



The Republic of Uganda



# KAMULI DISTRICT LOCAL GOVERNMENT LEADERS' SKILLS ENHANCEMENT AND INDUCTION BASIC PACK

NOVEMBER 2021

***THEME: COMMITTING TO TRANSFORMATIVE LEADERSHIP***

***Coronavirus and COVID19 Are Still Here and Deadly  
Please Adhere to all SOPs***

# **KAMULI DISTRICT LOCAL GOVERNMENT LEADERS' SKILLS ENHANCEMENT AND INDUCTION BASIC PACK**

**PREPARED FOR THE SKILLS ENHANCEMENT AND  
INDUCTION OF LOCAL GOVERNMENT ELECTED LEADERS AND  
HEADS OF DEPARTMENTS  
OF KAMULI DISTRICT LOCAL GOVERNMENT**

**NOVEMBER 2021**

THIS LOCAL GOVERNMENT LEADERS' BASIC PACK HAS BEEN PREPARED TO PROVIDE A QUICK OVERVIEW AND SOURCE OF REFERENCES FOR THE EFFECTIVE PERFORMANCE OF LOCAL GOVERNMENT COUNCILLORS. THE COUNCILLOR SHOULD BE AWARE OF HIS/HER RESPONSIBILITY TO MAKE REFERENCE TO AND CONSULTATION WITH ALL OTHER RELEVANT AND USEFUL SOURCES AT ALL TIMES.

## **PARTICIPANT'S INFORMATION**

**NAME:**

**POST:**

**CONTACT:**

**CAUTION:**

**PLEASE EXERCISE  
ALL CAUTION**

**Coronavirus and COVID19  
Are Still Here and Deadly**

**RESPECT AND ADHERE TO ALL SOPs**



THE REPUBLIC OF UGANDA

### NATIONAL ANTHEM

1. Oh Uganda!  
May God uphold Thee,  
We lay our future in thy hand,  
United, free, For liberty,  
Together we'll always stand.
2. Oh Uganda!  
The land of Freedom,  
Our love and labor we give,  
And with neighbors' all,  
At our Country's call,  
In peace and friendship, we'll live.
3. Oh Uganda!  
The land that Feeds us,  
By sun and fertile soil grown,  
For our own dear land,  
We'll always stand,  
The Pearl of Africa's Crown.



JUMUIYA YA AFRIKA MASHARIKI

### MWIMBO YA JUMUIYA YA AFRIKA MASHARIKI

1. Ee Mungu twaomba Uilinde  
Jumuiya Afrika Mash ariki  
Tuwezeshe kuishi kwa amani  
Tutimize na malengo yetu.  
*Jumuiya yetu sote tuilinde*  
*Tuwajibike tuimarike*  
*Umoja wetu ni nguzo yetu*  
*Idumu Jumuiya yetu.*
2. Uzalendo pia mshikamano  
Viwe msingi wa Umoja wetu  
Natulinde Uhuru na Amani  
Mila zetu na desturi zetu.  
*Jumuiya yetu sote tuilinde ...*  
Viwandani na hata mashambani  
Tufanye kazi sote kwa makini  
Tujitoe kwa hali na mali  
Tuijenge Jumuiya bora.  
*Jumuiya yetu sote tuilinde ...*



**His Excellency Gen. Yoweri Kaguta Museveni  
President of the Republic of Uganda**



**Hon. Raphael Magyezi  
Minister of Local Government**

# Kamuli DLG Induction 2021



## ABOUT THE FACILITATOR

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Currently working as Programme Officer at Civil Service College Uganda, Ronnie is a professional of Human Resource Management and Development; Monitoring and Evaluation, as well as Public Administration and Management. He has passion for: working with others, achieving transformative results through continuous improvement for efficiency, effectiveness and development.

His working experience spans over two decades which have provided him with practical hands-on knowledge and skills as well as attitude necessary for the various aspects of administration and management especially in the management of people, assets and processes. He worked as Local Government Service and Human Resource Management and Development practitioner in Uganda since 2000, a Public Service Delivery Performance Evaluation Consultant and a Value for Money Auditor in Tanzania since 2008 and a Public Service mentor for Human Resource Management and Development Government of in the Republic South Sudan under the UNDP/IGAD Regional Capacity Building Initiative (2011 to 2013).

Ronnie has handled and participated in various national level local government assessment and capacity development assignments and programs in Uganda since 2002. He is proficient in Human Resource Planning, Recruitment and Development (Training of Trainers, Counseling, Mentoring and Coaching. Strategic Planning and Management, Institutional assessment), Monitoring and Evaluation of Development programs, Performance Management, Gender and Equity as well as Facilitating Organisational Learning and Development.

Ronnie has been a member of a university council (2017 to 2019), a member of Boards of Governors for two secondary schools, a member of the board at the Uganda Project Implementation and Management Center (UPIMAC) since 2020, is a member of Rotary International (since 1997) and is a club past president and a member of the E Club of Victoria in Uganda. He is also a member of the Bible Society of Uganda (2010) and a life member of the Uganda Red Cross Society (2004) and a corporate member of Express Football Club.

Ronnie holds a bachelor's degree in Social Sciences, a Masters in Management Studies – HRM&D, a Masters in Project Monitoring and Evaluation, a Post Graduate Diploma in HRM&D and a Post Graduate Diploma in Monitoring and Evaluation as well as a Post Graduate Certificate in Monitoring and Evaluation. He has also attended specialized training at the Law Development Center, the Canadian Institute of Public Administration and Zhejiang University.

## Contents

1.0 Introduction .....	9
<b>2.0 Decentralization Policy and the Local Government System in Uganda .....</b>	<b>9</b>
<b>2.1 Decentralization .....</b>	<b>9</b>
<b>2.2 The Local Government System .....</b>	<b>9</b>
2.3 Composition of Local Government Councils.....	10
2.3 The Powers and Duties of a Local Government.....	10
<b>3.0 Understanding Leadership .....</b>	<b>10</b>
<b>3.1 Why focus on leadership?.....</b>	<b>11</b>
3.2 Differentiating between leadership and management .....	11
3.3 Changing from Management to Leadership .....	12
<b>4.0 Basic Facts about KAMULI DISTRICT LOCAL GOVERNMENT as at today .....</b>	<b>13</b>
4.1 Leadership approaches .....	15
<b>5.0 Relationship between KAMULI DISTRICT LOCAL GOVERNMENT and Others. ....</b>	<b>15</b>
<b>6.0 Roles and Responsibilities of Key Stakeholders .....</b>	<b>16</b>
6.1 Councilors.....	16
6.3 Local Government Chairperson .....	17
6.4 The Local Government Executive Committee .....	17
6.5 Speaker of the Local Government Council.....	18
6.6 Standing Committees of Council.....	18
6.7 Accounting Officer – .....	18
6.8 The Resident District Commissioner .....	19
6.9 Functions of Council that must not be delegated.....	19
<b>7.0 Standard Rule of Procedure for Local Government Councils - A living Local Government Adheres to Meeting Procedures .....</b>	<b>20</b>
7.1 The Structure of the Standard Rules of Procedure.....	20
<b>8.0 Key Local Government Functions - What You Must Know as a Leader .....</b>	<b>21</b>
<b>9.0 Key Leadership Qualities for a Progressive Local Government .....</b>	<b>23</b>
<b>10.0 The Cost of Bad Local Government leadership .....</b>	<b>24</b>
<b>11.0 Way Forward .....</b>	<b>24</b>
<b>12.0 Conclusion .....</b>	<b>25</b>
<b>13.0 Key References for an Exemplary Local Council Leader.....</b>	<b>25</b>



## 1.0 Introduction

This handbook named **KAMULI DISTRICT LOCAL GOVERNMENT Leaders' Basic Pack (2021)** has been prepared and issued on the special Councilors' In-house induction programme organized and held November 2021. The programme was meant to provide a basic understanding of Local Government operations so that the Honorable Councilors can with ease fit in their roles and meaningfully contribute to achieving the local development vision, mission and objectives in accordance to the wishes of the citizens yet in compliance with the legal and policy framework. It suffices to note that this is not the exhaustive source of knowledge and information and as such all readers are strongly encouraged to ensure they access, read and always refer to all the references cited in section 13.0 of this handbook and even more that are not listed.

All participants and readers are welcome to Kamuli and decentralization in the whole country.

## 2.0 Decentralization Policy and the Local Government System in Uganda

### 2.1 Decentralization

In 1993, Government of Uganda committed to adopt the decentralised form of governance. It was however given strong legal basis in 1995 under Chapter 11 of the Constitution and was further operationalized in the Local Governments Act which took effect in 1997 and has been amended a number of times (currently cited as The Local Governments Act, CAP 243).

Decentralization was meant to bring powers of decision making about local development, free local managers and leaders of the constraints of a centralized system, improve capacity for planning and budgeting as well as accountability and provide a framework for local economic development among several. Section 8.0 provided details on powers and duties that were decentralized.

### 2.2 The Local Government System

According to Chapter Eleven of the Constitution of Uganda and the Local Governments Act, CAP 243, the Local Government system is based on decentralisation with the district being the highest local council and other councils below it as presented in the following table:

1. <u>Rural Category</u>		<u>Mistake</u>	2. <u>Urban Category</u>
*DISTRICT		LC5	*CITY
		LC4	*MUNICIPAL COUNCIL & CITY DIVISION
*SUB COUNTY	*TOWN COUNCIL	LC	*MUNICIPAL DIVISION
<i>Parish</i>	<i>Ward</i>	LC3	<i>Ward</i>
<i>Village</i>	<i>Cell</i>	LC1	<i>Cell</i>

**KEY:** All those councils marked \* and in capital letters are Local Governments while others are Administrative Units.

### 2.3 Composition of Local Government Councils

District Councils shall consist of:

- i. The District Chairperson,
- ii. One councilor directly elected to represent an electoral area of a district.
- iii. Two youth councilors, one of whom shall be a female youth,
- iv. Two councilors with disabilities, one of whom shall be a female
- v. Women councilors forming one-third of the council
- vi. Two older persons, a male and female elected in accordance with the National Council for Older Persons Act, 2013, and
- vii. Two members representing workers, one of whom shall be a female elected in accordance with the Labour Unions Act, 2006.

(2) A Member of Parliament may attend meetings of the local council in his or her own district and constituency as an ex-official member of the council.

Section 23 of the LGA details out the composition of Lower Local Government Councils.

### 2.3 The Powers and Duties of a Local Government

The Powers of Local Governments are stipulated in Section 30 and Schedule II Governments Act, CAP 243. Local Government Councils have powers to:

- i. Exercise all political and executive powers and functions;
- ii. Provide Services as they deem fit with the exception of the functions, powers and services listed under Part1 of the second schedule to the Local Governments Act, CAP 243;
- iii. Protect the Constitution and other laws of Uganda and promote democratic governance; and;
- iv. Ensure the implementation and compliance with Government policy.

The Second Schedule to the Local Governments Act, CAP 243, details the functions and services for which different levels of Local Councils are responsible.

## 3.0 Understanding Leadership

Leadership is the activity of influencing people or an organization or the ability to do this. Leadership involves: establishing a clear vision, sharing that vision with others so that they will follow willingly, providing the information, knowledge and methods to realize that vision.

**Leadership includes:**

**I. Influence**

**II. The ability to obtain followers and enlist the support of others to achieve a vision.**

### 3.1 Why focus on leadership?

Development of leadership competences is more important for Local Council now than ever before. Effective leadership is important to an organization because:

- i. It creates confidence among the participants in an organization
- ii. It encourages a professional and positive environment. In an enterprise setting,
- iii. It acts as the catalyst that makes all other business aspects work in tandem.
- iv. It helps to maximize efficiency and to achieve organizational goals.

Effective leadership is important in an organization because an effective leader;

- i. Initiates action-He/She starts the work by communicating the policies and plans to the subordinates from where the work actually starts.
- ii. Motivates-He/She proves to be playing an incentive role in the organization and motivates the employees by being exemplary and offering appreciating performance by various rewards, thereby getting results from the subordinates.
- iii. Provides guidance-He/She not only supervises but also plays a guiding role for the subordinates in the way they have to perform their work effectively and efficiently.
- iv. Creates confidence-He/She instils Confidence is an important factor at work places by expressing the work efforts to the subordinates, explaining clearly their role and how to achieve the organization's goals effectively. Hershel listens and pays attention to the employees 'suggestions, complaints and problems.
- v. Builds morale-He/She boosts the Morale of subordinates achieving full co-operation thus winning their trust and subsequently they perform to the best of their abilities. This helps the organization to achieve its goals.
- vi. Builds a conducive work environment-He/She aspires to create a conducive work environment and an efficient and effective Human Resource Policy to portray a humanitarian approach of the organization to its employees.
- vii. Co-ordinates -He/She Co-ordinates the people and activities of the organization by reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be a primary motive of a leader.

### 3.2 Differentiating between leadership and management

Whereas 3.1 explained what leadership is, It is important to differentiate between leadership and Management.

#### **Management**

Management is controlling and directing people/resources according to already set principles or values. It is the art of getting things done through and with the effort of others. The basic functions of Management include: - Planning, Organizing, Leading, Controlling and Staffing. Management can be at Strategic/Corporate level, Tactical/middle level or Operational level.

The table below gives a sense of difference between being a Leader and a Manager but of course many people lead and manage at the same time.

## Comparative Characteristics of Leaders and Managers

	Subject	Leader	Manager
1	Essence	Change	Stability
2	Focus	Leading people	Managing work
3	Have	Followers	Subordinates
4	Seeks	Vision	Objective
5	Approach	Sets direction	Plans details
6	Decision	Facilitates	Makes
7	Power	Personal charisma	Formal authority
8	Persuasion	Sells	Tells
9	Style	Transformational	Transactional
10	Wants	Achievement	Results
11	Risks	Takes	Minimizes
12	Blame	Takes	Blames

### **3.3 Changing from Management to Leadership**

Transiting from management to leadership entails a shift in approach in the following areas:-

Warren Bennis in a book *“The Leader Within”* distinguishes managers from leaders: -

- *Managers* are people who do things right.
- *Leaders* are people who do the right things.

***All public Officers (Elected and appointed)  
Should develop leadership abilities***

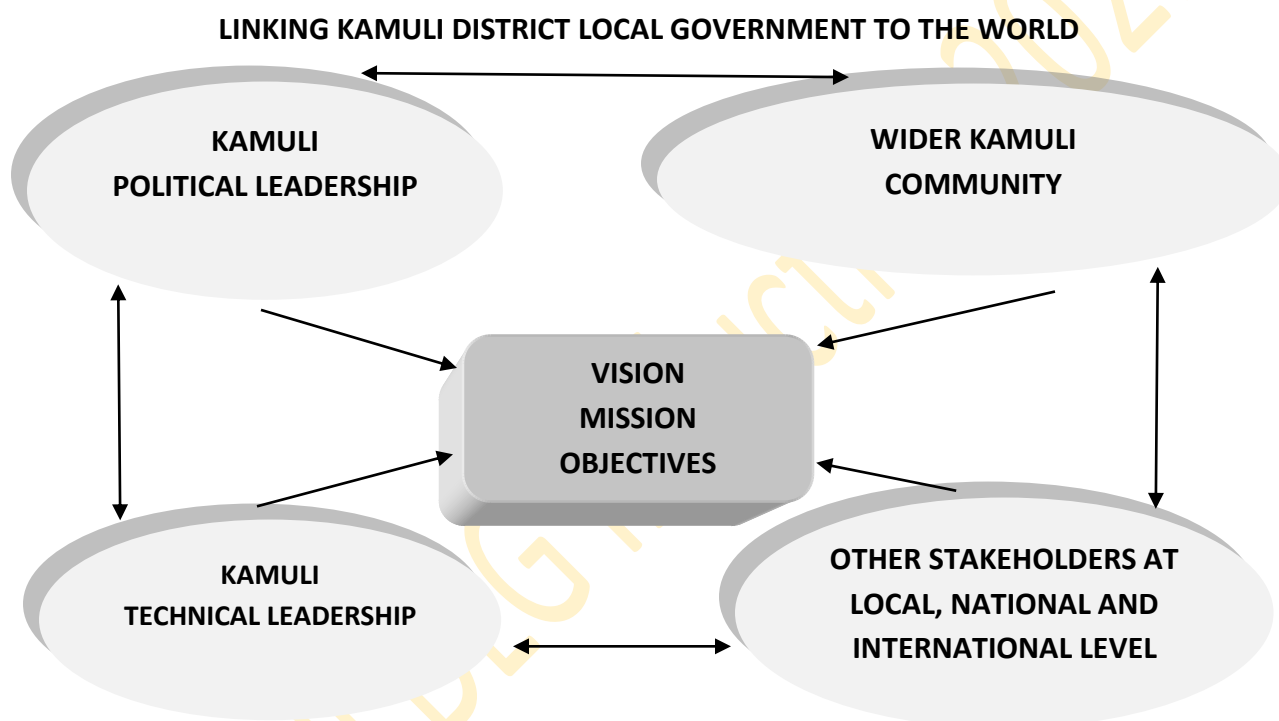
***ALL OF US SHOULD EMBRACE DEVELOPMENT OF LEADERSHIP ABILITIES IN  
ORDER TO TRANSFORM SERVICE DELIVERY AND TRANSFORM OUR SOCIETY***

**Basic Facts about KAMULI DISTRICT LOCAL GOVERNMENT as at today**

<b>Date</b> of establishment:	<b>Size</b> in square kilometers:
No of Villages and cells:	No of Parishes and Wards:
No of LLGs	Distance of HQtrs from Kampala
<p><b><u>Education</u></b></p> <p>Primary schools = ..... Secondary Schools = ..... Tertiary Institutions =.....</p> <p>No of Teachers in UPE schools = ..... No of Teachers in UPE schools = .....</p> <p>No of Boys in UPE schools = ..... No of girls in UPE schools = .....</p> <p>PLE results (last sitting)</p> <p>1<sup>st</sup> Grd = ..... 2<sup>nd</sup> Grd =..... 3<sup>rd</sup> Grd ..... 4<sup>th</sup> Grd ..... Grade U.....</p>	
<p><b><u>Population</u></b></p> <ul style="list-style-type: none"> <li>• Women =</li> <li>• Men =</li> <li>• Total =</li> <li>• PWDS =</li> <li>• Residents above 60 years =</li> <li>• Children below 5 =</li> </ul>	<p><b><u>Roads</u></b></p> <ul style="list-style-type: none"> <li>• Kilometers tarmac =</li> <li>• Kilometers Earth roads =</li> </ul>
<p><b><u>Registered Taxpayers</u></b></p> <ul style="list-style-type: none"> <li>• Property rates=</li> <li>• Trading licenses =</li> <li>• Local Hotel Tax =</li> <li>• Local Service Tax =</li> <li>• Taxi Park/stages =</li> </ul>	<p><b><u>Annual budget for current FY</u></b></p> <ul style="list-style-type: none"> <li>• Local Revenue =</li> <li>• Grants =</li> <li>• Others =</li> <li>• Total =</li> </ul>
<p><b><u>Production matters</u></b></p> <p>Heads of cattle =</p> <p>Goats =</p> <p>X =</p> <p>Y =</p> <p>Z =</p> <p>No of farmers' groups =</p>	<p><b><u>What Else can you report about?</u></b></p>

**Mission:**

**Vision:**



***The goal of NDPIII is to Increase Average Household Incomes and Improve the Quality of Life of Ugandans.***

***Overall theme of NDP III is: Sustainable Industrialization for inclusive growth, employment and sustainable wealth creation.***

***Your Local government Vision, Mission and Interventions should be aligned to the national development aspirations.***

***\*\*\*\*\*Please note that you have a role to play in achieving the vision and mission  
REFLECT: What is it that people will remember to have been your contribution?  
Therefore, it is your duty to always ensure that you are updated with at least the above information if you will be an excellent leader in a council.***

This then calls for a clear understanding of approaches to leadership.

#### 4.1 Leadership approaches

The nature of leadership varies according to the demands of a particular situation, as leaders themselves are different individuals. Stephen Covey an author of several books on leadership states that- "*Leadership focuses more on people than on things*".

There are two broad categories of leadership, namely: transformational and transactional.



**Transactional Leadership** among others- build on man's need to get a job done and to make a living, is pre-occupied with daily affairs and is short term rather than long term oriented. Transactional leadership is self-centered –the How do I benefit tendency.

**Transformational Leadership** among others-builds on men's need for meaning, Transcends daily affairs, is oriented towards meeting long-term goals without compromising human values and principles, separates causes and symptoms and works at prevention, makes full use of human resources and leads out in new directions. Transformational leadership is therefore people centered.

Effective leadership is a quality that is very much in demand. New leadership attributes like setting the strategic vision and direction, challenging old rules and processes, enlisting support, providing good role models and challenging the heart in bringing about change and more importantly achieving excellent results are crucial. They will make or break any effort at improving the effectiveness of organisations and in particular the civil service in the new era especially at local level.

**Important: Focus should be more on transformational leadership for the common good**

**This applies to both elected and appointed officials. All of us are leaders.**

#### 4.0 Relationship between KAMULI DISTRICT LOCAL GOVERNMENT and Others.

It is important to realize that KAMULI DISTRICT LOCAL GOVERNMENT ought to relate well with the Central Government and other Local Councils.

- Relation with lower councils includes:
  - i. Constantly seeking their thoughts on the development plan and budget
  - ii. Constantly supervising the way development projects are implemented
  - iii. In most cases their arrangement provides basis for electoral areas demarcations.
- Relationship with other same level Councils:
  - i. Linking with them on matters of cross boarder development

- ii. Being good neighbors
- iii. Sharing of information on several matters like diseases control

- Relation with Central Government includes:

- i. Receive and utilize Grants e.g., in Roads and Water sector Grants from the center.
- ii. The Ministry of Local Government inspects, supervises, coordinates, builds their capacity and as well lobbies and advocates for the TCs.
- iii. The center is responsible for designing and approval of LG structures – both councils and staff.
- iv. The center is responsible for auditing – OAG.
- v. The center is responsible for making national policy and guidance through various MDAs

**\*\*\*\*\*Therefore, for all of us to benefit, the relationship should be cordial, positive and developmental for the common good of all citizens.**

## **5.0 Roles and Responsibilities of Key Stakeholders**

It suffices to note the roles and responsibilities of key stakeholders as follows:

### **6.1 Councilors**

Regulation 8(A) in the 3<sup>rd</sup> Schedule to the LG Act, CAP 243 demands that a Hon Councilor shall:

- i. Maintain close contact with the electoral area, and consult the people on issues to be discussed in the council where necessary;
- ii. Present views, opinions and proposals to the council;
- iii. Attend sessions of the local council and meetings of committees or subcommittees of which he or she is a member;
- iv. Appoint at least a day in a given period for meeting the people in his or her electoral area;
- v. Report to the electorate the general decisions of the council and the actions it has taken to solve problems raised by the residents in the electoral area;
- vi. Bring to bear on any discussion in the council the benefit of his or her skill, profession, experience or specialized knowledge;
- vii. Take part in communal and development activities in his or her electoral area and the council jurisdiction as a whole.

(2) A member of a local government council shall, in the discharge of his or her duties, have due regard to the national and council interests and the interests of the people in the electoral area.

**\*\*\*\*\*A councilor can only perform these well if s/he relates with all other stakeholders in a positive constructive and respectable and respectful way. Therefore, making friends for our development is important. Always consult so that you can learn more and perform better.**

This can hardly be achieved if local council leaders do not critically reflect to identify with their role in the local and national development process.



### **6.3 Local Government Chairperson**

At the City, City Division and Municipal Level, She/He carries the title “Hon Mayor” while all the others carry the title “Hon Chairperson”.

Under Sections 13 and 24 of the LG Act, the Mayor/chairperson:

- i. Presides at meetings of the Executive Committee
- ii. Monitors the general administration of the LG
- iii. Monitors the implementation of Council decisions.
- iv. Monitors and coordinate the activities of Lower Local Councils
- v. Oversees the performance of persons employed by Government and monitor the provision of Government services or the implementation of projects in the LG on behalf of council.
- vi. Coordinate and monitors Government functions.

**The Local Government Chairperson is answerable to the Council**

### **6.4 The Local Government Executive Committee**

The Local Governments Act, CAP 243 states that there shall be an Executive Committee for each Local Government, which performs the executive functions of the Council.

The Executive Committee consists of:

- i. The Chairperson
- ii. The Vice Chairperson
- iii. Such number of Secretaries, not exceeding three as the Council may determine.

Section 16 Sub Section 2A states that notwithstanding the provisions of subsection (2), the number of the members of the executive committee shall not exceed one-third of all the member of the council.

Where a person nominated to the executive committee is rejected by the council three times without reasonable ground, the nomination shall stand (Section 18 (3a)).

Sections 17 and 26 provide for the roles of Executive Committees at District and the Lower Local Government Council respectively.

The roles of the Executive Committee are:

- i. Initiate and formulate policy for approval of Council.
- ii. Oversee the implementation of Council programmes.
- iii. At District level recommend to Council persons to be appointed to the District Service Commission, District Public Accounts Committee, District Land Board or any other Boards, Commissions or Committees that may be created.
- iv. Receive and solve problems or disputes forwarded to it from lower Local Councils.
- v. Evaluate the performance of Council for every financial year.

**The Local Government Executive Committee is answerable to the Council**

### **6.5 Speaker of the Local Government Council**

The Speaker:

- i. Presides at all meetings of the Council.
- ii. Is charged with the overall authority for the preservation of order in the Council, and the enforcement of rules of procedure of the Council.
- iii. Performs functions which are similar to those of the Speaker of Parliament as may be and only to the extent to which the situation is consistent with the Local Governments Act, CAP 243.

The Deputy Speaker shall perform the duties of the Speaker in the absence of the Speaker.

*The Speaker (and therefore the Deputy Speaker) of the Local Government Council is answerable to the Council*

### **6.6 Standing Committees of Council**

Councils conduct business through Standing Committees.

The election of chairperson and members of standing committees is by simple majority through secret ballot and eligibility for chairperson or members of the standing committee shall be limited to council members that are not part of the executive committee nor a Speaker and Deputy Speaker.

The Local Governments Act, CAP 243 stipulates that the number of Standing Committees should not exceed the number of secretaries for the efficient performance of the functions.

Standing Committees are responsible for:

- i. Monitoring and evaluating performance of sectors under their functional responsibility.
- ii. Receiving budgets of departments under their responsibility and recommending for their integration into Council budgets.
- iii. Scrutinizing monthly expenditure returns, Contracts committee reports and quarterly reports so as to recommend appropriate action by Council.

*All Local Government Council Standing Committees are answerable to the Council*

### **6.7 Accounting Officer**

According to the LG Act, CAP 243 Accounting Officers are the Chief Administrative Officer/Town Clerk/Assistant Town Clerk/Sub County Chief (Sections 64, 65) at respective councils and their duties shall be:

- i. Advising the council on legal and administrative matters
- ii. The head of the all public servants in the respective area of jurisdiction
- iii. Expending of all funds of the council
- iv. Implementation of all lawful decisions taken by the council;

- v. Supervision, monitoring and coordination the activities of all employees of the Local Government
- vi. Custody of all documents and records of the council

The Accounting Officer is answerable to the Council

#### 6.8 The Resident District Commissioner

Sections 70 & 71 of LGA CAP 243, stipulate the functions of a Resident District Commissioner:

- i. To monitor the implementation of central and local government services in the district;
- ii. To act as the chairperson of the district security committee of the district;
- iii. Advise the district chairperson on matters of a national nature that may affect the district or its plans or programme and particularly the relations between the district and the Government;
- iv. Monitor and inspect the activities of local government and where necessary advise the chairperson; and
- iv. To carry out such other functions as may be assigned by the President or prescribed by Parliament by law.

The Resident District Commissioner is answerable to the Presidency

#### 6.9 Functions of Council that must not be delegated

It should however, be emphasized that there are certain functions, which can only be exercised by the Council (Fourth Schedule of the Local Governments Act, CAP 243, these include:

- i. Approval of the development plan
- ii. Approval of annual budget estimates
- iii. iii. Making bye-laws for the proper conduct of the council's own business
- iv. Passing of bills for ordinances and byelaws
- v. Raising of loans and mortgaging Council property.

## **7.0 Standard Rule of Procedure for Local Government Councils - A living Local Government Adheres to Meeting Procedures**

There is a whole booklet issued by the Ministry of Local Government called Standard Rules of Procedure Local Government Councils in Uganda, (Revised 2019).

The purpose of the Standard Rules of Procedure (SROP), for Local Government Councils is to ensure orderly, effective and efficient Local Government council meetings. The Standard Rules of Procedure Local Government Councils in Uganda provide the guidelines on how Local Government Councils shall be handled.

A council meeting is a meeting of the elected representatives of the people in a Local Government, presided over by a Speaker.

**# It is strongly recommended that each member of the council gets a copy. You should always refer to and use it.**

### **7.1 The Structure of the Standard Rules of Procedure**

The Standard Rules of Procedure for Local Councils in Uganda are structured into Parts. Each part deals with a separate aspect. As follows:

**Part I: Preliminary**- this part explains the meanings of the key words and the context with which they are used in the Rules, the manner of taking oaths of office by councilors, how to amend or suspend the rules and the procedure of electing a Speaker during the first meeting of Council.

**Part II: Meetings, Sittings and Adjournment of Council** – provides for the modalities of sitting during a council meeting and how a Council meeting is adjourned to the next one.

**Part III: Order of Business** – Provides for what should be on the order of business of a normal council meeting

**Part IV: Motions to Council** – provides for how to initiate and handle motions in council meetings

**Part V: Matters of Public Importance, Questions and Personal Statements** – provides for how matters of public importance may be raised by any member, how questions to the Chairperson of the local government and the executive committee may be raised and handled and how any members may explain matters of personal nature.

**Part VI: Petitions** – provides for how business brought by non-council members shall be handled

**Part VII: Conduct of Meetings** – provides for how a council meeting shall be conducted including the DOs and DONTs

**Part VIII: Voting in the Council** -provides for how to conduct voting in the case that a matter must be put to vote.

**Part IX: Council Legislation Procedure** – provides for how to handle the process of making ordinances and bye laws.

**Part X: Committees of the Council** – provided for the composition, functions and handling of business of the various committees of council

**Part XI: Votes of censure and removal from office** – presents the procedure for removing a person holding public office in a local government.

**Part XIII: General Provisions** – handle all aspects of council Procedures that are of a non-specific nature.

The rules also have 10 Appendices: i.e:

**APPENDIX A:** Order Paper of Business at the first sitting of Council under Rule 15 Sub-Rule (2)

**APPENDIX B:** Standard Council Prayer under rule 20

**APPENDIX C:** Order paper of business at any other sitting of council under rule 15, sub-rule (3).

**APPENDIX D:** Council Regulations to be maintained under (Rules 16, 54 and 55.

**APPENDIX E:** Format of a Censure Motion in council under Rules 103, 104 and 105.

**APPENDIX F:** Format of Letter of receipt of a petition or motions or questions in the Office of the Clerk

**APPENDIX G:** Format of a Letter notifying the suspension of a member from Council and or Committee sittings under Rule 42.

**APPENDIX H:** Format of a Letter notifying the completion of suspension of a member from Council and or Committee sittings under Rule 42.

**APPENDIX I:** Letter forwarding a petition to the Minister

**APPENDIX J:** Benefits of adhering to the Standard Rules of Procedure

## 8.0 Key Local Government Functions - What You Must Know as a Leader

Following are highlights of powers and responsibilities that were/are decentralized:

- i. **Financial Management:** Finances are the life blood of all organizations. Management of finances in Councils is governed by:
  - a. The core values and principles of transparency, accountability and active participation.
  - b. Existing laws and regulations (*please find the detailed list in Part 13.0 of this document – especially the first eight on the list*)
  - c. Following a well laid budgeting cycle and instructions as well as guidelines in force at any single time.
  - d. Not spending on item that has not been provided in the Council's approved budget
  - e. A budget is done annually
  - f. Some critical things must always be done on time e.g., approval of budget, submission of final accounts, holding of council meetings every two months. This does not recognize whatever reason we may give for failure. It will be a sign of incompetence.
  - g. The Accounting Officer is the one to authorize any expenditure to be incurred and thus the one to ensure accountability.
  - h. The Head of finance must all the time open, maintain and update financial records and must make monthly financial reports to the Accounting Officer who in turn submits them to the Executive Committee in their meeting.

- i. Like on all other matters, all civil servants report to the Chief Executive
  - j. The Chairperson through the Secretary for responsible Finance must also provide financial reports council on quarterly basis.
  - k. The executive committee must ensure that all audit reports, their findings and recommendations are acted upon and in time.
  - l. Every person is individually responsible for any expenditure under their control.
  - m. The Council should always ensure that the Finance Department is well catered for to improve capacity in all aspects to serve the Council.
  - n. Any person holding a public office that directs or participates in the misuse of public funds at the Local Government, shall be personally liable and shall be required to make good any loss from such conduct even when they cease to hold office
- ii. **Development Panning:** A Council must have a Development (5 Year) Plan that must be comprehensive and integrating all lower councils' plans. All projects in the annual budget must be coming from this plan. All efforts of any stakeholder must be geared towards this plan.
- iii. **Human Resource Management:**
- a. All employees are employees of and are answerable to the Council through the Accounting Officer and are subject to council directions and shall implement lawful decisions of council.
  - b. All employees are managed using written laws: The Constitution, the Acts, the Regulations, and current Uganda Public Service Standing Orders and Circular Standing Instructions issued from time to time.
  - c. There are rules on how to get people in service, keep them in service and make them leave service. These must always be followed for smooth operations of the Council business. Everyone will at one time leave the employment but be careful to see they leave service in the right and legal ways.
  - d. The Council should always ensure that the Human Resource Management Office is well catered for to improve capacity in all aspects to serve the Council.
  - e. The way you manage your human resource will contribute to the way they will serve you thus affect how you will realise the local development dreams.
- iv. **Monitoring and Evaluation**
- a. Councilors play an important role in development by monitoring, reporting and evaluating government performance. Sensible monitoring is well planned for, budgeted for, done on the right time and must have good meaningful and usable reports.
  - b. Monitoring should not be use for finding faults only but for learning form what has happened and how it has happened so that we avoid mistake and make improvements in the performance. When you stop learning as individuals, teams or the whole council, you will cease to be functional.
- v. **Legislative Powers and Responsibilities**
- Legislation is the process of coming up with a new law. Councils pass Ordinances and Byelaws Section 38 of the Local Governments Act, CAP 243, provides for enactment of district Laws.

In order to have good governance and the rule of law in the Local Governments, it is necessary to have a legislative arrangement that is systematic and transparent.

It is important to note that under section 42 (2) of the LGA cap243, no ordinance or bye-law shall be made in respect of any matter or issue for which adequate provision is catered for under the constitution or any other law made by Parliament.

Further under section 44 of the LGA Cap 243, local councils shall not legislate on judicial powers.

The procedure for Legislation by the District Council is provided for under Part IV Third Schedule of the Local Governments Act, CAP 243 Cap 243 while the procedure for making laws by lower local governments (see Schedule 3 Regulation 22(1-6).

The procedure has also been provided for in Part ix the current (as at the date of this induction) Standard Rules of Procedure for Local Government Councils in Uganda

Section 39 of the Local Governments Act Cap 243, empowers Urban, Sub-County/Town Council/ Municipal Division Councils to make laws that are not inconsistent with the Constitution or any law enacted by parliament, or Ordinance of the District Council or a bye-law passed by a higher Council.

Section 39 (2) (c) require bye-laws enacted by the municipal division councils to be forwarded to the municipal council for certification.

The bye-laws are forwarded to the district council for purposes of the sub county and town council councils for certification.

#### **vi. Judicial Powers**

Some Local Councils are empowered to perform delegated judicial functions. We must note that this has terms and conditions which are well stipulated in the Local Council Court Regulations.

### **9.0 Key Leadership Qualities for a Progressive Local Government**

Some of the key characteristics and behaviors to lead Councilors and employees to success all the time include:

- i. **Ethics** – *Doing the right thing, in the right way at all times even when no one is watching. S/he must have a sense of fear for embarrassment.*
- ii. **Integrity** – *Takes all decisions without undue influence. Can stand on his/her own for his/her own principles*
- iii. **Values** – *must have some things and principles for which s/he is known to stand for*
- iv. **Continuous learning** – *must be with an attitude that appreciates that they do not know everything, every time, everywhere. There is a lesson to learn for everyone every day. When one stops learning, s/he becomes non functional and less productive.*
- v. **Builds and Promotes Teamwork - Consultative and all inclusive.** *Involves others in all processes. Shares both pains and successes.*
- vi. **Exemplary** – *A leader shows followers how things are done not telling them how to do things only. S/he brings change to the community by first changing himself or herself.*

- vii. **Objective** – Does not look at things in self interest and based on self ego but the common good.
- viii. **Compassionate** – feels for the poor state of others, the community and the country even the whole world.
- ix. **Forward looking** – S/he takes decisions and makes proposals that will take the Council to a better status in the future not just enjoying the present.
- x. **Legitimate** – respects the rule and provisions of the law.
- xi. **Godly** – respects mankind and a special creation and representation of God on earth.
- xii. **Thinks and remembers mortally** – we are here for a short time. We shall go and take nothing but we shall leave a record to last forever.

***Our conduct has great influence on our levels of performance and development and as individuals we have to make a choice that works for the transformation of our communities and country. It is all in our hands and time will tell.***

#### **10.0 The Cost of Bad Local Government leadership**

There are only two options: ***BEING A GOOD LEADER or BEING A BAD LEADER***. There is no in between. Bad local governance is such a high cost. But if we eventually turn into bad leaders, the following will happen:

- |  |                               |
|--|-------------------------------|
| i. Loss of revenues in councils                                    | viii. Illiteracy              |
| ii. Conflicts and fights all the time                              | ix. Unemployment              |
| iii. Court cases which are always costly                           | x. Poverty                    |
| iv. Time wastage   | xi. Loss of dignity           |
| v. Stress  | xii. Slavery in various forms |
| vi. Theft of public resources                                      | xiii. Sickness                |
| vii. Poor performance in schools, hospitals and trade among others | xiv. Death                    |

#### **11.0 Way Forward**

For the best in decentralization and Local Governance, we should do the following:

- i. Look at decentralization as a process or journey to lead us to a better future
- ii. Respect others and the law
- iii. Be supportive to development initiatives
- iv. Accept, embrace and develop growth and transformative mindset
- v. Mobilize and encourage the community to work harder, create incomes, create savings and do more investments
- vi. Seek education and more learning in all aspects
- vii. Work in harmony as a team of brothers and sisters



## **12.0 Conclusion**

The development of Uganda lies in the development of local areas. If there is no local development, there is no national development. All local leaders have an opportunity to make a contribution to the transformation of our country. Ugandans aspire to be called a ***TRANSFORMED MORDERN INDUSTRIAL PROPEROUS SOCIETY BY 2040.***

We should commit ourselves and join this philosophy with all belief and support to realize this.

***This calls for a drastic change in the way we view and do things. It must not business as usual.***

In this generation of leaders, it must not be business as usual but Results Based Business and Management. Big results must be seen, and now. Let 's get started, and now.

## **13.0 Key References for a Local Council Leader**

- Constitution of the Republic of Uganda, (1995 and as amended)
- Vision Uganda 2040
- The Third National Development Plan (NDP III)
- Local Governments Act, Cap 243
- Public Finance Management Act (2015) and Regulations (2016)
- Local Government Financial and Accounting Regulations
- Public Procurement and Disposal of Public Assets Act, (2003 and as amended)
- Local Government Public Procurement and Disposal of Public Assets Regulations
- Public Service Standing Orders (as at today, we use the ones of 2010)
- The Ruling Party Manifesto for 2021 – 2025
- Your running Local Government Development Plan and Annual Budgets as well as work plans

***Welcome to KAMULI DISTRICT LOCAL GOVERNMENT,  
Welcome to the Local Government System  
Welcome to the Journey of Transformation and Development  
FOR GOD AND MY COUNTRY***

**WE WISH EACH OF YOU ENJOYABLE,  
PRODUCTIVE  
AND SUCCESSFUL CAREERS**

**CAUTION**

**PLEASE EXERCISE  
ALL CAUTION**

**Coronavirus and COVID19  
are still here and deadly**

**RESPECT AND FULLY ADHERE TO ALL SOPs**















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