The Association should continue to work with the Ministries of Local Government and Public Service to address the issue of the persistent human resource capacity gaps that are manifest with the Local Government restructuring process affect the performance levels hence presenting the challenge of improving efficacy, and efficiency in local service delivery by the Local Governments. The affected Local governments need to avail the

necessary data and information on this subject to support ULGA's advocacy role.

4. ULGA should come up with a clear position on the subject of recentralization to be presented to the stakeholders and more particularly to the National Policy making organs of Government.
5. ULGA should reinforce mobilisation and increasing the participation of the Lower Level Local Governments can be addressed through:
 - a. Increasing services to the Lower Local Governments
 - b. Strengthen the ULGA Regional Branches as a member outreach forum
 - c. Improving on communication and feedback to the members about ULGA, its work and achievements for the Local Governments
6. Adequate funds need to be identified and allocated for full implementation and enforcement of the ULGA Charter on Accountability amongst the Local Governments.
7. Even in the face of the current proactive measures taken to facilitate the provision of special attention to the Northern Region, there is still need for ULGA to make a deliberate effort in terms of its activities and programmes to increase affirmative action in terms of planning and service provision to the Northern Region

6 CONCLUSION AND WAY FORWARD

The Financial Year 2008/2009 is a year that has presented the Association with new challenges mostly concerning the sustainability of its current and future actions. Although great strides have been registered in terms of gaining global recognition and appreciation of the Association services rendered to the Local governments of Uganda, ULGA needs to seriously give consideration to the need to have in place a well facilitated and supported effective and efficient institution that can protect and promote the achievements so far registered.

APPENDICES

Appendix I: Executive Committee Members of the ULGA

Name	Position on Executive Committee	Other Responsibilities
Mr. Karazaarwe John Wycliffe (Chairperson / Ntungamo District)	President	<i>Chairperson</i> - Foreign Affairs & Public Relations Sub-Com (PR)
Mr. Richard Andama Ferua (Chairperson / Arua District)	Vice President	
Amb. Walimbwa Charles (Chairperson / Manafwa District)	Member – Regional Chairperson / Eastern	<i>Chairperson</i> – HIV/AIDS & Gender Sub-Com (HIV/AIDS)
Mr. Siraje Kizito Nkugwa (Chairperson / Kiboga District)	Member – Regional Chairperson / Central	<i>Chairperson</i> –Human Rights Peace and Conflict Resolution Sub-Com (HR)
Michael Mugisa (Chairperson / Kabarole District)	Member – Regional Chairperson / Western	<i>Chairperson</i> – Finance and Mangement Sub-Com (FM)
Norbert Mao (Chairperson / Gulu District)	Member – Regional Chairperson / Northern	<i>Chairperson</i> – Capacity Building & Training Sub-Com (CB) Urban Affairs Sub-Com (UA)
Mr. Madautu Fred (Speaker / Pallisa District)	Member – Regional Speaker / Eastern	<i>Member</i> – CB Sub-Com
Mrs. Deborah Kyazike Kinobe (Speaker / Mityana District)	Member – Regional Speaker / Central	<i>Member</i> – FM Sub-Com
Mugabe Yunus (Speaker / Hoima District)	Member – Regional Speaker / Western	<i>Member</i> – HR Sub-Com
Mawadri Sunday (Speaker / Adjumani District)	Member – Regional Speaker / Northern	<i>Member</i> – HIV/AIDS Sub-Com
Mrs. Margaret W. Gimogoi (CAO / Soroti District)	Member – Regional CAO / Eastern	<i>Member</i> – HR Sub-Com
Mr. Katehangwa Samuel (CAO / Kayunga District)	Member – Regional CAO / Central	<i>Member</i> – CB Sub-Com
VACANT	Member – Regional CAO / Western	<i>Member</i> – HIV/AIDS Sub-Com
Ben Otim (CAO / Amolatar District)	Member – Regional CAO / Northern	<i>Member</i> – FM Sub-Com

Appendix II: Composition of the ULGA Executive Sub-Committees

Name of Sub-Committee	Name of Official	Position on Committee
Foreign Affairs and Public Relations	Mr. Karazaarwe John Wycliffe - President	<i>Chairperson</i>
	<i>Still under construction</i>	
HIV/ AIDS and Gender	Mr. Charles Walimbwa - Regional Chairperson / Eastern	<i>Chairperson –</i>
	Mr. Mawadri Sunday – Regional Speaker / Northern	<i>Member</i>
	Mr. Emmy Semugabi - Regional S/Chairperson / Central	<i>Member</i>
Human Rights, Peace and Conflict Management	Mr. Kizito Siraje Nkugwa – Regional Chairperson / Central	<i>Chairperson</i>
	Mr. Mugabe Yunus – Regional Speaker / Western	<i>Member</i>
	Mrs. Margaret W. Gimogoi – Regional CAO / Eastern	<i>Member</i>
	Mr. Christopher Ojera - Regional S/Chairperson / Northern	
Finance and Management	Mr. Micheal Mugisa – Regional Chairperson / Western	<i>Chairperson</i>
	Mrs. Deborah Kyazike Kinobe – Regional Speaker / Central	<i>Member</i>
	Mr. Ben Otim – Regional CAO / Northern	<i>Member</i>
	Mr. Tukei William - Regional S/Chairperson / Eastern	
Capacity Building and Training	Mr. Norbert Mao – Regional Chairperson / Northern	<i>Chairperson</i>
	Mr. Madautu Fred – Regional Speaker / Eastern	<i>Member</i>
	Mr. Katehangwa Samuel – Regional CAO / Central	<i>Member</i>
	Mr. Kabona Silver - Regional S/Chairperson / Western	
Urban Affairs	Norbert Mao - Regional Chairperson / Northern	<i>Chairperson</i>
	<i>Still under construction</i>	

Appendix III: List of ULGA Secretariat Staff

Sr.	Name	Title
1.	Raphael Magyezi	Secretary General
2.	Gertrude Rose Gamwera	Deputy Secretary General
3.	Wilber Bateisibwa	Director, Training and Capacity Building
4.	Emily Mutuzo	Acting Legal Officer
5.	Munira Ali	Communications Officer
6.	Damalie Namuyiga Mbega	Accountant
7.	Ceasar Nabwire	Statistician
8.	Christopher Kayima	Assistant Accountant
9.	Jamidha Namuyanja	Information Communication Assistant
10.	Hailen Jagimere	Personal Secretary
11.	Monica Kiiza	Administrative Assistant
12.	Allan Nziine	Driver
13.	Vincent Kibira	Office Attendant
14.	William Bogere	Office Attendant

Appendix IV: Updated Membership and Subscriptions