



Gender Transformation & Empowerment

KNOW YOUR LEADER, KNOW YOUR ROLE, SUPPORT DEVELOPMENT

HANDBOOK ON ROLES AND RESPONSIBILITY OF DUTY BEARERS AND RIGHTS
HOLDERS IN INFLUENCING IMPROVED SERVICE DELIVERY AT DISTRICT LEVEL



This handbook is copy right however UWONET encourages its use, however when using it please acknowledge UWONET.

Edited by Ms Rita Aciro Lakor

UWONET 2012



Gender Transformation & Empowerment

KNOW YOUR LEADER, KNOW YOUR ROLE SUPPORT DEVELOPMENT

**HANDBOOK ON ROLES AND RESPONSIBILITY OF DUTY BEARERS AND RIGHTS
HOLDERS IN INFLUENCING IMPROVED SERVICE DELIVERY AT DISTRICT LEVEL**



Acknowledgement

Uganda Women's Network (UWONET) would like to thank the consultant who took lead in the development of the Handbook and UWONET staff; Rita Aciro Lakor Agwang Sarah Jesca who supported the processes including reviewing and editing of the document.

Special appreciation also goes to UWONET'S district partners & organizations in particular Kitgum Women's Peace Initiative (KIWEPI) in Kitgum, Forum for Kalongo Parish Women Association (FOKAPAWA) in Agago and Women and Development Network (WORUDET) in Pader for their participation in the initial stages of the development of the handbook.

Our sincere thanks go to the Austrian Development Cooperation for the financial support given to UWONET which facilitated the development of this document.

Table of Contents

Acknowledgement.....	ii
List of acronyms	1
Preface.....	2
1.0 Introduction	4
2.0 Understanding decentralization in enhancing service delivery	9
Service delivery	9
Decentralization.....	10
The Local Government Structure.....	12
3.0 Roles of different stakeholders in enhancing service delivery in the District	17
3.1 Administrative Leaders.....	17
3.1.1 Chief Administrative Officer (CAO).....	17
3.1.2 Deputy Chief Administrative Officers.....	19
3.1.3 The sub county chief.....	20
3.1.4 Parish Chief.....	22



3.2 Political Leaders	23
3.2.1 District Chairperson	23
3.2.2 District Vice Chairperson.....	24
3.2.3 Speaker of District Council	25
Functions of an administrative unit council	28
3.2.4 Resident District Commissioner (RDC)...	33
Role of the state in Development.....	35
Duties of a citizen.....	36
Role of citizens	39
Conclusion	40
References	42



List of Acronyms

CAO	Chief Administrative Officer
DSC	District Service Commission
HSSP	Health Sector Strategic Plan
MDGs	Millennium Development Goals
PMA	Plan for Modernization of Agriculture
PRDP	Peace Recovery and Development Plan
RDC	Resident District Commissioner
UPE	Universal Primary Education



Preface

Improving social service delivery in Northern Uganda is key to improving the welfare of the citizens in the region and attaining development as a whole. Social accountability plays a major role in getting citizens to participate, engage, seek answers and improve the management of public resources and affairs and overall governance. Good governance determines whether children will learn in properly constructed classrooms, whether funds allocated to drugs in hospitals will be used for that purpose, whether money allocated for poverty alleviation programs will reach the ultimate beneficiaries, whether leaders are held accountable for their actions by citizens or their representatives among others (DFID, 2010)

This handbook is designed to enhance the understanding of councilors, district technocrats and communities on their roles and responsibilities in influencing improved service delivery. Limited knowledge on their roles and responsibilities has hampered the delivery of services coupled with internal conflicts. If both the duty bearers and rights holders are aware of their roles and responsibilities this will lessen potential conflict between the two



and as a result services delivery channels in the communities become functional.

The handbook aims at; encouraging citizens to be part of the civic process, educating citizens on their roles and duties as per the Ugandan constitution, enlightening citizens on the roles of the different government arms listed in the handbook.

This Handbook is published under a project on: **“Promoting Civic Engagement and Social Accountability in Post Conflict and Recovery Communities in Northern Uganda”**.

1.0 INTRODUCTION

Social service provision in Northern Uganda is low compared to other parts of the country and needs to be scaled up both in terms of quantity and quality. Social services were disrupted in Northern Uganda particularly in Acholi sub-region during the over 20 years of insurgency in the region. In the education sector for instance, schooling was disrupted and accounts for the high illiteracy and semi-illiteracy rates in the region particularly among women and girls. The 2002 Population and Housing Census revealed that primary enrolment is relatively high with an average of 63.9% of the total population of school-going-age enrolled (i.e. 2,896,443 out of 3,303,257).

At the next level only a small percentage (5.2%) of the population has completed secondary education and beyond. Despite the Universal Primary Education Policy (UPE), the region is also faced with the problem of poor quality of education due to inadequate staffing and deployment as well as high rates of teacher absenteeism and weak supervision systems. According to the Peace, Recovery & Development Plan (PRDP) report, 2007, nearly 21 % of children dropped out of school, this being more prevalent among female (23.5 %) than male children (17.3 %).

Health status is one of the yardsticks for determining the quality of life of a community and a country at large.

In Uganda, ill health has been ranked as the highest cause of poverty. Uganda has developed the Health Sector Strategic Plan (HSSP) that has been under implementation since 2001 aimed at reducing the disease burden in the country. Interventions are focused on increasing access and quality of basic primary health care (PHC) provision and bringing services closer to the people by construction and equipping health centers and hospitals. The Ministry of Health (MOH) is the lead agency coordinating interventions in the health sector that are implemented by the districts. In the Northern Region according to the PRDP report (2007), the health sector is constrained due to few under-stocked facilities and inadequacy of medical workers.

The health sector system was also affected during the conflict when many facilities were destroyed. The health centers in the region are inadequate so that the average distance to a health facility ranges between 5km to 6.9km. The number of health workers serving the population is too small as many migrated out of the region during the conflict period. Some districts like Pader have gone without a single doctor for periods of time.

In Agriculture, the Plan for Modernization of Agriculture (PMA) is being implemented in about 20 districts in Northern Uganda under programs like National Agricultural Advisory Services. Despite the interventions



in the agricultural sector, it still faces several challenges. According to the PRDP report (2007) key among the constraints in the agricultural sector are the relatively low price levels for agricultural produce associated with production of low-value crops and limited end products. Apart from limited access to agricultural support services, the limited access to infrastructure such as electricity and water, market information and proliferation of local taxes inhibit the development of a vibrant agricultural sector with linkages to other sectors of the economy.

Essential to the well-being of all people are the effective delivery of basic services such as health, education, water and sanitation. Accessible, quality services contribute to the achievement of the Millennium Development Goals and to the achievement of human rights. Yet, widespread evidence shows that services are failing poor people in a large number of countries with negative impacts on human development outcomes.

In addressing the failure of services, one key point is that the failure of services is not just technical, it is the result of the lack of accountability of public, private and non-profit organizations to poor people.

As set out in the 2004 World Development Report, "Making Services Work for Poor People", it is possible to assess and approach service delivery through

an accountability model for service delivery that includes three groups of stakeholders: (i) citizens as clients influence policymakers (ii) policymakers influence service providers which in turn (iii) deliver services to the citizens who are also clients of the services.

Service delivery failures result when any of these relationships break down. For instance, service failures may occur when citizens are unable to influence public action through the long route of accountability (break on the left side of the triangle), when there is non-payment of salaries to service providers (break on the right side of the triangle) or when there are difficulties in implementing services, such as poorly trained or absent teachers, part of the short route of accountability.

One way in which improvements in service delivery have been implemented has been through various forms of community participation: direct service provision by communities, contracting by communities to service providers, new mechanisms for holding public and Non-State Providers accountable for services. The connections between various forms of community participation and effective systems of service delivery can be assessed in a variety of ways, including improvements in basic human development indicators, such as those



set out in international development goals, notably the MDGs.

Community participation in service delivery involves far more than the direct delivery of services. A central issue is how different types of participation may contribute to strengthening both the short and long routes of accountability for service delivery. Effective forms of community participation in service delivery provide both opportunities and incentives for local government officials to respond to community needs. This can create opportunities for more downward accountability, and thus reduce the accountability gap between the citizens and policymakers. Transparency at the local level may also be enhanced through score cards for public services or supporting local independent media to act as monitors of project activities. These measures serve to promote a process of slow improvements in accountability, both short route and long route, through weak institutional environment. This means that service delivery obstacles are reduced with long-term efforts to rebuild state capacity, when feasible, through mechanisms of service delivery. At the same time, effective community participation exists in the context of political, social and legal structures which all shape the feasibility of participatory actions

2.0 UNDERSTANDING DECENTRALIZATION IN ENHANCING SERVICE DELIVERY

Service Delivery

This is a relationship between policy makers, service providers and the people. It encompasses services and their supporting systems that are typically regarded as a state responsibility. These include social services (primary education and basic health services), infrastructure (water and sanitation, roads and bridges) and services that promote personal security (justice, police). Pro-poor service delivery refers to interventions that maximize the access and participation of the poor by strengthening the relationships between policy makers, providers, and service users.

Main actors in service delivery

The national government is not the sole actor in public service delivery. The private sector, communities and civil society should all play important roles in shaping demand, developing state policies, and delivering services. The relationship amongst these actors' shifts as the state consolidates or weakens, democracy finds roots, and citizens become more assertive.



Decentralization

Decentralization is when power is taken away from state and central governments and given to local governments. It involves a process of dispersing decision making governance closer to the people and/or citizens.

Uganda promoted decentralization with the objective of empowering its nationals to participate in the process of development to improve their livelihood. This objective is fundamentally geared towards reducing poverty and enhancing inclusiveness (Bitarabeho, 2008). The legislative framework of decentralization is provided by the Local Government Statute of 1993. This law facilitated administrative and financial decentralization, which was soon followed by another act that enabled human resources decentralization. The enactment of the Local Government Act, 1997 provided the way for further decentralization. The 2001 amendment to the 1997 Act extensively empowered elected local governments in Uganda.

Uganda introduced the decentralization policy in 1997 under the Local Government Act of 1997 that has since undergone four amendments. The policy inherently decentralized service delivery institutions and their governance in order to improve access to services for the rural poor.

However, there is some evidence that the devolution of responsibility for service delivery generally, evidence on whether decentralization has improved service delivery in Uganda is still inconclusive, and more research is needed.

Devolution of Power and Responsibilities: The strongest form of decentralization is achieved by employing **devolution**, in which elected local governments are empowered, either by the acknowledgement of general competences in certain policy areas, or by the transfer of specific service delivery functions. Devolution in Uganda has been a gradual process with functions being transferred from the Centre to local bodies in an orderly manner along with capacity creation. The central government retained responsibility for national security, planning, immigration, foreign affairs and national projects; all other functions were devolved to local institutions. One of the reforms instituted by the government is the principle of non-subordination, which implies the power of lower councils to make decisions on matters affecting them without resorting to higher levels of local government.



The Local Government Structure

The local government system is based on the district as a unit under which there are lower local governments and administrative units. Local government councils in a district are:

- a. District or City Council
- b. Municipal Council
- c. City Division Council
- d. Municipal Division Council
- e. Sub-County Council
- f. Town Council

Administrative unit councils in a district are:

- a. County Council
- b. Parish or Ward Council
- c. Village Council

There are distinct differences between local government councils and administrative unit councils. A local government council is a body corporate with perpetual succession and a common seal. It may sue or be sued in its corporate name. Each local government council has a directly elected chairperson, directly elected councilors representing demarcated electoral areas, two councilors (one male, one female) representing the youth, two councilors (one male, one female) representing

persons with disabilities and women councilors forming one third of the council. Additionally, every lower local government council has two elderly persons (one male, one female) above the age of fifty five years nominated by the respective executive committee for approval by the respective council. A speaker, elected from among the members presides at council meetings.

Every local government council is obliged to appoint an executive committee, which committee is chaired by the Chairperson. It is the responsibility of the executive committee to initiate and formulate policy for approval by the council; monitor and oversee the implementation of policies and programmes; and recommend to the council persons to be appointed members of statutory commissions, boards and committees. Local government councils also have standing committees, which make detailed consideration of proposals and recommendations.

An administrative unit council is not a corporate body. Its functions are to resolve problems or disputes monitor the delivery of services and assist in the maintenance of law, order and security.

Administrative unit councils at the county level consist of all members of the sub-county executive committee in the county; at the parish level, all



members of the village executive committees in the parish; and at the village, all persons of eighteen years of age or above residing in the village. In addition, administrative unit councils have ex-officio members at the county, all district councilors representing electoral areas in the county and at the parish, all sub-county councilors representing electoral areas in the parish. Meetings of an administrative unit council, unlike the meetings of a local government council, are presided over by the Chairperson.

The village and parish administrative units are required to have an executive committee. A county council cannot, however, establish or appoint an executive committee in its true meaning. Instead, the county council elects a Chairperson and Vice-Chairperson from among its members.

Local government and administrative units are collectively known as local councils. Local councils are further classified as either rural or urban:

Local Councils

Rural Local Councils	Urban Local Councils
District Council	City Council
County Council	City Division Council
Sub-County Council	Municipal Council
Parish Council	Municipal Division Council
Village Council	Town Council
	Parish or Ward Council
	Village Council

A central feature of Uganda's decentralization is that local councils are responsible for the delivery of the majority of public functions and services. There is also, in the second schedule to the Local Government Act, a listing of functions and services to be carried out by each local council.

The district, which is the basic unit of local government, is responsible for major functions and services previously carried out by the central government. District councils are responsible for functions and services including but not limited to: primary, secondary, trade, special and technical education; hospitals other than hospitals providing



referral and medical training; health centers, dispensaries and aid posts; the construction and maintenance of feeder roads; the provision and maintenance of water supplies; agricultural extension services, land administration and surveying; and community development.

Urban councils are responsible for service delivery in urban areas and they enjoy both financial and planning autonomy.

3.0 ROLES OF DIFFERENT STAKEHOLDERS IN ENHANCING SERVICE DELIVERY IN THE DISTRICT

3.1 Administrative Leaders

3.1.1 *Chief Administrative Officer (CAO)*

The constitution of Uganda establishes that there shall be a Chief Administrative Officer for every district. He/she shall be appointed by the District Service Commission as the chief accounting officer for the district¹.

Functions of the CAO

1. Be responsible for the implementation of all lawful decisions taken by the district council. As an administrator of the district the CAO has to be aware of what takes place in all departments and ensures that certain decisions are implemented. The CAO oversees the use of public resources and ensures that they are used well and accounted for
2. Give guidance to the local government councils and their departments in the application of the relevant laws and policies. He/she provides technical advice and guidance to district

¹ Article 188 of the Uganda constitution



- political leadership to ensure effective and lawful council decision making
3. supervise, monitor and coordinate the activities of the district and lower council's employees and departments and ensure accountability and transparency in the management and delivery of the council's services
 4. Develop capacity for development and management of the planning function in the district. The CAO is responsible for capacity building of the technocrats on various areas which are relevant to the efficient running of the district
 5. supervise and coordinate the activities of all delegated services and the officers working in those services
 6. Have custody of all documents and records of the local government council; Ensures safe custody of district properties, records and documents of council.
 7. act as a liaison officer between the district council and the Government; to ensure that government policies are effectively implemented and that national objectives of the country are achieved;

8. Advise the chairperson on the administration of the council; assist in the maintenance of law, order and security in the district
9. Perform all statutory duties and functions which he or she is required to do under any other law.
10. In partnership with security agencies in the district, the CAO ensures that law, order and security in the district is maintained².

3.1.2 Deputy Chief Administrative Officers

Deputy CAOs are commonly called Assistant Chief Administrative Officers (ACAOs). The ACAO reports to the CAO. A district will usually have a deputy CAO and ACAOs in charge of a county. *The ACAO* deputize the CAO in managing and coordinating the implementation of government and council policies and laws in order to improve the welfare of citizens in the areas in which they work.

The ACAO in charge of a county reports to the Deputy Chief Administrative Officer. The ACAO in charge of a county assists the CAO in coordinating and monitoring all administrative and development programs in the county

² Subsection 64 Local government act



Roles and responsibilities of the ACAO in charge of a county

Enforce accountability for financial and other public resources in the County;

Assess the service delivery performance levels in the County; Enforce compliance to Government policies by NGOs in the County;

Monitor County abidance/adherence to National and District priorities, policies, programmes and legal obligations;

Prepare periodic Reports regarding activities in the County and submitting them to the relevant authorities; and Provide technical support on implementation of Government policies in the county.

3.1.3 The Sub County Chief

The sub-county chief is appointed by the District Service Commission after successfully passing through an interview. The Sub-County Chief reports to the Local Council III chairperson and the CAO.

The Sub-County Chief supervises the Community Development Officer (CDO), Agricultural Officer, Veterinary Officer, Fisheries Officer, Parish Chief, Senior Accounts Assistant and Head Teachers of Primary schools.



The roles and responsibilities of the Sub-County Chief

- Manage the implementation of all Districts bye-laws and Government policies, projects, programmes and lawful directives;
- Carry out general administration of the sub-county in conformity with Government regulations and policies; District Ordinances or bye-laws; and Trust Fund or Secretariat by lower Councils; Collect and account for Local Government revenue in the sub-county; Execute orders and warrants issued by any court of competent jurisdiction;
- Assist in the prevention of crime and maintenance of law, order and security in the Sub-County;
- Collect and keep records of Council;
- Provide technical support to the Local Council III in planning, budgeting and Implementation of Government programmes; and
- Supervise and monitor the implementation of socio-economic development projects.



3.1.4 Parish Chief

The parish chief carries out the overall administration and management of a Parish Unit in the Local Government. He/she reports to the Sub-County Chief.

The roles and responsibilities of the Parish Chief

Prepares and compiles reports on parish operations for the attention of the Sub-County Chief;

Collects and accounts for Local revenue in the Parish;
Prepares work plans and budgets for the operations of the Parish;

Enforces the implementation of National and Local Government policies, programmes and Council bye-laws in the Parish;

Undertakes the mobilization of the Parish Community for Government development programmes and projects; and

Provides technical support to the Parish Council on any matters relating to lower Local Government governance

3.2 POLITICAL LEADERS

District councils among others roles prepare comprehensive and integrated development plans incorporating the plans of lower level local governments for submission to the National Planning Authority³. District council and executive committee comprises of;

- a. The District Chairperson;
- b. The Vice-Chairperson; and
- c. Such number of Secretaries as the council may decide e.g. Secretary for production, education, health among others. -The Secretaries are nominated by the Chairperson from among members of the council and approved by a majority of all members of the Council.

3.2.1 *District Chairperson*

The district chairperson is the political head of the district and elected by universal adult suffrage through a secret ballot. A person to be elected should be as qualified to be elected a Member of Parliament; at least thirty years and not more than seventy-five years of age; and person ordinarily resident in the district.

3 Article 190 Ugandan Constitution

Functions

- a. Preside at meetings of the executive committee of the district;
- b. Monitor the general administration of the district;
- c. Co-ordinate the activities of urban councils and councils of the lower local administrative units in the district;
- d. Co-ordinate and monitor Government functions as between the district and the Government; and
- e. Perform such other functions as Parliament may prescribe.
- f. In the performance of the functions the Chairperson shall be subject to the rules, decisions and recommendations of the district council and be answerable to the council⁴.

3.2.2 District Vice Chairperson

The Vice-Chairperson is nominated by the District Chairperson from among members of the council and approved by two-thirds of all members of the council.

-The Vice-Chairperson deputizes or stands in for the Chairperson and performs such other functions

4 Article 183 of the Uganda constitution

in his/her absence in cases where the District Chairperson dies, resigns or is removed from office, the Vice-Chairperson assumes the office until the election of a new District Chairperson, but the election will be held within six months after the occurrence of the event⁵.

3.2.3 Speaker of District Council

- Each district council shall have a Speaker elected by the district council from among its members; but a person shall only be taken to have been elected if the votes cast in his or her favor are more than fifty percent of all the members of the council.
- The Speaker of the council shall, in relation to the council, perform similar functions to those of the Speaker of Parliament⁶.

How can District Chairperson and Speaker be removed?

The District Chairperson or the Speaker of a district council may be removed from office by the council by resolution supported by the votes of not less than two-thirds of all members of the council on any of the following grounds-

5 Article 186 of the constitution of Uganda

6 Article 184 Ugandan Constitution



- a. Abuse of office for example using office assets for personal use
- b. Misconduct or misbehavior; or
- c. Such physical or mental incapacity as would render him or her incapable of performing the duties of his or her office.
- d. Parliament shall prescribe any other grounds for the removal of a District Chairperson or the Speaker of a council under this article⁷.

What is the composition of an executive committee of a lower local government council?

A lower local government council has an executive committee nominated by the chairperson from among the members of the council and approved by simple majority of all the members of the council voting.

The executive committee consists of the chairperson; the vice chairperson; such number of secretaries, not exceeding five, as the council may determine, at least one of the offices of secretaries held by a female⁸.

⁷ Article 185 Ugandan Constitution

⁸ Section 26 of the local government act

Functions of a lower local government executive committee

A lower local government executive committee is responsible for the supervision of the implementation of policies and decisions made by its council and is to;

1. Initiate and formulate policy for approval of the council; district policies for example under health, education are approved by this body.
2. Oversee the implementation of the council's policy; Assist in the maintenance of law, order and security; they work together with the security agents, settling of disputes and hearing of cases. Above all ensuring peaceful coexistence in society.
3. monitor the implementation of council programmes and take action where necessary;
4. receive and solve problems or disputes forwarded to it from lower local councils;
5. at the end of each financial year consider and evaluate the performance of the council against the approved work plans and programmes;
6. initiate, encourage, support and participate in self-help projects and mobilize people, material and technical assistance in relation to the self-help projects;



7. Serve as the communication channel between the Government, the district council and the people in the area;
8. Generally monitor the administration in its area and report to the district council;
9. Generally monitor and supervise projects and other activities undertaken by the Government, local governments and nongovernmental organizations in their area; and
10. Carry out other functions which may be imposed by law or incidental to the above⁹.

Functions of an administrative unit council

The functions of an administrative unit council include;

1. To draw the attention of the district chairperson, the chief administrative officer and the assistant chief administrative officer at the county level or the chief at the parish level to any matter that rouses their concern or interest;
2. At the county level to advise the area members of Parliament on all matters pertaining to the county;

⁹ ibid



3. At the county and parish level to resolve problems or disputes referred to it by relevant sub county or village councils and identified at that level;
4. To monitor the delivery of services within its area of jurisdiction;
5. To assist in the maintenance of law, order and security. They report to the surety agents any threats to peace.
6. To carry out any functions that may be assigned to it by the district council or higher local government councils.

Functions of the parish and village executive committee

The parish or village executive committee shall oversee the implementation of policies and decisions made by its council also;

1. Assists in the maintenance of law, order and security; they report to the surety agents any threats to peace.
2. initiates, encourage, support and participate in self-help projects and mobilize people, material and technical assistance in relation to self-help projects;



3. at the village level vet and recommend persons in the area who should be recruited into the Uganda Peoples' Defense Forces, the Uganda Police Force, and the Uganda Prisons Service and local defense units;
4. serve as the communication channel between the Government, the district or higher local council and the people in the area;
5. generally monitor the administration in its area and report to the higher or district council;
6. generally monitor projects and other activities undertaken by the Government, local governments, and nongovernmental organizations in their area;
7. carry out other functions which may be imposed by law or incidental to the above¹⁰

District Service Commission

The District Service Commission consist of a chairperson and such other members as the district council shall determine, at least one of whom shall represent urban authorities and all of whom shall be appointed by the district council on the recommendation of the district executive committee with the approval of the Public Service Commission.

¹⁰ Section 49 of the local government act



1. Members of a District Service Commission are be persons of high moral character and proven integrity.
2. Members of a District Service Commission are holder's office for a period of four years but are eligible for re-appointment for one more term.
3. In the performance of its functions, a District Service Commission shall conform to the standards established by the Public Service Commission for the public service generally.
4. A member of the District Service Commission may be removed from office by the executive committee of the district with the approval of the district council and after consultation with the Public Service Commission but may be removed only for-
5. Inability to perform the functions of that office arising from physical or mental incapacity;
6. Misbehavior or misconduct; or
7. Incompetence¹¹.

11 Article 198 of the Uganda constitution



Functions of District Service commission

1. Subject to the provisions of this Constitution, the power to appoint persons to hold or act in any office in the service of a district, including the power to confirm appointments, to exercise disciplinary control over persons holding or acting in any such office and to remove those persons from office is vested in the District Service Commission.
2. The terms and conditions of service of local government staff shall conform to those prescribed by the Public Service Commission for the public service generally.
3. The District Service Commission may establish committees in respect of specialized disciplines¹².

Accountability

- i. The constitution of the republic of Uganda establishes that (I) All public offices be held in trust for the people. The citizenry has to be on the lookout how the public offices and resource are managed
- ii. All persons placed in positions of leadership and responsibility will, in their work, be answerable

12 Article 200 of the Uganda constitution

to the people. The leaders are obligated to account to the citizens how well they are managing the offices

- iii. All lawful measures have to be taken to expose, combat and eradicate corruption and abuse or misuse of power by those holding political and other public offices. Citizens should commit to zero tolerance to corruption¹³.

3.2.4 RESIDENT DISTRICT COMMISSIONER (RDC)

Article 203 of the Uganda constitution establishes the RDC stating that *there shall be for each District a Resident District Commissioner who shall be a Senior Civil Servant appointed by the President.*

The RDC is mandated to perform the following duties

- a. Represents the President and Government in the District; by officiating functions in the district on behalf of government and Carry out such other functions as may be assigned by the President. For example receiving important visitors, dignitaries, officiating in various ceremonies

13 Article XXVI of the constitution of Uganda



- b. Co-ordinate the administration of Government services in District; the RDC over sees, inspects and monitors the implementation of government services by local governments and where necessary advise the Chairperson. For example the RDC oversees implementation of programmers like PRDP, NUSAF, and NAADS among others.
- c. Advise the District Chairperson on matters of national nature that may affect the District or its plans or programmes, and particularly the relations between the District and the Government; he ensures that the district remains connected to the local and central government. This he/she does through constant process monitoring.¹⁴
- d. Sensitize the populace on governmental policies and programmes through liaising with the District Chairperson. Any new government programme implemented in the district the RDCs office has to be notified about it.
- e. Advise the Chairperson to instruct the Chief Internal Auditor to carry out special audit and submit to the Council;

14 Article 203 of the Uganda constitution



- f. Draw the attention of the Auditor General to the need for special investigation audits of the Local Government Council. In case of any irregularities within the district the RDC has the power to alert the auditor general.
- g. Draw the attention of the Inspector General of Government to investigate any cases of mismanagement or abuse of office.
- h. Draw the attention of any relevant line Ministry to the divergence from or non-compliance with Government policy by any Council within his or her area of jurisdiction.

ROLE OF THE STATE IN DEVELOPMENT

- i. The State has to give the highest priority to the enactment of legislation establishing measures that protect and enhance the right of the people to equal opportunities in development.
- ii. The State will stimulate agricultural, industrial, technological and scientific development by adopting appropriate policies and the enactment of enabling legislation.
- iii. In furtherance of social justice, the State may regulate the acquisition, ownership, use and



disposition of land and other property, in accordance with the Constitution¹⁵.

Balanced and Equitable Development

- i. The State has to adopt an integrated and coordinated planning approach to ensure that there is balance and fair development.
- ii. The State takes necessary measures to bring about balanced development of the different areas of Uganda and between the rural and urban areas.
- iii. The State has to take special measures in favor of the development of the least developed areas¹⁶.

DUTIES OF A CITIZEN

It is the duty of every citizen of Uganda-

- a. To respect the national anthem, flag, coat of arms and currency which are symbol of Uganda's independence and sovereignty any such acts of disrespect will be punishable by law.
- b. To respect the rights and freedoms of others. Example: rights to education, right to express opinions, right to information, right to a free and fair trial, among others. Citizens should

15 Article XI of the constitution of Uganda

16 Article XXI of the constitution of Uganda

abide by the constitution which establishes this, any infringement or violation of rights will be punishable by law.

- c. To protect children and vulnerable persons against any form of abuse, harassment or ill-treatment. This is a collective responsibility for all the citizens to ensure that there is peaceful coexistence.
- d. To protect and preserve public property. The law prohibits citizens to attack public or private property and destroying it
- e. To defend Uganda and to render national service when necessary. Citizens have a duty to play in protecting the nation for example being recruited in the army, police, prisons etc. in case of any natural calamity offer voluntary services (being patriotic). It is the duty of all able-bodied citizens to undergo military training for the defense of this Constitution and the protection of the territorial integrity of Uganda whenever called upon to do so; and the State will ensure that facilities are available for such training.
- f. To co-operate with lawful agencies in the maintenance of law and order. Citizens are expected to observe the law any person violating the law will be punished



- g. To pay taxes because the expenditure of the country is earned from the taxes. Paying taxes is good for the country and for us all.
- h. To register for electoral and other lawful purposes; The vote of each citizen is essential for full participation in determining national policy, however there are many other ways to participate in the electoral process that go beyond voting. Example running for office, donating time or money to a candidate or political party, campaigning for and observing the elections
- i. To combat corruption and misuse or wastage of public property. Every Ugandan should promote zero tolerance to corruption or misuse of public property.
- j. To create and protect a clean and healthy environment. Cleanliness of our environment is every ones responsibility coupled with a right to live in a clean and healthy environment.¹⁷

17 Article 17 of the constitution of Uganda

ROLE OF CITIZENS

Article X. Of the Ugandan constitution: Role of the People in Development

States that:

The State shall take all necessary steps to involve the people in the formulation and implementation of development plans and programmes which affect them. Therefore all citizens have a right to participate and benefit from all government development programmes in their community.

Civic rights and activities

Article 38 of the constitution of Uganda states that;

1. Every Uganda citizen has the right to participate in the affairs of government, individually or through his or her representatives in accordance with law. Citizens should be active and be informed regarding public issues and local governance. Example, citizens can get involved by attending community meetings, engaging with elected leaders.



2. Every Ugandan has a right to participate in peaceful activities to influence the policies of government through civic organizations. This can be done through dialogues, debate foras, meetings etc.

CONCLUSION

Understanding the obligations of those in power is key in enhancing quality delivery of services in the community, it gives rights holders a better understanding of who is obliged to deliver a specific service to them and they get enlightened on who is to address a certain problem. To ensure that services are delivered through the right channels communities should embrace other roles like;-attending planning and budget meetings, monitoring implementation of government programs, advocacy for pertinent issues and mobilization, information sharing. All these will go in the right direction to improvement of services as well as livelihood.

Effective provision of basic services can contribute to state legitimacy and is vital for poverty reduction. Despite this, access to services in developing countries is highly constrained. Failures in service delivery are a key reason that people fall into poverty, for example through ill health. In contrast, good service provision helps people to transition out of poverty, for example through education. There is a



clear need to strengthen service delivery systems in Uganda to improve quality and expand access.



REFERENCES

Constitution of Uganda 1995

Local government act 1997

Ministry of Finance; Uganda National Report for the Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

About UWONET

Uganda Women's Network-UWONET, is an advocacy and lobby network comprising of 16 national women's organizations, institutions and 9 individuals. It was established in 1993 to provide space for collective engagement of organizations advocating for women's rights especially the eradication of gender based discrimination.

Vision

A Ugandan society free of all forms of gender based discrimination

Mission

To coordinate collective action among members and other stakeholders through networking, capacity building, resource mobilization, policy research and advocacy for the attainment of gender equality in Uganda



Notes

With support from



Contact;

The Executive Director

Uganda Women's Network

Plot 198 Old Kiira Road Ntinda - Kampala, Uganda

P. O. Box 27991, Kampala

Phone: +256 414 286 539,

Email: info@uwonetor.ug

Website: www.uwonetor.ug

Blog: <http://uwonetnews.blogspot.com>

Facebook: <http://www.facebook.com/uwonet>

Twitter: @uwonet