



THE LOCAL GOVERNMENT COUNCILS SCORECARD FY 2018/19

THE NEXT BIG STEPS

Consolidating Gains of Decentralisation and Repositioning
the Local Government Sector in Uganda.



Arthur Bainomugisha | Jonas Mbabazi | Wilson Winstons Muhwezi | George Bogere
Phoebe Atukunda | Eugene Gerald Ssemakula | Oscord Mark Otile
Fred Kasalirwe | Rebecca N. Mukwaya | Walter Akena | Richard Ayesigwa

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Cover Photo: Pupils of Atopi Primary School in Apac District

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— Abbreviations and Acronyms —

ACODE	Advocates Coalition for Development and Environment
BSDME	Budget and Service Delivery Monitoring Exercise
CEAPs	Civic Engagement Action Plans
CEMs	Civic Engagement Meetings
CAO	Chief Administrative Officer
CBOs	Community Based Organizations
CBTIC	Citizens' Budget Tracking and Information Centre
CG	Central Government
CICO	Chongqing International Construction Corporation
CSOs	Civil Society Organizations DEC District Executive Committee
DGF	Democratic Governance Facility
DP	Democratic Party
DPAC	District Public Accounts Committee
DSC	District Service Commission
ESSAPR	Education and Sports Sector Annual Performance Report
FAL	Functional Adult Literacy
FDC	Forum for Democratic Change
FGD	Focus Group Discussions
FY	Financial Year
GAPP	Governance Accountability Participation and Performance Program
GDP	Gross Domestic Product
GT	Graduated Tax
HSAPR	Health Sector Annual Performance Report
KIs	Key Informants
KICK-U	Kick Corruption out of Uganda
LED	Local Economic Development
LGs	Local Governments
ICT	Information Communications Technology
LGC	Local Government Council
LGCSCI	Local Government Councils Scorecard Initiative
LGFC	Local Government Finance Commission

LHT	Local Hotel Tax
LLG	Lower Local Government
LST	Local Service Tax
MoFPED	Ministry of Finance, Planning and Economic Development
MoLG	Ministry of Local Government
MOU	Memorandum of Understanding
NAADS	National Agricultural Advisory Services
NDP	National Development Plan
PDA	Priority Development Areas
NRA/M	National Resistance Army/Movement
NRC	National Resistance Council
NRM	National Resistance Movement
NWSC	National Water and Sewerage Corporation
NUSAF	Northern Uganda Social Action Fund
OBT	Output Budgeting Tool
PHC	Primary Health Care
PRDP	Peace Recovery and Development Programme
PWDs	Persons with Disabilities
RCs	Resistance Councils
SFG	School Facilities Grant
SMS	Short Message Service
SCPO	Standing Committees and Political Oversight
TREP	Tax Registration Expansion Project
UGX	Uganda Shillings
ULGA	Uganda Local Government Association
UPC	Uganda People's Congress
UPE	Universal Primary Education
URA	Uganda Revenue Authority
USAID	United States Agency for International Development
UNDP	United Nations Development Programme
WESAPR	Water and Environment Sector Annual Performance Report
PBS	Programme Based Budgeting System
DDEG	Discretionary Development Equalisation Grant

Executive Summary

This scorecard assessment report for the year 2018/2019 comes at a time when the local Government Sector is in its nascent stage. The findings contained herein provide a pedestal for anchoring the new sector thus the theme; *The Next Big Steps: Consolidating Gains of Decentralization and repositioning Local Government Sector in Uganda*. The experience derived from nine years of implementing the Local Government Scorecard Initiative (LGCSCI) provides key lessons in using research, capacity building for local leaders, citizen engagement and sustained advocacy at the national level as approaches for advancing issues of local government for the new sector.

The scorecard initiative implemented by ACODE in partnership with Uganda Local Governments Association (ULGA) stems from the desire to contribute to the deepening of democratic decentralization in Uganda while addressing the problem of poor service delivery. The Theory of Change underpinning this initiative posits that conducting targeted governance research coupled with building capacity of existing local governance structures and advocacy at national and local levels leads to strengthened and responsive local governance systems. Thus, the theory of change places emphasis on both the demand side and supply side of local governance. This assessment report therefore helps monitor the performance of Local Governments and provides useful governance information that acts as a basis for activating citizen engagement and provides evidence for sustained advocacy at the national level.

The assessment for FY 2018/2019 was carried out in the 35 districts of Amuru, Amuria, Apac, Arua, Bududa, Buliisa, Gulu, Agago, Amuria, Amuru, Bududa, Buliisa, Hoima, Gulu, Jinja, Kanungu, Kabale, Kabarole, Kaliro, Kamuli, Lira, Lwengo, Luwero, Masindi, Mbale, Mbarara, Moroto, Moyo, Mpigi, Mukono, Nakapiripirit, Nebbi, Ntungamo, Nwoya, Rukungiri, Sheema, Soroti, Tororo and Wakiso. The assessment is further grounded in rigorous methodological approaches that adhere to the scientific rigor and hence the findings paint a representative picture of decentralization in Uganda.

The key findings cover four broad areas namely; the context in which local governments operate; political performance of elected leaders and structures; Local Government financing; and Citizen Engagement. The implementation of decentralization in Uganda is positions the local governments as frontline agencies responsible for service delivery. Increasingly, this has necessitated some changes in the core functions of decentralized units from mere political mobilization tools, to conduits of service delivery and recently to engines of local economic development. This

decentralisation journey is thus characterized by reforms, alterations and continuous learning and unlearning on the part of decentralization practitioners which presents both opportunities and challenges.

The second set of findings highlighted in the report is the performance of political actors and structures namely District Local Government Councils, District Chairpersons, Speakers of councils and individual councilors. The assessment thus enables us to establish the level of functionality of district councils and elected leaders who manage them. The assessment measures performance based on the key mandates as stipulated by various legislation governing local governments in Uganda particularly Planning and budgeting function, legislative function, accountability, monitoring service delivery, political leadership and constituency servicing.

1. **Performance of Council:** The average performance of district Councils assessed improved from 51 points in FY 2016/17 to 62 points in FY2018/19. This improvement is also reflected in specific parameters like legislative function (15 to 16 points), accountability to citizens (11 to 14 points), and monitoring service delivery (10 to 17 points). This positive change in the district Councils is partly attributed to the LGCSCI capacity building programme. In fact, those scoring between 51 -75 points increased from 49 per cent in FY2016/17 to 60 per cent in the FY under review. Similarly, Councils scoring between 76 and 100 points also increased from 3 per cent in FY 2016/17 to 14 per cent for the year under review.
2. **Performance of Chairpersons:** The overall average performance of the district chairpersons also improved from 62 to 72 points. There were more district chairpersons who scored between 76 and 100 points than it was in the previous assessment. The results revealed that 49 per cent of the district chairpersons assessed scored between 76-100 points compared to 30 per cent in the previous assessment.
3. **Performance of Speakers:** Speakers of council equally improved their average performance from 56 to 62 points in the assessments of FY 2016/17 and 2018/19 respectively. This improvement is also reflected in their performance in: legislative function (16 to 17 points); contact with the electorate (15 to 16 points); and monitoring service delivery and government projects in their electoral areas (22 to 25 points). The observed improvements in performance can partly be attributed to relatively better scores on the individual parameters which portray an improvement in the way speakers manage Council sessions as well as their representational roles in their respective constituencies. The results also reveal that the number of speakers who scored 50 points and below has reduced sharply and the number of those scoring 51 to 75 points increased substantially from 54 per cent in the previous assessment to 69 per cent in the current assessment.

4. Performance of Councillors: District Councillors, there was a slight decline from an average of 44 to 43 points in FY 2016/17 and 2018/19 respectively. This decline in performance is largely attributed to lack of adequate evidence on the Councillors' monitoring of service delivery in their respective electoral areas. However, slight improvement in the number of Councillors who scored between 26 and 50 points (from 42 to 46 per cent) and 76 to 100 points (from 6 to 8 per cent) was observed

Financing for local governments is analyzed from three perspectives, the resource envelope available for Local Governments *vis a vis* the national level; Revenue utilization at the local government level and effect of financing reforms on performance of local governments.

- 1. Resource envelope for LGs:** Central government transfers dominate the resource envelope for local governments accounting for 95% while Local Revenue and Donor funds stand at 3% and 2% respectively. There is an increase in local government financing both in nominal terms and as a percentage of the national budget in FY2018/19 when contracted with FY2017/18 from UGX22 Tn to UGX 25.09 Tn and from 0.3 to 12.4 per cent respectively. This notwithstanding, there still exists challenges with funds meant for Local Governments being retained by Ministries, Departments and Agencies at the central government. Indeed a study by Ggoobi and Lukwago (2018) found that up to UGX 1 Tn meant for LGs was retained by central government MDAs.
- 2. Revenue utilization at LG level:** The utilization Discretionary Development Equalization Grant (DDEG) indicates districts largely faulting the guidelines that require a minimum of 70 per cent of the grant to be used for social infrastructure in sectors such as education, health, water and social development. Tellingly is the allocation of 31% the grant to administration yet the guidelines stipulate a maximum of 15% of the grant to be used for administrative purposes. This raises issues of adherence to guidelines and measures to ensure compliance.
- 3. Financing Reforms:** The MoFPED has been implementing several reforms that have changed the terrain of grant management in Local governments. Findings indicate both appreciation and apprehension on part of Local governments with regard to Program Based Budgeting System (PBS) mainly stemming from ease of use, software and hardware and reporting procedures.

Citizen participation and engagement focuses on the ability of citizens to engage their elected leaders and the actions that arise from this interaction. The findings indicate an increased engagement of citizens where discussions regarding service delivery have been undertaken. These engagements have acted as accountability

mechanisms. The assessment exercise facilitated 447 Civic Engagement meetings where 425 petitions and 22 letters were written to political leaders within the 35 districts. Similarly, responsiveness on the part of the political leaders was evident in subsequent actions undertaken that were either legislative in council or physical response to address the issues at hand. This methodology is thus a testament that citizen engagement is a vital cog in the wheel for decentralized service delivery.

There were a number of factors affecting performance of Local Government Councils with regard to; accountability to citizens, monitoring service delivery, functionality of committees of Council and statutory bodies and contact with the electorate. These factors included:

- a) Inadequate financing for Local Governments that hampers effective implementation of devolved functions;
- b) Inadequate capacities of political actors, weak local government structures and staffing gaps that constrain the local governments in service delivery;
- c) Dysfunctional accountability relationships between the technical officials and elected leaders
- d) Conflicts in Local Governments between elected leaders and technical officials, ethnic clashes, and higher and lower local governments among others;
- e) Dormancy of support structures for the special interest groups like youth councils, women councils, councils for Persons with Disabilities(PWDs); Associations for the elderly persons and service delivery management committees among others.
- f) Lack of substantive clerks to Councils which constrains the running of business of council.
- g) Weak committees of Council and statutory bodies.

Notwithstanding the challenges, decentralisation in Uganda has registered some commendable achievements. These include:

- a) A well-established legal and policy framework within which the decentralisation process is implemented;
- b) Existing structures that support and enforce accountability like the internal audit, Local Government Public Accounts Committees, committees of Council, intra-governmental relations, and accountability meetings with the electorate;
- c) Leadership structures that provide for representation of the different interest groups – i.e. Women, Youth and Persons with Disabilities;

- d) Standing Committees of Local Councils through which oversight is exercised over technical staff and issues are generated from their electorate to influence the planning process.
- e) Provision for the Local Governments' mandates to make ordinances and by-laws;
- f) Existence of an elaborate system of democratically electing Local Councils with powers to take decisions and spearhead delivery of services to the population;
- g) Presence of grassroots decision-making processes for participatory planning, budgeting and implementation of government programmes; and Increased participation of people at grassroots in development programmes, thereby showcasing community-driven development
- h) Elaborate systems for fiscal decentralisation, planning, budgeting and financial management;
- i) Increase in the quantity and quality of service delivery, though it could be improved on;
- j) Reduction in poverty levels, though improvement is still needed;
- k) Decentralisation had contributed to the institutionalisation and operationalization of systems for promoting Good Governance in Public Financial Management as well as Public Procurement and Accounting;
- l) Elevation of the Local Governments to a fully-fledged sector which implies prioritisation of local governments in planning and budgeting at national level.

This LGCSCI report 2018/2019 makes the following recommendations:

1. There is need to prioritise financing for Local Governments as mandated by the Constitution. Article 176(2) (d) of the Constitution provides that: "There shall be established for each Local Government unit, a sound financial base with reliable sources of revenue". Article 191 provides for LGs to levy and appropriate taxes, while Article 193 provides for three types of grants to Local Governments to run decentralized services i.e. unconditional grants, conditional grants, and equalization grants (GOU, 1995). It should be noted that:
 - a) Financing Local Governments by the Central Government remains insufficient.
 - b) Local revenue in districts remains meagre (about 3-5 per cent of the total Local Government budgets) and has been so for nearly 15 years.

- c) Local Governments remain constrained and unable to provide adequate services to the population as expected in volume and quality (GOU, 2019).

In a study conducted by ACODE in 2019, it was established that approximately UGX 1.06 trillion meant for devolved local government functions is still held by MDAs. The local government sector thus need to strategically engage these sectors to ensure that these monies are released to the local governments just like the Ministry of Finance has advised in the first and second budget call circulars for financial year 2020/21.

2. The Local Government Sector should play a greater role in spearheading and championing policy reforms that impact on the functioning of local governance through conducting targeted research focusing on the following:
 - a) Reforms needed to look into the deficits in local governance performance in relation to other government MDAs;
 - b) The Local Government sector should spearhead scoping studies to inform local governance reforms, facilitate stakeholder consultations, draft pieces of legislation, evaluate and document the impact of policies and laws on the functioning of Local Governments;
 - c) The Local Government sector urgently needs to follow-up with the MoFPED on the implementation of the Uganda Public Finance Management Reform Strategy, the Fiscal Decentralisation Strategy and the Inter-governmental Fiscal Transfer Reforms.
3. There is need to streamline local governments' responsibilities so that they are aligned to existing Local Government structure and technological advancements. The newly introduced systems could potentially increase efficiency thereby making it possible for the district to effectively manage service delivery at a lower cost as opposed to sub-counties.
4. There is need to review intra-governmental relations to ensure proper coordination, cooperation and minimization of conflict. The key relationships that require scrutiny include the relationships between the central government MDAs and districts; the district and the sub-counties; and the districts and municipalities.
5. There is need to revive the intra-governmental revenue sharing system, which would incentivize Local Governments to collect local revenue as well as foster cooperation among different levels.

6. There is need for a monitoring and reporting mechanism on implementation of Local Government audit recommendations nation-wide. The lack of clarity about the extent to which the recommendations are implemented weakens accountability.
7. There is need to strengthen frameworks for citizen participation by rationalizing approaches and costs involved and leveraging advancements in information communications technology.
8. The Ministry of Local Government should establish a conflict resolution mechanism to address conflicts in local governments and minimize the adverse impact on the functioning of local governments and their ability to execute their mandate. The findings show that conflicts greatly impact on performance of Councils and ultimately service delivery.
9. The Ministry of Local Government and other stakeholders should focus on strengthening social accountability and oversight at the Local Government level for improved service delivery. This can be achieved through:
 - a) Continuous training and mentorship of Local Government leaders and structures of local Councils on their roles and responsibilities;
 - b) Establishing clear service delivery standards and institute rewards and sanctions for performance of public officials;
 - c) Build capacity of existing structures within local governments including youth councils, women councils, councils for PWDs, associations for the elderly and service delivery unit management committees.
10. There need for design of arrangements for sharing resources including expertise, information and machinery between central government and Local Governments and among Local Governments. This will: fill capacity gaps faced by Local Governments; and make information about some MDAs' potential to aid Local Governments in revenue forecasting, natural resource conservation and use, planning and budgeting for service delivery to be readily available for use by Local Governments.
11. There is need for local governments to establish smart partnerships with other stakeholders to attract financial resources, technical expertise, and other forms of support need by local governments to effectively deliver services to the people.

Therefore, the legal framework should provide sound basis for partnerships between Local Governments and non-state actors including development partners, CSOs, and the private sector.

12. Design and implement a comprehensive Local Government capacities development program that is informed by a needs assessment. That should also take into account continuous capacity building and human resources needs of the Local Governments.

This assessment has already established that there has been commendable progress in the implementation of the decentralisation policy and the Local Government Act. The assessment also established that there exists several weaknesses that if not addressed could water down the gains of decentralisation in Uganda. However, with noticeable governments' renewed interest in decentralisation evidenced by elevation of local governments to a sector status, it presents an opportunity for actors to achieve the vision of the framers of the decentralisation policy.



A roadside banana market along Mbarara - Ntungamo Road. Supporting local economic development initiatives is critical for improving livelihoods and broadening the revenue base for local governments.

CHAPTER ONE

INTRODUCTION

1.1 Introduction to the Scorecard Assessment 2018/2019

This eighth national Local Government Councils Scorecard report presents findings and results of the performance of elected political leaders at the district levels during the Financial Year 2018/2019. The assessment was conducted in 35 Local Governments, scientifically selected basing on criteria that meet contemporary research norms and good practices (*described in the methods section*). The criteria used ensured equal regional representation of the districts studied, and the details of the process that was followed is articulated in chapter two of the report. The assessment was guided by carefully developed performance indicators based on the roles, responsibilities, and functions of elected district leaders as articulated in the Local Government Act and the decentralisation policy. Mindful that the scorecard could be politically sensitive, this assessment followed a rigorous verification process as a quality control mechanism to avoid bias. In order for the LGCSCI to stand the test of time and make the much needed contribution of deepening democratic governance in Uganda, the research team uphold and demonstrate ACODE's core values of integrity and intellectual freedom and appreciation of empiricism and trust by the target audience.

This FY 2018/2019 scorecard assessment established that there was remarkable improvement in the performance of the targeted district leaders in fulfilling their mandates across the selected 35 Local Governments in the country. This was made possible by adherence to the rigorous assessment process, preceded by sustained capacity building and civic engagement with the citizens at the local level. Civic engagement was the bedrock of building citizens' civic awareness of their rights, duties and obligations. In civic engagement, citizens were also made aware of service delivery standards which they relied upon to hold their leaders accountable.

The performance of district leaders and Councils were assessed based on four parameters: (i) execution of their legislative function; (ii) accountability to the electorate; (iii) planning and budgeting for delivery of services and other programmes in the district and, (iv) their monitoring of performance in service delivery. These scorecard parameters were derived from the functions and powers of Local Government Councils as provided for in the Local Governments Act (GOU, 1997)¹.

¹ See Sections 30, 35, 38, 39, 40, 77, 80,81,82,85 and 88 of the Local Government Act (CAP 243).

Overall, this scorecard shows an improvement in the average performance of the assessed district Councils, up from 51 per cent in FY 2016/17 to 62 per cent in FY 2018/19. This improvement in average performance is also reflected in other parameters like legislative function, accountability to citizens, and monitoring service delivery that went up from 15 to 16 points, 11 to 14 points and 10 to 17 points respectively. This positive change in functionality and performance of district Councils is partly attributed to the sustained capacity building programme for the elected district leaders.

The design of LGCSCI is informed by the realization that building democracy is not an event but a process and protracted effort to cultivate an accountable political culture, build viable democratic institutions, respecting rule of law and democracy from below (at the local level). The main objective of LGCSCI is to strengthen and encourage the political accountability mechanisms between citizens and the elected Local Government leaders. This 2018/2019 LGCSCI is grounded on the understanding that weak political accountability prevents citizens from receiving excellent public services. The prudence that citizens should overcome information-related barriers and elected leaders' professionalism and responsiveness is boosted for effective service delivery (Bainomugisha, 2014) is affirmed. Furthermore, the 2018/2019 LGCSCI sought to build the capacity of the elected local government leadership, especially the Councillors, to enable them to understand their roles and be able to embrace their mandate as provided for under the Local Government Act. This *inter alia* included their involvement in robust outreach programs and targeting of citizens through information, education and communication about what they should expect from their local leadership. Further details on conceptualisation and theory of change appear elsewhere (Bainomugisha A., 2017).

1.2 Background and Rationale for Decentralisation

The formulation and eventual adoption of the decentralisation policy in 1992 remains a cornerstone for Uganda's socio-economic and political transformation after four decades of democratic failures; as evidenced by political violence, successive military coups, poor service delivery and a disengaged citizenry that characterised most of the country's post-independence period (Lambright, 2011). To most political practitioners and commentators, decentralisation in Uganda signalled a bold and firm commitment of the Government to Ugandans that the hopeless situation people had become accustomed to could be turned around for the better (Bainomugisha, Tamale, Muhwezi, Cunningham, Ssemakula, & Bogere, 2014). Commenting on the rationale for decentralisation, the United Nations Habitat Report (2002) stated that:

Evidence suggests that successful decentralisation improves the efficiency and responsiveness of the public sector while accommodating potentially explosive political forces whereby powers (especially fiscal) powers) and functions are transferred to sub-national political entities, which in turn have real autonomy in specific instances (UN-HABITAT , 2002).

By 2009, ACODE observes, the implementation of the decentralisation policy had borne some impressive results. However, most of the socio-economic and political dividends were either stagnating or regressing. The assessment was that while decentralisation had been around for nearly two decades, it had not been domesticated and consolidated beyond a point of reversal. For instance, Manyak (2010) had revealed that while service delivery had improved with decentralisation, its efficiency and effectiveness was far from what it should have been. Bainomugisha, Cunningham, Muyomba-Tamale & Muhwezi (2019) also suggested that inadequate funding for Local Governments remained one of the serious challenges to effectiveness. Consequently, this 2018/2019 LGCSCI as implemented by ACODE in partnership with Uganda Local Government Association (ULGA) was designed as an intervention aimed at contributing to the effective implementation of democratic decentralisation and ensuring that the gains of decentralisation could be deepened and consolidated.

In retrospect, it should be noted that LGCSCI is a successor project to the earlier one titled *Strengthening Government-Opposition Relations project*, whose goal was to deepen democratic governance in Uganda by creating a platform for peaceful relations between the ruling and the opposing elites that felt politically included and excluded respectively from the governance of their country². That project also aimed at building a democratic culture of peaceful resolution of political differences as opposed to resorting to political violence. A baseline study conducted by ACODE had revealed that while Uganda in 2005 had through a referendum voted to revert to a multiparty system, almost all Local Governments had continued to function as if the country was still under the Movement system. This was the case both in Local Governments where the opposition parties commanded majority in the Councils and also where the ruling National Resistance Movement commanded majority in Councils. This situation had undermined the quality of service delivery as there was no mechanism for checks and balances. That characterised the multiparty system of governance which essentially was expected to improve political accountability and responsiveness to citizens for improvement in service delivery.

² See Bainomugisha, A., and Mushemeza, D., (2006).

Moreover, the background paper³ had revealed that while the implementation of the decentralisation policy had resulted into serious successes in many spheres, it was facing serious challenges that required interventions. For example, since the adoption of the decentralisation policy in 1992 and the enactment of the Local Government Act in 1997, Uganda had introduced Universal Primary Education (UPE) for providing widespread opportunities for school-going children. The enrolment rose from 2.5 million to 7.5 million, hence opening wider the gates of opportunities for children that had been locked out by the previous education policies. At the time when LGCSCI was initiated, research had established that most of the pupils that enrolled were not completing primary level education. It was also established that most of the graduates of UPE could neither read nor write and the situation was worse for the girl child whose completion rate was at 30per cent as of 2009⁴.

The annual performance reports have revealed that while government had invested substantive amount of funds in the primary health care system by way of construction of Health Centre IIs and IIIs, most of them were not functional as they were plagued by staff absenteeism, drug stock outs, thefts, understaffing and rude health workers that scared off the healthcare seekers (especially pregnant women, who continued to deliver from home, at the hands of traditional birth attendants). The result was the continuation of unacceptably high morbidity and mortality rates. In infrastructure development, government increased the budget for roads but most roads remained impassable due to real and perceived widespread corruption in Local Governments. In environment and natural resources management, most forests were destroyed under the watch of Local Governments. They complained of underfunding by the Central Government. This greatly reduced the national forest cover dropping to the worrisome current proportion of under nine (9) per cent which has exposed the country to the vagaries of nature and climate change. This situation is characterised by prolonged droughts, landslides, food insecurity, forced migration, all occasioned by the merciless climatic conditions leading to massive displacement and environmental refugees.

While a critical assessment of the implementation of the decentralisation policy reveals a mixture of impressive achievements amidst reversals and stagnation, the policy remains a major political landmark of the National Resistance Movement administration. As observed in recent research⁵, political devolution was a very important and relevant political intervention in turning around a conflict prone country over several decades of political violence and instability into democracy and peace.

³ See Tumushabe, G.,Mushemeza, E. D., Muyomba-Tamale, L., Lukwago, D., & Ssemakula, S. (2010)

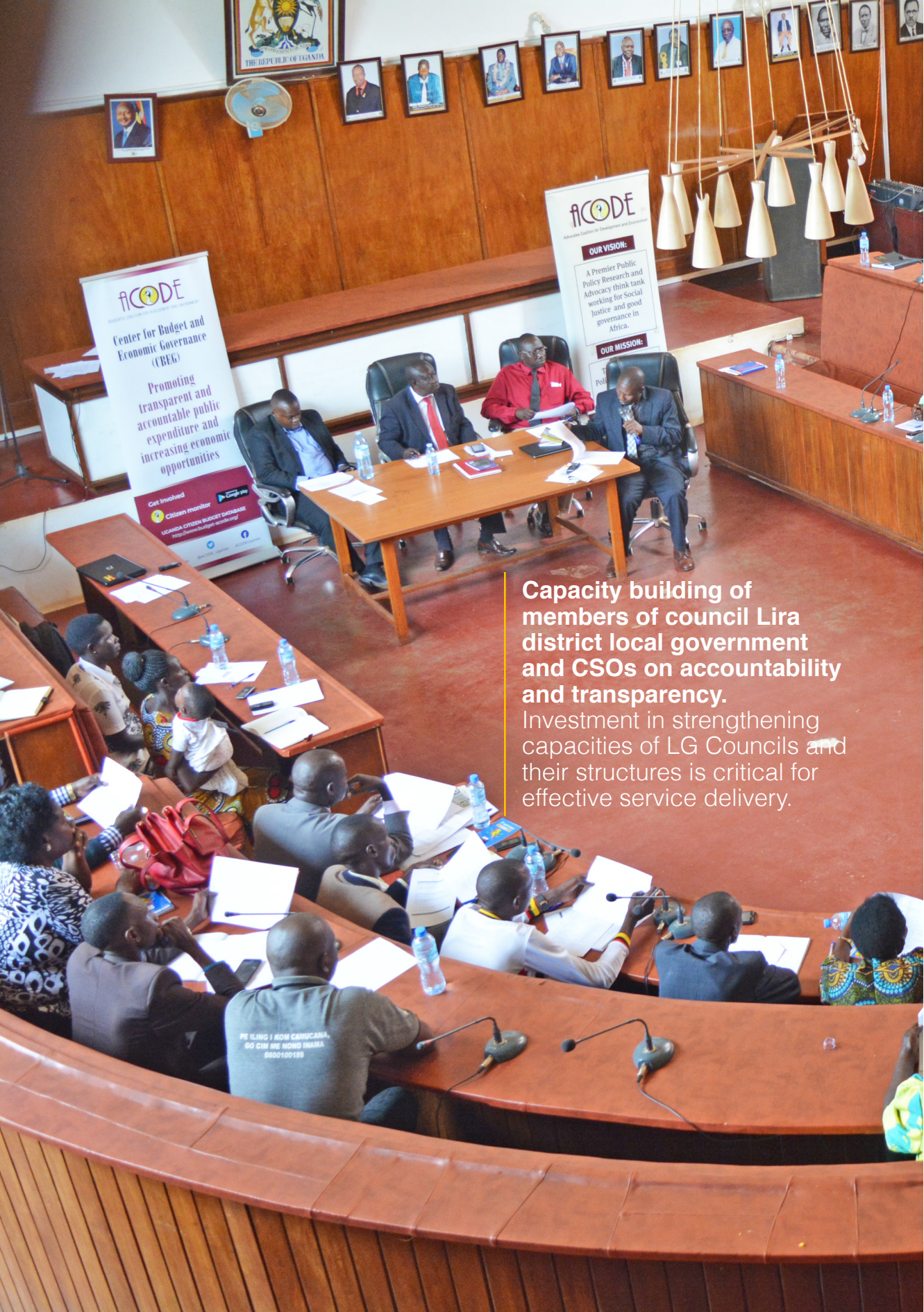
⁴ Babimpa Edwin Nuwagaba (2018)

⁵ See Mushemeza, E. (2019)

On the underside, a recent assessment of the impact of decentralisation shows that while the implementation of the policy started with vigour, it later slowed down due to what citizens, Local Government leaders and technical staffs. This was attributed to low prioritization and disparate national planning frameworks that were working counter to the decentralisation policy (Mushemeza, 2019). The study also notes that some new legal frameworks such as the Public Finance Management Act 2015 had greatly weakened the Local Governments and in so doing, it has affected LGs operations and functionality. Furthermore, inadequate financing and low investment in human resources development, inadequacy of facilities, weak coordination of services and management systems continue to undermine the efficiency of decentralisation in delivering on its envisaged promises.

On the positive side, several dividends have been registered including political devolution that has seen election of local leaders, political representation and legislation in Councils. Citizens have been enabled to periodically choose their leaders in a competitive process through adult suffrage. More so, decentralisation has seen the replacement of centrally driven planning and budgeting with area-based planning. This has facilitated the inclusion of locally felt needs, hence responding to specific locality-based needs of citizens that would never have been anticipated by central government level planning. Above all, the Ministry of Local Government has since the beginning of the Financial Year 2019 transformed into a full-fledged Sector comprised of the Ministry of Local Government, Local Government Finance Commission and the Local Governments. This is not a mean achievement for the Ministry of Local Government, especially since it carries the burden of harnessing the resources for the adequate financing of improving service delivery.

Since its inception in 2009, LGCSCI has undergone several phases of expansion and perfection, and over the time, has kept posting improvement in the performance of the Councils, Chairpersons, Speakers and individual Councillors. Initially viewed with fear and suspicion by most local leaders, LGCSCI has increasingly gained acceptance and is being appreciated by the elected leaders in the benefiting districts. ACODE has as a result received numerous requests by new districts to introduce the scorecard to boost their performance. After being initially piloted in 10 districts, the initiative was radically expanded to 20, then 26, then 30 and currently to 35 districts. Resources allowing, ACODE and ULGA would like to have this initiative cover 50 strategic districts and use the ripple-effect to cover the entire country.



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Capacity building of members of council Lira district local government and CSOs on accountability and transparency.
Investment in strengthening capacities of LG Councils and their structures is critical for effective service delivery.

PE LINDI I KOW CAMBICANA,
GO CIM SE HONO INARA
8600100186

CHAPTER TWO

CONTEXTUAL AND CONCEPTUAL FRAMEWORK

This chapter conceptualizes decentralisation with the view to providing a deeper understanding of its origin and rationale as a vehicle for democratization and the central role that robust social accountability mechanisms play in ensuring that the ideals of decentralisation are realized. It is cardinal to cast the analysis of decentralisation and its practical applicability in Uganda against a background of how the concept came into existence and how it has undergone reform overtime. Often castigated as ambitious, the policy from inception sought to reverse the centralist tendencies that characterised government work, through devolution as the best form of decentralisation. Over these 20 years, decentralisation in Uganda has changed in form, shape, perception and image. At one stage, it was seen as devolution of powers through a democratisation process; at another stage as the formulation of planning, investment and allocation systems (Mushemeza, 2019). The theory of change for LGCSCI already exists in the recent past publication in this series (Bainomugisha A., 2017).

2.1 Conceptualizing Decentralisation

One illusion has been shattered on September 11: that we can have the good life of the (Global North) irrespective of the state of the rest of the world...The dragon's teeth are planted in the fertile soil of wrongs un-righted, of disputes left to fester for years, of failed states, of poverty and deprivation (Tony Blair, 2006).

While debates by scholars still exist about defining decentralisation, practicality guides us to understand it as the transfer of legal and political authority from the national government and its affiliates to field organizations and institutions that are intended to make decisions and manage public functions (Mushemeza, 2019). Consensus abounds that decentralisation includes the transfer of power and resources away from central government (Schneider, 2003). It is important to see decentralisation more as a process of empowering and improving sub-national governance systems

which involves transfer of *three major powers* -- *fiscal, political, and administrative* - by moving them from the central government through varying degrees and various institutional and implementing mechanisms (Yosuff, 2016). *Fiscal* decentralisation is how much central government cedes *fiscal* space to non-central government entities. *Administrative* decentralisation refers to how much autonomy non-central government entities possess relative to central control; and finally, *political* decentralisation refers to the degree to which central governments allow non-central government entities to undertake the political functions of governance, such as representation.

Due to this complexity and scope of decentralisation, it is necessary to appreciate the distinction between the major types of decentralisation. These *inter alia* include: *deconcentration* (transferring administrative authority while retaining control at the centre), *delegation* (transferring certain managerial responsibilities for specifically defined functions to organisations that are outside the regular bureaucratic structure); *devolution* (creation or strengthening of sub-national units of government with legal, administrative, political and financial powers to enable them act autonomously from the centre); and *privatisation* (a situation where government divests itself from the responsibility for certain functions and transfers them to the private sector) (Rondinelli, 1983).

An easier way to distinguish these categories of decentralization lies in appreciating the relationship between the central government and the entity that *receives "the power and resources"*. *Deconcentration* involves a bureaucratic, hierarchical relationship; *delegation* involves a contractual relationship; and *devolution* involves an arm's-length relationship. The differences in these relationships: — lie in "*hierarchy*", "*contract*", and "*arm's length*" variation in which we find a syndrome of factors. The best way to summarize that syndrome is to pay attention to the degree of autonomy granted by the central government. Such a simplification perhaps misses some of the conceptual richness of the different relationships, but is sufficient for measuring the continuum of administrative autonomy⁶.

In spite of the varied interpretations, decentralisation can be understood as the transfer of legal and political authority from a national government and its affiliates; to field organisations and to institutions that are intended to make decisions and manage public functions (Mutahaba, 1989). Decentralisation takes place when a national government shares some of its powers and functions with lower level sub-national actors and agencies⁷. Decentralisation is often triggered by a number of factors, notable among which is the quest for effectiveness, participation, stability, efficient

⁶ Schneider, A. 2003

⁷ See Mawhood, P., ed., 1989, Page 19.

planning, and generating resources; sharing the burden of carrying out activities and shouldering responsibilities; and acquisition of more accurate information with regard to the prevalent state of affairs in peripheral localities⁸.

The design of decentralisation in Uganda has evolved towards devolution. The decentralisation policy in Uganda has evolved over time as a result of extensive involvement and consultations amongst stakeholders. The Local Governments (Resistance Councils) Statute, 1993 provided the law for decentralisation and empowerment of the popularly elected local leaders to make own decisions, budget, plan and monitor own programmes. The 1995 Constitution and Local Governments Act, 1997 (now Local Governments Act Cap 243) provided for the district to be a unit of decentralisation and spelt out the devolved functions to Local Governments and the applicable funding mechanisms. The idea was to involve the people in the way they were governed i.e. they were involved in decision-making through identifying their own problems, setting priorities, planning their implementation, and monitoring effectiveness; ensuring better utilization of financial and human resources; and ensuring value for money through participation, transparency, accountability, and sensitization.

Decentralisation in Uganda has had reforms, alterations and shifts. Studies commissioned by Ministry of Local Government and other stakeholders in the recent past have drawn attention to a broad range of distortions in the decentralisation reforms that need correction. The most outstanding has been the conflicting Public Financial Management (PFM) and planning reforms. While the Government of Uganda's current focus on socio-economic transformation, Local Economic Development (LED), and wealth creation at the household level requires the reconfiguration of Local Governments to play a relevant and strategic role in attainment of the country's development goals as laid down in the NDP II and NRM Manifesto, 2015/16-2019/20, this has not been the case. Also, Uganda has made international commitments on Local Government and sustainable development such as promoting education and health that have to be upheld for the country to remain in good standing (Mushemeza, 2019).

⁸ Makumbe, J. (1999)

2.2 LGCSCI and Sustainable Development Goals (SDGs) 2030

By focusing on good governance, effective service delivery and improved quality of life for citizens, LGCSCI resonates with the SDGs 2030 that focus on local territories as enclaves where people's livelihoods are guaranteed. In the phraseology of the SDGs, *"cities and territories are where women and men, girls and boys, live; where they work to create their livelihoods and where dreams are made"*. Local Territories are conceptualised in the SDGs as entities where poverty and inequalities are tackled, where health and education services are provided, where ecosystems are protected, and where human rights must be guaranteed. It is affirmed that the achievement of all the SDGs requires local action. What happens in Local Governments applies in particular to GOAL 1: (No Poverty), GOAL 2: (Zero Hunger), GOAL 3: (Good Health and Well-being), GOAL 4: (Quality Education), GOAL 6: (Clean Water and Sanitation), GOAL 7: (Affordable and Clean Energy), GOAL 8: (Decent Work and Economic Growth), GOAL 9: (Industry, Innovation and Infrastructure), GOAL 10: (Reduced Inequality), GOAL 11: (Sustainable Cities and Communities), GOAL 12: (Responsible Consumption and Production), GOAL 13: (Climate Action), GOAL 15: (Life on Land), GOAL 16: (Peace and Justice Strong Institutions) and GOAL 17: (Partnerships to achieve the Goal) . Besides, it is recognised that all the SDGs have a local dimension that is essential to their achievement. It is asserted that all Local Governments need to have the means and the capacity to improve administration, anticipate demands, plan and implement solutions⁹. This context gives rationale for assessment of the functionality and performance of Local Governments by LGCSCI in Uganda.

2.3 LGCSCI and African Union Agenda 2063

The work done under LGCSCI resonates and feeds well into the aspirations of African Union Agenda 1: A prosperous Africa based on inclusive growth and sustainable development, 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law, 4: A peaceful and secure Africa; and 6: An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children. The felt need of of ACODE and its partners in assessing and scoring the political leadership in the Local Governments is to cause an improvement in the people's quality of life through access and utilization of functional and effective social services. Ultimately; a certain level of functionality,

⁹ The Sustainable Development Goals: What Local Governments Need to Know. https://www.uclg.org/sites/default/files/the_sdgs_what_localgov_need_to_know_0.pdf

efficiency and effectiveness of Local Governments is envisaged as leading to alleviation of poverty through reduction of income and opportunity inequalities, job creation through increased opportunities, and access to increasingly better quality of social services, governance, democracy, respect for human rights, justice and the rule of law¹⁰.

2.4 LGCSCI and Uganda National Development Plan III

This report is an essential component of increasing accountability in governance which remains integral to Uganda's Third National Development Plan (NDP III) 2020/21 – 2024/25. There are several spaces where the activities of LGCSCI align with the Draft National Development Plan NDP III. Chapters on governance (Table 1). It portrays the specific objectives and associated interventions within the governance areas of audit, legislation, public administration, and public sector management that connect with increasing social accountability and intersect with LGCSCI as it happened in previous assessments (Bainomugisha A. M., 2017). These interventions align closely with LGCSCI's focus on enhancing the supply and demand sides of governance through assessing the performance of locally elected officials and building the capacity of the citizens to hold their elected leaders to account for the work they were elected to do.

¹⁰ Agenda 2063: The Africa We Want. <https://au.int/en/agenda2063/aspirations>

Table 1: Related LGCSCI Activities in NDP III

Governance Area	Objective	Intervention	Reference
Legislation	# Increase public demand for accountability	Promote active communication between implementers of programmes and the public.	p.177, 181
Community Mobilisation and Mindset Change	# Improve citizen participation and contribution in promoting the rule of law, transparency, and accountability in the provision of services to achieve equitable and sustainable development	<ul style="list-style-type: none"> i. Introduce measures to strengthen citizens and the public participation in parliamentary business. ii. Institute a system of linkages between Local Government, constituencies and the national Parliament. 	p.172, 175
	# Improve democracy and governance for increased stability and development	<ul style="list-style-type: none"> i. Implement programmes to strengthen civic participation and engagement in national democratic processes. ii. Strengthen institutional structures and instruments for transparent and credible democratic processes. 	p.25
Public sector Management	# Improve public service management operational structures and systems for effective and efficient service delivery	<ul style="list-style-type: none"> iii. Strengthening performance management and accountability in public service delivery. iv. Develop and implement coherent ICT strategy to operationalize the Access to Information Act 2005 in the promotion of an accountable public governance system. 	p. 184, 191, 193 and 193

Source: NPA's Third National Development Plan (2020/21 – 2024/25), January 2020

Although decentralisation in Uganda is associated with both the positive and negative changes, there are several opportunities to drive forward the much needed reforms. For instance, the Ministry of Local Government, the Local Government Finance Commission, and the Local Governments have been brought together to form what is known as the Local Governance Sector. This brings the hitherto related yet separated government entities together to advocate, plan and implement programmes under the Sector's umbrella. This gives the opportunity to correct the challenges aforementioned and to make corrections, whenever needed. As Uganda is going through the process of developing the Third National 5-year Development Plan (NDP III), bringing together Sector driven input advantages the Local Government Sector for its strategic importance in national development. However, the sector has need for developing and costing an independent Strategic Plan (SP) and Sector Investment Plan (SIP) for the period ahead. These opportunities show a brighter future for local governance in Uganda compared to the past assessments. There is increasing optimism in local governance, in particular, and decentralisation in general. The LGCSCI assessments and reports have been made necessary in providing context to the new Local Government sector. With the new leadership at the Ministry of Local Government and the impending reforms of the Local Government Act 2015 (and The Local Government (Amendment) Bill 2016) underway, as well as, the Public Finance Management Act 2015; the role of passionate civil society organisations like ACODE in carrying out research, capacity building, and advocacy has become the more relevant and necessary.

Whereas the technical leadership of Local Governments at district levels is composed of usually highly trained and competent personnel, elected political leaders emerging from different walks of life are more often than not as technical or even knowledgeable of their tasks and obligations. Many elected political leaders have management and leadership capacity deficits which justify the need to have their capacity created, developed, enhanced and sustained. Technical leaderships of Local Governments at district levels are engaged on a basis of performance contracts. In the absence of such contracts for the politicians, elected political leaders are not bound to any known legal or social standards (until their time is over and they have to face the electorate for re-election). Induction of the victoriously elected political leaders is even rarer in contemporary Uganda than it is in other countries (<https://www.local.gov.uk/Community-Leadership>). This creates an opportunity for ACODE through LGCSCI to continually train and build the individuals' capacity which enables the leaders to know their roles and responsibilities in society.

**A Woman District Councillor for
Gadumire Sub county, Kaliro District
undergoing scorecard assessment.**

Regular Assessment and capacity building of elected members of council keeps them focused on their roles and responsibilities.



CHAPTER THREE

IMPLEMENTATION, METHODOLOGY, SCOPE AND INDICATORS

3.1 Context and Rationale of LGCSCI

Since 2009 and save for 2017/2018 which was set aside for capacity building and learning in Local Governments; implementation of LGCSCI has continued to be implemented from the demand-side model of monitoring and accountability, that rotates around three actors. The first group is the citizens who actively get involved in monitoring and demanding better performance from mandated political and administrative institutions and leaders. By monitoring and demanding for better performance of their elected leaders, the postulate is that citizens gain the knowledge and skills required for civic engagement. The second group is of the Local Government institution which individually and collectively serves the role of being a pressure point that is supposed to be jolted into action by demanding accountability from the Central Government. The third category is the civil society which, along with the media, is supposed to continue to operate in the space between citizens on the one hand and the political and administrative leaders on the other hand.

Other than serving a capacity building role for all three categories of actors, LGCSCI is also an action research undertaking. Unlike many social accountability initiatives which rely primarily on citizen opinions to produce report cards, LGCSCI is evidence-based. Using systematic quantitative and qualitative data-collection techniques and following conventional scientific norms of data collection, analysis and adoption of good practices, LGCSCI had continuously maintained permeation by actions of elected political leaders and analyses of the implications of those actions for improving service delivery outcomes.

3.2 Selection Criteria of Assessed Districts

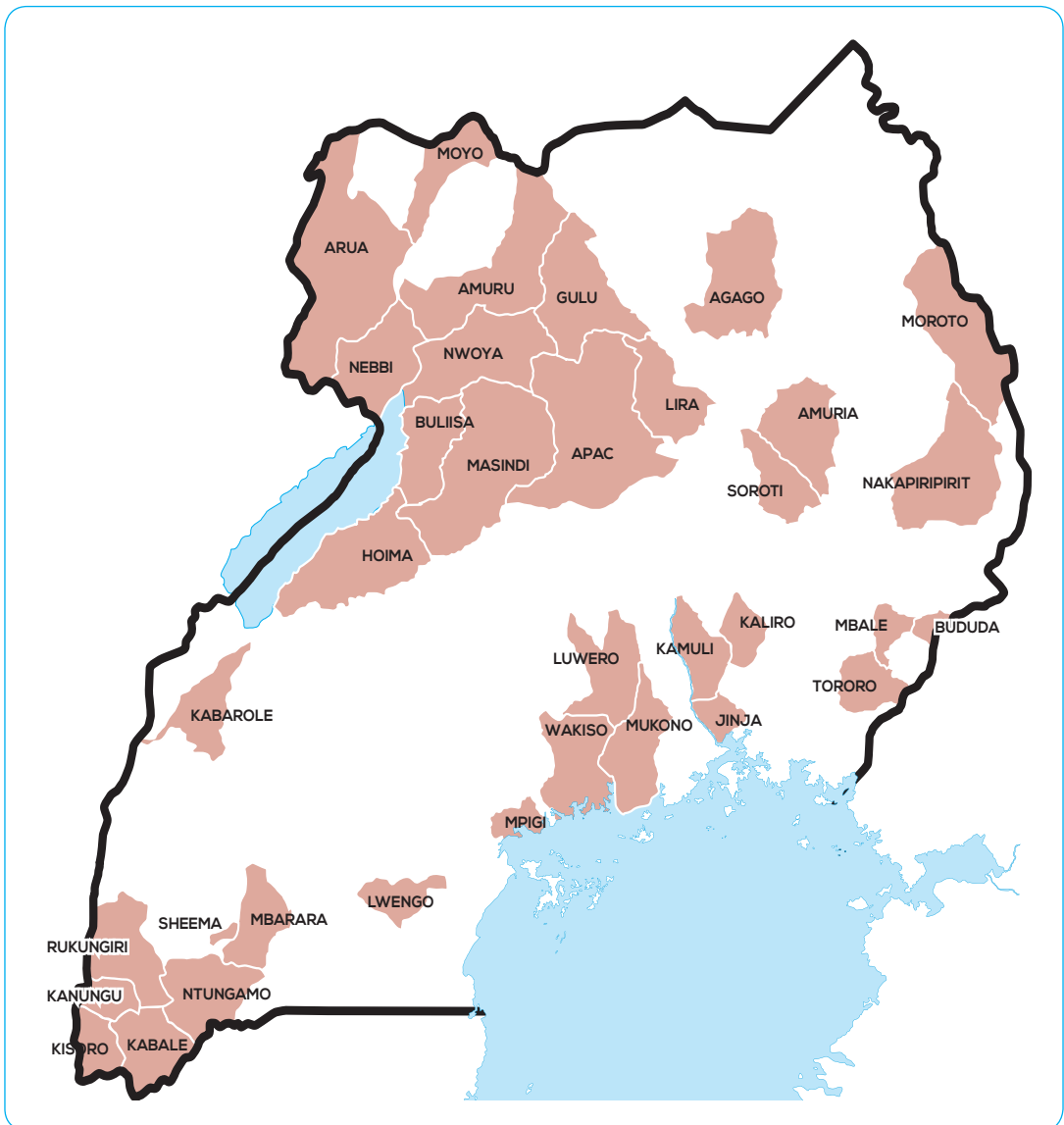
The number of districts covered by LGCSCI increased from the initial 10 in the FY 2008/2009¹¹ to the current 35 in the FY 2018/2019. This shows a significant increase in the coverage by ACODE and affirms the desire to scale-up. The gradual increase from 10 districts in FY 2008/2009 to 20 in FY 2009/2010, and 26 in FY 2011/2012 provided very important milestones and learning.

¹¹ The 10 districts were Amuria, Amuru, Hoima, Kampala, Kamuli, Luwero, Mbale, Moroto, Nebbi and Ntungamo.

The districts were thereafter scaled-up from 26 to 30 in FY 2013/2014 and to 35 districts in FY 2016/2017.

Figure 1 shows the 35 districts that participated in the current LGCSCI assessment. Since inception, the selection of districts for inclusion in LGCSCI has been based on a four point criteria. The first criterion is the need to include districts from all the regions of Uganda. The objective of this criterion is to encourage cross-regional learning and a better understanding of whether there are any variations in performance across the geopolitical location of the district.

Figure 1: Map of Uganda Showing the Districts Covered by LGCSCI Activities



The second criterion is the length of time individual districts have been in existence. From 1986 onwards, the Government of Uganda has been creating new districts out of already existing ones. For purposes of LGCSCI, categorization of districts has progressively followed the form of *'the old'* if they were in existence prior to 1986¹² and *'the new'* if they were created after 1986¹³. The main reason for creating districts has time and again been given as the need to *"bring services closer to the people"*. Ultimately, one of the aims of LGCSCI has been to examine whether there are considerable variations in performance between elected local leaders from old districts and those from the newly-created districts. Other districts have been selected for inclusion in the scorecard because of being *'model districts'* according to the Government Annual Assessments. ACODE thought it imperative to explore whether such a rating could be linked to performance of the elected leadership and a myriad of other factors.

The third criterion is the perceived marginalization of districts on account of their geopolitical location. This criterion provides a basis for examining the performance of elected leaders in "marginalised" *vis a vis* "non-marginalised" districts. Another element is to assess whether the quality of service delivery in non-marginalised districts is substantially different compared to the districts that are not considered marginalised. For purposes of this criterion, a district is considered marginalised if it is classified in the *"hard-to-reach"* categorisation by the Ministry of Public Service or has suffered prolonged conflicts and instability¹⁴.

Fourth, some of the districts were selected because of their perceived position of influence in a particular region. Given that the scorecard could not be conducted in all districts due to the costs involved, the inclusion of influential districts was intended to ensure that there are spill-over effects of the assessment to other districts within respective regions. A district is considered influential if it has a large population and has a municipality within its jurisdiction¹⁵. The two districts in Kigezi Sub-region were included after realisation that the region seemed to be missing out in LGCSCI assessments. It is important to emphasize that the five criteria are complementary rather than exclusive. Consequently, a district meeting multiple criteria has more chances of being selected for inclusion in the assessment.

¹² For the purposes of the assessment, the following districts fall under this category: Moroto, Mbale, Kamuli, Nebbi, Hoima, Luwero, Mukono, Moyo, Mpigi, Rukungiri, Jinja, Soroti, Tororo, Mbarara, Kabarole and Lira

¹³ This category of districts includes: Ntungamo, Amuria, Bududa, Buliisa, Amuru, Nakapiripirit, Agago and Kanungu

¹⁴ The following districts fall under this category: Moroto, Nakapiripirit, Amuru, Lira, Soroti and Luwero.

¹⁵ Mbarara, Lira, Wakiso, Tororo, Moroto, Gulu, Soroti and Hoima fall under this category and are districts considered influential because they have large populations and a municipality within their jurisdiction.

Since the first assessment of FY 2008/2009, LGCSCI's focus has been to consolidate democracy and efficiency in public service delivery in Uganda (Tumushabe, 2010). This goal has been pursued from two broad but interrelated perspectives. The first perspective was the provision of empirical information on the performance of Local Government Councils to citizens, as well as, building their capacity to demand for accountability and effectiveness in public service delivery. The second perspective has been identification of factors that inhibit the effective performance of Local Government Councils and building partnerships that, if implemented, could target actions to remove those constraints.

Since FY 2008/2009, feedback from all LGCSCI assessments has led to revisions in delivery of capacity building, methodology, and assessment indicators (Tumushabe G. et al, 2010). As such, the current assessment report reflects this cumulative revision processes for (i) the Councillors (ii) the Chairpersons (iii) the Speakers of Council; and (iv) the District Councils. The indicators were a product of an internal methodology review process. These indicators helped to evaluate the relationship between the scorecard performance and the quality of public service delivery in each assessed district. The scorecard parameters focussed on legislative roles, contact with the electorate (constituent citizens), participation in lower levels of government, and monitoring service delivery on national priority programme areas. Overall, the assessment for FY 2018/2019 reflects a methodology that has been progressively improving since inception.

3.3 Core LGCSCI Activities

The Local Government Councils Score-Card Initiative contains a range of activities that contribute to enhancing both the supply and demand sides of governance.

3.3.1 Capacity Building

LGCSCI is an action research undertaking for capacity building intervention. The initiative enhances the capacity of political leaders and builds the capacity of citizens to be effective and responsible agents of political accountability. It also builds the capacity of Civil Society Organizations (CSO) partners to act as mediators between citizens and Local Government Councils in the improvement of service delivery.

3.3.2 Printing and Dissemination of Councillors' Diaries

One of the weighty tools for capacity building in LGCSCI has been the printing and dissemination of Councillors' diaries. ACODE and ULGA produce and distribute annual user-friendly and customized office diaries that contain a simplified version of

the Local Government Act. The primary intention of the diaries is to uplift the level of record keeping among political leaders in the districts. The diaries also carry some basic information for political leaders like district-specific contact information for key service delivery personnel, checklist of the minimum service delivery standards, and summary of the Local Government Councils Scorecard.

3.3.3 Civic Engagement

Civic engagement or civic participation is an individual or group activity addressing issues of public concern. In the LGCSCI, citizens are organized in groups to act together to make a change or a difference in their communities. The goal of civic engagement is to address public concerns and promote quality of service delivery in the community. In the LGCSCI, Civic Engagement Meetings (CEMs) are a vital space for generation of Civic Engagement Action Plans (CEAPs) which function to deepen citizen engagement with the scorecard results and activate citizen demand for better services. The centrepiece of this component of the methodology is the creation of action plans by citizens. These are plans for using the tools of civic engagement to engage their Councillors in addressing persistent service delivery concerns. The civic engagement tools used include: petitions, text messages, letters, radio call-ins, participation in meetings called by Councillors, inviting Councillors to community meetings, and participation in Council meetings. These tools act as vehicles for citizenry voice. The ACODE LGCSCI research teams, fondly associated with like-minded CSOs in the districts, facilitate the CEAP process. This helps in deepening their roles as important interlocutors between citizens and elected political leaders. In this role, they amplify both citizenry voice and monitor government response to the action plans (Bainomugisha A. M., 2017).

3.3.4 Local and National Advocacy

In LGCSCI, ACODE engages in support for and/or recommendation of particular causes or policies. The centrepiece of ACODE's advocacy involves advocacy activities through media campaigns, facilitating public dialogues, round table meetings, and holding advocacy clinics. Under this initiative, ACODE and Partners like ULGA make it their business to manage conflict in local governance through round-table meetings and advocacy clinics. More often than not, ACODE under this initiative, carries out advocacy at the local community level to positively cause change, at the national to cause entire country benefits, and at the international level to influence a worldwide audience on international agreements about specific governance issues.

Over the course of LGCSCI implementation, it has become clear that one of the most significant factors affecting effective public service delivery in districts has been and

continues to be the endemic conflicts within the district Councils. While some conflicts were and remain of a political nature, others have been and continue to be caused by economic and social factors. Whenever conflicts have arisen, ACODE and ULGA found prudence to resolve them through directed advocacy clinics and round-table meetings before they got out of hand.

3.3.5 Partnerships and Networking

Strategic partnerships and collaborations are the cornerstone of ACODE's LGCSCI progress. Over the years, ACODE has worked with a diverse range of stakeholders including national and Local Governments, development partners, research institutions, universities, communities, private sector and like-minded civil society organisations. Ultimately, formation of strategic partnerships has always made LGCSCI to stand out as a democratic and pro-people process. These strategic partnerships always give ACODE a competitive advantage and an opportunity to access a broader range of resources and expertise. Partnerships offer innovative and distinctive skills sets, information and ideas that are different and better for sustainable local management. By utilizing the shared capacities and skills, ACODE has met the ever-increasing need for development and innovation in LGCSCI.

3.4 The 2018/19 LGCSCI Assessment Design and Methodology

The action research methodology underpinning LGCSCI combines capacity building with an assessment of elected political leaders' ability to fulfil their mandate as defined in the Local Government Act¹⁶. LGCSCI design is not a name-and-shame undertaking but an intervention geared towards continuous training and equipping of political leaders for effective and fulfilling capacities to meet the expectations and demands due to their mandates. As such, the assessment tools and methods are designed in ways that help researchers to carry out capacity building through the data collection process. The annual LGCSCI assessment is conducted over a period of about four months. The reference time frame for the assessment in this report is the just concluded FY 2018/2019 that covered 35 districts.

3.4.1 Participants in the Assessment

While the primary focus of assessment within LGCSCI project is always on political leadership, data is also gathered from Clerks to Council, Chief Administrative Officers (CAOs), district heads of departments, sub-county chiefs, administrators of service

¹⁶ See, Local Government Act (CAP 243), Third Schedule

delivery units and a cross-section of citizens. Political leaders that participate as respondents include district chair persons, speakers, and Councillors. In addition, the District Council as the highest decision-making body in the district is assessed as an entity through interviews with clerks to Council.

3.4.2 Assessment and Participant Selection

Since the focus of LGCSCI is on the entire political leadership at the district level, all elected political leaders are primary sources of information. Technical leaders¹⁷ provide corroborative evidence that is used to score elected leaders. Data to corroborate performance of elected political leaders is also collected at the community level during Community Engagement Meetings (CEMs). Two CEMs were carried out in every sub-county in the 35 districts under review.

3.4.3 Scorecard Tools and their Administration

The tool for conducting the annual assessment of Local Government Councils is the Scorecard. It contains a set of qualitative and quantitative measurements, and the methodological steps for conducting the assessment, also known as scorecard administration. The scorecard was developed through an intensive intellectual and empirical process at the inception of the Local Government Councils Scorecard Initiative in 2009. The administration of the scorecard is divided into 4 phases, namely: (1) the preparation phase; (2) the fieldwork phase; (3) data collection, management and analysis phase; and (4) outreach and advocacy phase. During the preparation phase, a number of activities including securing buy-in from key stakeholders, customizing the scorecard, selecting the Local Government Councils to be assessed, identification of district research teams and organizing methodology workshops are undertaken. For purposes of quality control and standardization, 'Task Groups' composed of representatives from Local Governments, academia, civil society and donors are constituted at the onset of the LGCSCI to help provide feedback and guidance on implementation procedures and assessment outcomes.

3.4.5 The Scorecard and the Local Government Structure

The Local Government Councils' Scorecard is a set of parameters and associated indicators designed to monitor the extent to which Local Government Council organs and Councillors are performing their responsibilities. The parameters in the scorecard are based on the core responsibilities of the Local Government Councils.

¹⁷ The assessment of technical leaders is not part of the current LGCSCI. The assessment of technical leaders in districts used to mainly focus on the planning function, financial management, revenue performance, and Local Government capacity and project specific conditions. It was biased towards the technical administrative performance of the districts and focused more on the existence of a wide range of district planning documents. Generally, that annual assessment did not put emphasize the quality of public service delivery in district. For details, see Republic of Uganda (2006). Assessment Manual of Minimum Conditions and Performance Measures for Local Governments. Ministry of Local Government. Kampala.

The main building blocks in the LGCSCI scorecard are the principles and core responsibilities of Local Governments as set out in the Constitution, 1995 (As amended) Article 176¹⁸, the Local Governments Act (CAP 243) and The Laws of Uganda, Section 10 (c), (d) and (e)¹⁹. These are classified into five categories: (1) Financial management and oversight; (2) Political and representation function; (3) Legislation function; (4) Development planning and constituency servicing and (5) Monitoring service delivery.

The scorecard(s) are designed to assess the work of elected political leaders and representative organs to deliver on their electoral promises, improve public service delivery, ensure accountability and promote good governance. It is important to bear in mind that a Local Government Council is composed of Councillors elected to represent geographically defined areas. Each Council has members elected to represent the special interests of women, youth, and people with disabilities²⁰. In the LGCSCI, separate scorecards are produced for Chairpersons, Speakers, Councillors, and the District Council as a whole. Each of the scorecards for each of the assessed elected political officers is divided into parameters based on the 5 principles and core responsibilities mentioned above. These parameters are broken down into a set of quantitative and qualitative indicators reflecting the statutory responsibilities and functions of the elected leader and/or institution being assessed.

3.5 Data Collection Processes

A number of qualitative and quantitative tools were used to collect data. During the data collection process for this report, research teams from participating districts interfaced with respondents, often in face-to-face encounters. The role of the research team members was to ask all the relevant questions and record the responses. Questions were asked and responses elicited in languages that suited the respondents in terms of comfort and confidence. The respondents were given liberty to refer to documents or refer the researcher(s) to documents to corroborate what they were saying. The research team was at liberty to look for any other evidence to crosscheck for the authenticity of the responses elicited. By design, the administration of the LGCSCI scorecard is a process, pursued rigorously to ensure the involvement of citizens and removal of potential bias from the assessment. Data collection is approached using the following methods:

¹⁸ See Constitution, 1995 (As amended), Article 176

¹⁹ Local Governments Act (CAP 243), Laws of Uganda Section 30

²⁰ See Local Governments Act (CAP 243) Laws of Uganda, Section 10 (c),(d) and (e)

- a) **Structured Interviews:** These are carried out as part of administering the scorecard parameters. Each of the accessible targeted political leaders, for instance, the Councillors, are engaged in face-to-face structured interview on the scorecard. The process of interviewing is a vital aspect of collecting verbal evidence which is verified later through written evidence of the Councillors' performance, often adduced through analysis of documents. Information elicited in the structured interviews is critical to the scoring on the scorecard. It also involves collection of corresponding evidence (records, letters, photographs etc.) to justify the awarded scores.
- b) **Civic Engagement Meetings:** In line with the capacity building component of the LGCSCI, Community Engagement Meetings (CEMs) with citizens are conducted in each sub-county. Prior to these meetings, appropriate mobilization is done to ensure satisfactory attendance. The CEMs are moderated by district-based LGCSCI researchers using guiding statements and questions developed from core thematic areas spelt out in the Local Governments Act. Other than data collection, the meetings are platforms for civic education and empowerment about the role of the District Council, Councillors and the District Chairperson, as well as, the duties of a citizen. At the time of dissemination of the scorecard results, CEMs become platforms for citizens to engage in the development of Civic Engagement Action Plans (CEAP).
- c) **Key Informant Interviews:** These are targeted at technical officers in the district, including Chief Administrative Officers (CAOs), Heads of Departments, Clerks to Council, Sub-County Chiefs and service delivery unit heads. The major focus of these interviews is to collect succinct information on the status of service delivery and verifying the actions taken by the political actors during the financial year. reviewed
- d) **Field Visits:** The information collected in structured interviews is verified through field visits to specific service delivery units. Unstructured interviews with service users at respective units are used. Observation of service delivery units is supplemented with photographic impressions to verify the assertions and claims by the political leaders.
- e) **Document Review:** This process involves preliminary and on-going comprehensive review of both published and grey literature including official government reports. Key literature reviewed for the LGCSCI annual assessments includes: service delivery and infrastructure reports, budgets,

planning documents, minutes of district Councils and their committees among others. Document reviews enable the researchers' elicitation of qualitative and quantitative data on the status and trends of key service delivery indicators in the relevant Local Governments. It also provides background information on districts, their status and the trends in selected service delivery indicators, planning and development targets, and administrative information that contain the evidence of performance of the District Council and the various Councillors. Consequently, the review covers a wide range of national policy and planning documents, district Council minutes, the district planning documents and reports, district development plans; capacity building plans; budget, budget framework paper, district revenue enhancement plan, district annual work plan; Public Accounts Committee reports; Audit reports; Sub-county Council minutes; Standing Committee minutes and District Executive Committee minutes and/or any other unpublished district materials. The LGCSCI district researchers use documents to identify development plans made at the district level; the number of times a Councillor debates or debated and/or issue(s) debated; motions debated by a Councillor on service delivery issues and any follow-up actions on resolutions made.

- f) **Photography:** Photos and pictures that capture salient features associated with service delivery in the district are also used. Similarly, photography makes it possible to triangulate information provided by the Councillors during the score-card administration.

3.6 Specific Instruments for Data Collection

- a) **Structured Interviewer Schedules:** Structured interview schedules for the Councillors, Chairperson, and Speaker comprise the first section for the scorecard. The questions in the interview schedules correspond to the indicators on the respective scorecard. Their development and structure is in line with the legally-defined roles and responsibilities of these political leaders. The structured interviews provide an opportunity for each of the individuals being assessed to provide information about his or her performance for each indicator on the scorecard.
- b) **CEM Guide:** Designed to engage citizens in a consultative meeting and dialogue process, the CEM guide is used at the sub-county level. The guide consists of a set of questions aligned to the National Priority Programme

Areas (NPPAs)²¹. Its utility is to enable citizens to discuss the quality of service delivery in their sub-county and to verify information provided by political leaders (Councillors). The guide also contains questions that gauge their level of civic awareness, and in the process builds their capacity for effective civic engagement.

- c) Key Informant Interview Guide:** This is a tool for use with the technical leaders at the district and sub-county level. It is designed to gain an overall picture of service delivery. The emphasis of these interviews is on determining quality, targets and level of achievement. Information from these interviews is also used to verify information provided by Councillors about their performance on relevant indicators.
- d) Observation Checklist:** In order to verify and record evidence of assertions made by Councillors and by technical leaders in their written reports, an observation checklist is used. Observation checklists help to triangulate information provided by the elected political leaders during scorecard administration. Through direct observation, researchers are able to verify reports from Councillors, especially, with regard to community projects and other information on service delivery.

3.7 Data Management and Analysis

Determining the final scores for the scorecards involves careful analysis of both qualitative and quantitative data collected. The process begins with assembling evidence from the document review, since documents contain recorded evidence of Council and Councillor performance on most indicators. With this information in hand, the structured interviews are conducted with individual Councillors, Chairpersons and Speakers. Information from the structured interviews is then augmented and verified through key informant interviews, focus group discussions, and field visits.

Each indicator or score is given a weight so that the total score adds up to 100. The scores are generally based on the importance that the research team place on a particular responsibility or function. The weighting is tested and validated through a series of focus group meetings organized during the scorecard development process. Each scorecard is sub-divided into parameters. For each parameter, a series of indicators have been developed. Every indicator is assigned an absolute score that is awarded using a threshold approach to create a cumulative total of 100 points.

²¹ NPPAs include health, education, roads, water and sanitation, and agriculture.

Data gathered from CEMs also enables citizens to verify information provided by their elected political leaders.

Data handling undergoes three major processes before it is used to produce the final scores accompanying district and national level reports.

- a) Data cleaning:** Transcripts from the CEMs, notes from KIs and the preliminary marks on the indicators given by the researchers are reviewed by the technical team at ACODE to ensure accuracy and completeness.
- b) Data entry:** Qualitative data (CEM notes and KI interview transcripts, summaries from documents and field notes) are entered into Atlas-ti, while the quantitative data (scores from the scorecard) are entered using Epi-data. Key statistics from ministries and budget information are entered and managed in Microsoft Excel worksheets.
- c) Data analysis:** All data from the CEMs and key informant interviews and documents are transcribed and entered into the computer for cleaning, consistency checks and coding. Thereafter, a framework analysis, which involves summarizing and classifying data within a thematic framework, is done by following the preceding steps: (a) familiarization with the data, (b) thematic analysis, (c) indexing, (d) mapping, and (e) interpretation. Each transcript is read several times before beginning the analysis. The research team develops a basic thematic coding list using Atlas.ti. The rest of the transcripts are coded by the LGCSCI researchers guided by an experienced ATLAS.ti trainer. The Atlas.ti trainer relies on initially entered text to develop a coding list and adding new codes as new themes emerge. The final codes used to categorize and analyse the data are focused on such topics as Councillor performance and responsiveness, gender dynamics, and the primary service delivery areas of health, education, water, roads and agriculture. The LGCSCI researchers who decipher data from CEMs are fluent in language dialects of the political leaders and communities assessed to cross-check that the quoted messages never lose their original meaning in translation. Key quotations and summaries of views from the various CEMs and KIs reflected in this report are a result of this process. Quantitative data, on the other hand, is imported into Epi-data where correlations and descriptive summaries are generated. Excel is used to generate graphs and tables used in this part of the report.

Since the inception of the scorecard, a significant amount of data on governance and local service delivery in each of the districts participating in the assessment has been collected. Given that data has been collected consistently since FY 2008/2009, it is now possible to identify trends in local governance performance over the time.

Although some of the interpretation and analysis is cast against the history of the LGCSCI, this report focuses on the current 35 districts covered in FY 2018/19.

3.8 Quality Control Measures in the LGCSCI Assessment

- a) **Periodic reviews:** The scorecard undergoes periodic reviews by an expert task group that is comprised of academicians, officials from the Ministry of Local Government (MoLG), representatives from the Parliamentary Committee on Local Governments, the Local Government Parliamentary Forum, District Technical and Political Leaders and representatives of civil society. The rationale for periodic review is to ensure that the tool is forever robust and legitimate.
- b) **Constitution of District Research Teams:** Each of the participating districts has a three-person research team comprised of a lead researcher and two research assistants. The research assistants are resident in the district and are responsible for collecting information and data needed for the analysis, and interpretation of the scores assigned for each indicator. They also participate in organizing CEMs, conducting interviews with Councillors and validating the information provided by visiting service delivery units. The lead researcher directly supervises the fieldwork and produces the district report.
- c) **Training of District Research Teams:** The lead researchers and research assistants undergo intensive training in basic research methods, research ethics, budget monitoring, data collection, organizing and managing community meetings and focus group discussions, and conflict management.
- d) **Use of a Researchers' Guide:** The researchers' guide is developed by the technical implementing team with inputs from the expert task group and district researchers. The guide explains in detail the parameters and indicators in the questionnaires and provides explanatory notes to guide the researchers. The researchers' guide also has a glossary that defines the key words in the questionnaires. This guarantees a high degree of homogeneity and reliability in understanding and interpreting the scores.
- e) **Report Writing Workshop:** A three-day report writing workshop is organized centrally for all lead researchers. The session is also used to peer-review the scorecards before the marks are submitted to ACODE for final verification.
- f) **Multi-layered verification process:** The processes of score-card generation begin with the district research team responsible for collecting information and

data that provides the evidence for scores assigned to each indicator. The second layer involves a team of lead researchers who directly supervise fieldwork and produce the district reports. The third layer comprises of the LGCSCI leadership team responsible for the final validation of the data with the purpose of removing or mitigating potential bias in the scoring. This is done by reviewing all information and data on which each score is based.

- g) Technical backstopping:** The Project Management Team comprised of ACODE researchers who work closely with the lead researchers provides support and guidance throughout the research process. The team is responsible for the final validation of the data and removing or mitigating potential bias in the scoring by reviewing and corroborating all information and data on which each score is based. The LGCSCI leadership team provides the peer review of the research process and ultimately authors the national synthesis report.
- h) External review of the Synthesis Report:** Before final publication, the report is extensively reviewed by peers and edited to ensure consistency, quality of content and flow of findings.

3.9 Ethical and Implementation Challenges and their Mitigation

- a) Conflict of interest:** On rare occasions, some LGCSCI district researchers, in the course of implementing the LGCSCI, were expressing interest (*overt or covert, open or concealed*) of joining elective politics to replace the politicians they were assessing. Since this created a serious conflict of interest, such researchers were asked to step down from the LGCSCI implementation and assessment process. In other situations, the LGCSCI researchers subscribing to political opinions different from the people they were tasked to assess, could also potentially compromise the assessments, had to be dropped. During training and support supervision, researchers are trained to be objective, fair, balanced and non-partisan in ACODE and the LGCSCI work or else to step-down if they find this ethical behaviour to be irreconcilable with their political aspirations.
- b) Politicians who decline to be assessed:** Although all politicians are oriented and prepared for the annual assessments, some few choose to object and decline to participate in the one-to-one interviews. Whenever such a situation arises, the political leader is given the opportunity to change his or her mind during the four-month period. Researchers are advised to approach the offices of the District Chairperson and the Speaker to ask them to convince the concerned

political leader to accept to be assessed. Having exhausted all possible options, political leaders are then assessed using secondary data (Council minutes, committee reports and sub-county records). The LGCSCI stands by the position that assessment must be applied to all elected officials because they have a social contract with the citizenry.

- c) **Potential for compromised research:** While the LGCSCI team has not registered any case of bribery of researchers by politicians who desire favourable assessments, the research team at ACODE anticipates this possibility and has put in place mechanisms to avert it. The LGCSCI supervisors deliberately make on-spot checks to verify scores awarded by district researchers, and an evidence verification exercise is undertaken centrally before a final point is awarded.
- d) **Confidentiality:** In conducting assessments of this type, confidential information about elected political leaders frequently comes to the attention of researchers. Researchers are trained, counselled and tasked to keep confidential any personal and private information they might come across concerning study participants during data collection.
- e) **Informed consent:** All districts participating in the LGCSCI were approached and they gave institutional consent, which implicitly meant that they were agreed to the scorecard assessment process. This consent was secured during the inception meetings with the district leaderships. On another level, all elected political leaders who accepted to be assessed were requested to give oral consent too. They were told about the purpose of the assessment, as well as the risks and benefits associated with participating in the assessment.
- f) **Voluntary participation.** All participants in the assessment do so willingly, without any coercion. In the case of political leaders who decline to be interviewed, they are informed that the assessment would be undertaken using secondary data and no one has objected to doing that.

3.10 Strengths and Limitations Associated with LGCSCI

The assessment of political leaders and institutions is fair and engages participants in a detailed way as much as possible. The LGCSCI methodology is well developed and the researchers' guide contains detailed instructions for conducting interviews and definitions of key indicators, which greatly increases the reliability of the data gathered. Moreover, all researchers involved in the assessments are trained in contemporary social research methods.

Although the data collection process is laborious and time-consuming, the variety of research tools used enables triangulation of data sources. This improves the validity and credibility of findings. The mixture of data collection methods ensures that complementary data is collected from individuals, official documents, and technical leaders to enable exploration of issues at a more in-depth level to validate the claims by respondents. At the moment, the scorecard only focuses on the district Council and its organs. It is pertinent to note that the assessment does not cover municipalities and sub-counties because of the limited human and financial resources required to scale to these institutions.

Recognising that the District Executive Committee is one of the most important organs of the Council, it is not included in the assessment because it is constituted through political appointment by the Chairperson. Hence, its performance is largely determined by the performance of the Chairperson. Similarly, the scorecard is silent on the role of other political oversight offices in the district such as District Public Accounts Committees (DPAC).

The assessment subjects all Councillors to a uniform assessment, regardless of the size of the constituency served by the Councillor. Even the Councillors representing special interest groups (women, youth, and people with disabilities) who have much larger constituencies, are scored with the same instruments and criteria as those with fewer constituents. The LGCSCI leadership team acknowledges this shortcoming of the methodology.

The LGCSCI engages in advocacy activities including media campaigns, public speaking, commissioning and publishing research findings for purposes of informing and influencing public policy. Time and again, ACODE and ULGA through the LGCSCI have done high pitched advocacy to the extent that issues of local and national importance are raised with the responsible Central Government officials. This work is often done in strategic meetings with District Chairpersons, Councillors, Members of Parliament, and many others as the need has arisen.

3.11 Report Dissemination

Report dissemination takes place at the national and district levels. At the national level, this synthesis report presents the major highlight of the 26 district report cards and provides a comparison of performance between the districts. This report is presented to national stakeholders, including MPs, officials from government ministries, development partners, district leaders, civil society organizations, the media and the private sector. The dissemination of the district-level scorecard reports is open to the general public with special invitation to the district political and technical leadership, sub-county leaders, local CBOs, local media and CEM/CEAP participants.

P.L.E RESULTS SINCE 2003.

YEAR	D I	D II	D III	D IV	U	X	TOTAL
2003	12	37	02	00	00	00	51
2004	12	45	02	00	00	01	60
2005	05	60	12	02	00	01	80
2006	06	42	03	01	00	01	53
2007	07	56	01	00	00	00	64
2008	05	59	12	01	00	00	77
2009	09	59	06	01	00	00	75
2010	08	63	08	00	00	00	79
2011	12	50	05	00	00	00	67
2012	13	40	02	00	00	00	55
2013	12	48	02	00	00	00	62
2014	15	53	05	01	00	00	74
2015	05	60	07	00	00	00	72
2016	08	29	07	07	00	00	51
2017	06	45	12	02	01	00	66
2018	13	51	09	00	00	00	73
2019							

PLE performance results for Bulopa Primary School, Kamuli District.

It is vital to document trends of service delivery to inform decision making in local governments.

CHAPTER FOUR

SCORECARD PERFORMANCE AND ANALYSIS

This section presents findings from the scorecard assessment for the FY 2018/19 of the District Councils, Chairpersons, Speakers of Council and Individual Councillors in the 35 districts under this project. A total of 35 Councils, 33 District Chairpersons, 35 Speakers of Councils and 1,005 individual Councillors were covered under this assessment. The two District Chairpersons of Tororo and Nebbi districts were not assessed because they had passed away before the time of the assessment

4.1 Characteristics of the District Chairpersons, Speakers of Council, and Councillors

Concerning gender, there was only one female District Chairperson (from Kanungu) among the 35 District Chairpersons covered by the assessment. Among the speakers, it is observed that there were only 3 female Speakers of Council out of the 35 Speakers of Council covered by the assessment. These female speakers come from the districts of Kabarole, Kabale and Moroto. These data suggest that females are less likely to be elected in high level positions at district level compared to the males.

Out of the 1,005 Councillors, distribution by gender indicates that, 446 (44 per cent) were females and 559 (56 per cent) were males. In this gender disaggregation, the female Councillors represent those who were directly elected to Council and those who represented women as a special interest group. Whereas the expected number of the special interest group representatives (Councillors) including Youth, Older Persons, Persons With Disability (PWD) and Workers was 280 (eight per district – four males and four females), there were some districts that had not yet elected this category of representatives. The distribution of these Councillors by special interest groups indicates that the older persons, persons with disabilities, workers²² and youth as covered by the assessment were 65 (6.5 per cent), 65 (6.5 per cent), 55 (5.5 per cent) and 63 (6.3 per cent) respectively. Table 2 shows a summary of the characteristics of the elected leaders covered by this assessment report.

²² This category of special interest groups joined Council during the year under review.

Table 2: Characteristics of District Councillors

Aspect		Count	Percentage
Gender (District Chairpersons)	Male	34	97
	Female	01	3
Gender (Speakers of Council)	Male	32	91
	Female	03	9
Gender (District Councillors)	Male	446	44
	Female	559	56
Special Interest Groups	Elderly	65	7
	PWDs	65	7
	Workers	55	6
	Youth	63	6
Political Party	NRM	744	77
	FDC	75	8
	DP	35	4
	UPC	34	4
	Independent	89	9
Level of Education	Master's Degree	17	2
	Bachelor's Degree	225	25
	Diploma	226	25
	Certificate	87	10
	A Level	91	10
	Post Graduate	8	1
	O Level	223	24
	Primary	31	3
Terms Served	1 term	651	68
	2 terms	199	21
	3 terms	60	6
	4 terms	33	4
	5 terms & above	14	2

Source: ACODE Local Government Councils Scorecard Assessment 2018/19

In terms of political party affiliation, the NRM ruling party had the highest representation in the district Councils with 77 per cent, followed by the independent Councillors with 9 per cent and FDC with 8 per cent. DP and UPC stood at 3.6 and 3.5 respectively. This implies that NRM has more support at the district level than any other political party.

In terms of level of education, results in table 2 reveal that an equivalent of 25 per cent of the Councillors were either Diploma or Bachelor's degree holders. Similarly, a significant number (24 per cent) of these Councillors had Ordinary level leavers' certificates. Only 2 per cent of these Councillors were holders of Master's degrees and 10 per cent held tertiary institution certificates. These results show that there were more people in elected leaders in districts Councils with a minimum of Ordinary Level (O' Level) Certificates.

Results show that the majority of the Councillors (68 per cent) were serving their first term in the district Council and 21 per cent were serving their second term. The percentages continued to decrease as the number of terms served increased. This provides an interesting insight that Ugandans were enjoying the benefits of democracy through exercising their rights of changing political leadership by not voting back some leaders while others fell off of their own volition.

4.2. Performance of Councils

The statutory functions of the Councils as provided for under the Local Governments Act include: Legislation²³; planning and budgeting²⁴; revenue generation and appropriation²⁵; accountability and service provision (GOU, 1997)²⁶. The district Council scorecard was therefore customised based on the above functions to include parameters like execution of their legislative function; accountability to the electorate; planning and budgeting for service delivery and other programmes in the district and monitoring the performance of the service delivery²⁷. The average scorecard results per parameter are presented in Figure 2. For comparative purposes, the averages from the 2016/17 assessment are also included.

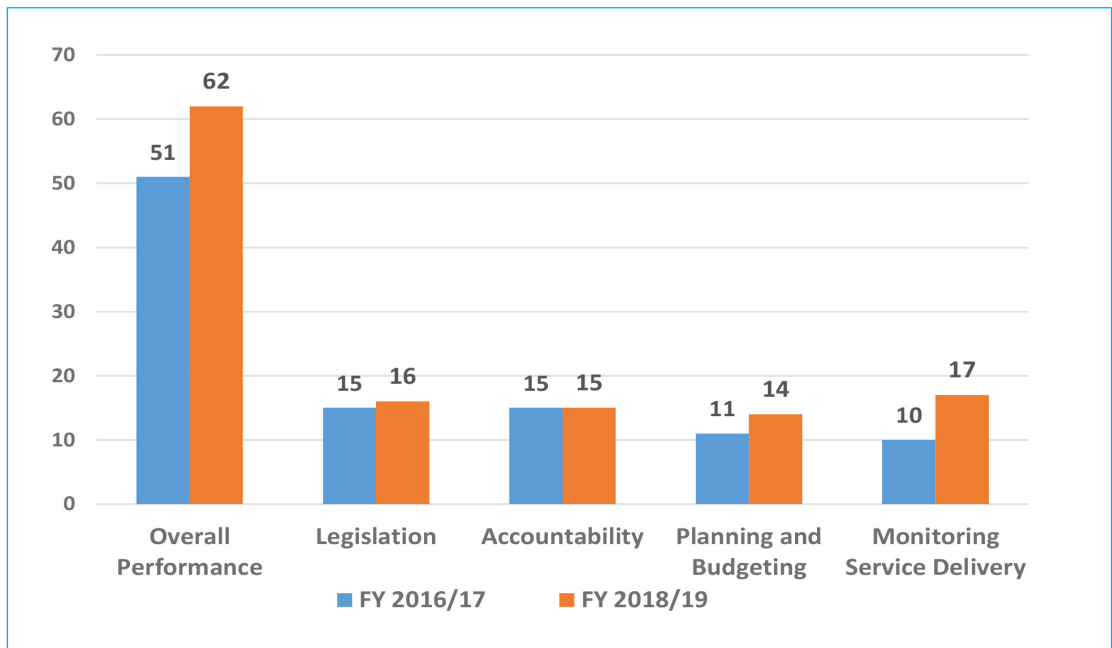
²³ See section 38

²⁴ See Section 35, 77, and 82 of the Local Government Act

²⁵ See Section 80 of the Local Government Act

²⁶ See Third Schedule of the LGA

²⁷ See Sections 30, 35, 38, 39, 40, 77, 80,81,82,85 and 88 of the Local Government Act (CAP 243).

Figure 2: Performance of District Councils

Overall, as shown in Figure 2, there is an improvement in the average performance of the Councils assessed from 51 to 62 points in the FY 2016/17 and FY2018/19 respectively. This general improvement in average performance is also reflected in other parameters like legislative function, accountability to citizens, and monitoring service delivery from 15 to 16 points, 11 to 14 points and 10 to 17 points respectively. This positive change in the Councils is partly attributed to the capacity building programme within the Councils and the structures of Councils.

The results also reveal that Kabarole District Council, in particular, was the best Council in the year under review with 87 points. The 2nd and 3rd best performing district Councils were Gulu and Mpigi District Councils scoring an average marks of 86 t and 80 points respectively, with Nebbi District Council emerging 4th with a score of 79 points. It is important to note that Nebbi District Council registered the highest improvement margin during the year under review moving from 37 per cent. Also, Arua District Council registered significant improvement from 29 points in FY 2016/17 to 63 points in 2018/19. However, there were six district Councils that declined in their general performance these include; Wakiso, Rukungiri, Hoima, Masindi, Nakapiripirit, and Bududa.

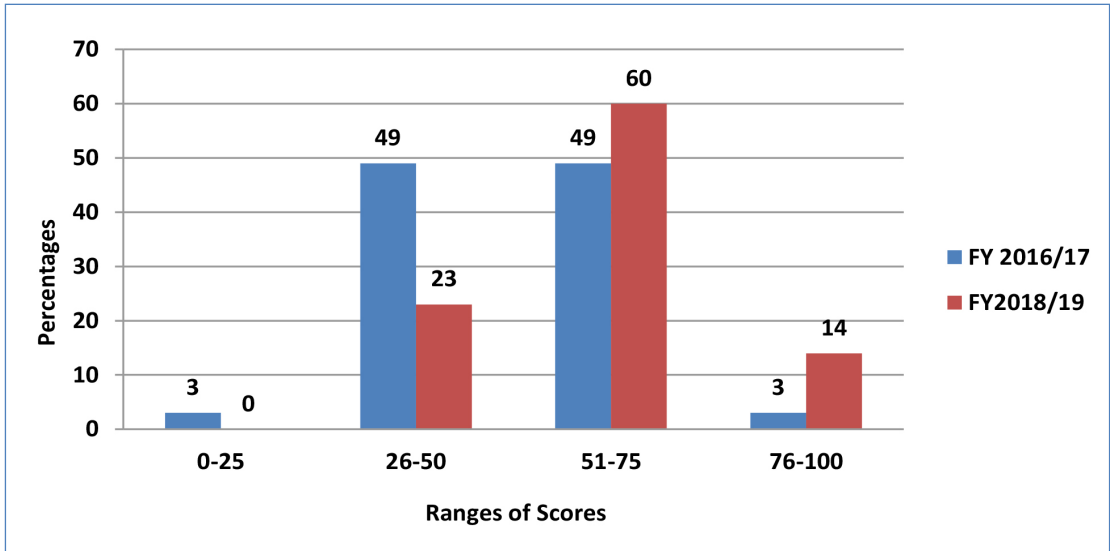
On the other hand, it should be noted that the average scores showed that none of the assessed Councils improved in fulfilling their planning and budgeting function. Further details are presented in Table 3.

The Scorecard assessment for FY 2018/19 reveals that there is an improvement in the average performance of the Councils in the 35 districts compared to FY 2016/17. The performance improved from an average score of 51 to 62 points in the financial years 2016/19 and 2018/19 respectively. The observed improvement in the performance is mainly a result of improvements registered across the assessed parameters including; legislation, accountability, budgeting and planning and monitoring of service delivery. In fact the Councils scored so highly on the parameter of monitoring of service delivery which shows a significant improvement. Table 3 presents the results on the performance of District Councils.

Table 3: District Council Performance

Variable	Number of Councils	Average Performance	Min Score	Max Score
Overall Performance 2016/17	35	51	27	82
Overall Performance 2018/19	35	62	25	87
Legislation	35	16	8	22
Accountability to citizens	35	15	7	22
Planning and Budgeting	35	14	9	20
Monitoring Service Delivery	35	17	0	27

Considering the ranges of the scores, it was observed that that the district Councils that scored between 51-75 points had increased from 49 per cent in the FY 2016/17 to 60 per cent in the FY 2018/19. Similarly, Councils scoring between 76-100 points had also improved from 3 per cent in the FY 2016/17 to 14 per cent in the current assessment. This is illustrated in figure 3.

Figure 3: Ranges of Scores for Council Performance

4.2.1 Legislative Role of Council

According to the LGA, the legislative function²⁸ of Council includes: appointing committees of Council²⁹; holding Council meetings³⁰; enacting ordinances³¹; and passing lawful motions. These legislative functions of Council in the scorecard are customised to include: adoption of standard rules of procedure; ensuring appointment and functionality of committees (including standing committees and business committees); passing of lawful motions; enacting ordinances; conflict resolutions initiatives; conducting public hearings on bills and any other policy matter; providing legislative resources (like a library, office of the clerk to Council, Council chambers, and a Councillors' lounge); debates on petitions from citizens' and petitions to central government and capacity building for Council members.

The district Councils registered an average score of 16 out of 25 points – a slight improvement of 1 point compared to the 2016/17 scorecard assessment results. The best performing districts on this parameter scoring 20 points and above included: Gulu (22 points), Agago (22 points), Jinja (21 points), Lwengo (20 points), Mpigi (20 points), and Rukungiri (20 points).

²⁸ See section 38

²⁹ See Section 22 of the LGA

³⁰ See the Regulation 9 of the Local Government Councils Regulations

³¹ See section 38

The findings also indicate that 21 out of 35 districts had presented bills and enacted ordinances in the last 3 years. It was also observed that these Local Governments had made some attempts to enforce the ordinances though with little success. The limited success was attributed to lack of both human and financial resources for enforcement. However, 23 out of 35 Councils assessed had not held any public hearing in their jurisdictions on any policy matter. Public hearings were part of citizen engagement and participation in decision making processes. They were also used as downward accountability processes. These findings indicated that the 23 district Councils that had not held any public hearings denied citizens the opportunity of contributing to many processes that had an impact on their well-being. These results also demonstrate limited downward accountability on behalf of the district Councils.

In most districts, the committees of Council were not able to hold the six (6) mandatory meetings. These mainly included: Moroto, Moyo, Sheema, Kisoro, Amuria and Lwengo. Some districts reported that they lacked adequate resources to conduct the necessary meetings. It should be noted that Council businesses are financed by 20 per cent of the local revenue collections including allowances for Councillors for attending Council and committee meetings. Local Governments' performance on local revenue generation remained poor which consequently affected the business of Council. This was also attributed to limited funding of the devolved Local Government functions and poor performance in local revenue generation.

Again, seven district Councils out of 35 scored zero out of three points on functionality of committees while eight out of 35 scored one out of three on the same indicator. This implies that among these district Councils, the District Executive Committees (DEC), the Standing Committees, and the Business Committees were not functioning properly, thus the low scores. This meant that these structures of Council required support in terms of training and mentorship with regard to their statutory roles and functions.

4.2.2 Accountability to Citizens

This parameter mainly focuses on downward accountability of Council to the electorate. It looks at fiscal, political, and administrative accountability, commitment to the principles of accountability and engagement of other stakeholders like civil society organisations and private sector among others.

The results show that the average performance on this parameter was 15 out of 25 points, showing no improvement in contrast with the results of the previous assessment. Gulu District Council was the best under this parameter with 22 out of 25 points, followed by Kabarole and Nebbi in 2nd and 3rd position with 21 and 20 points respectively.

Further, 12 out of 35 districts did not have any evidence of Council review and approval of PAC Reports; 24 out of 35 districts had no evidence of action taken on PAC recommendations; and 10 out of 35 Councils did not discuss any corruption issues. These are serious accountability gaps among Local Governments that ought to be addressed in order to improve performance of district Councils.

All the district Councils assessed had demonstrable evidence of the involvement of CSOs, CBOs, private sector, professionals, and other non-state actors in service delivery. It was noticed that there were a number of CSOs and CBOs involved in advocacy, capacity building, and direct service provision across the districts. The private sector on the other hand was involved in service provision under Public Private Partnerships.

Also, there were Councils that did not perform well on this parameter. For instance, Sheema district Council scored zero on fiscal accountability while 21 district Councils did not demonstrate any commitment to principles of accountability and thus scored zero on this indicator too. These results show that accountability in the district Councils is still a sticky issue.

The ability for Council to ensure accountability in all the processes could potentially have positive results on service delivery. Important to note is that where Councils were unable to: review reports of PAC; implement PAC recommendations; address issues of corruption; discuss internal audit reports and recommendations, they were likely to experience negative outcomes in service delivery. For the district Councils to perform better, the issues of accountability highlighted must be addressed.

4.2.3 Planning and Budgeting

With regard to planning and budgeting, the scorecard requires that district Councils approve District Development Plans;, Capacity Building Plans, Revenue Enhancement Plans, and Annual Work plans and district budgets³² in a timely manner as required by law and other regulations. The district Councils are also expected to plan and mobilise local revenue as provided for under the law³³. Failure to do so could potentially affect service delivery.

According to the results, the average performance of the District Councils in Planning and Budgeting was 14 out of 20 points, an improvement of 3 points compared to FY 2016/17 scorecard assessment. Most districts assessed were able to approve their annual budgets and work plans on time.

³² See Section 35, 77, and 82 of the Local Government Act

³³ See Section 80 of the Local Government Act

On the other hand however; there was poor performance on initiatives to raise local revenue; and actual improvement in local revenue performance. Only 19 Local Governments out of 35 scored at least 5 points out of 11 points possible for this indicator. Rukungiri and Hoima District Councils scored zero on this indicator. The district Local Governments still have challenges in projecting local revenue collections; mobilisation for local revenue; collection and appropriation. In most cases the district Local Governments report short falls in revenue collection. Analysis of the minutes of Council also shows that the majority do not have major activities in local revenue enhancement.

4.2.4 Monitoring of Priority Development Areas

With regard to monitoring of service delivery and projects in the districts, the scorecard requires that Standing Committees conduct political monitoring to at least half of the service delivery units, projects or works in the district. The committees are then required to prepare monitoring reports and present them to Council for resolutions that would address the concerns identified; and follow-up with the technical officers to ensure that the raised concerns are addressed. In the assessment, one is awarded marks for evidence of monitoring visits. Marks to these processes undertaken by Councils as well as the outcomes of these processes based on the documents and evidence available to demonstrate that they were actually undertaken.

The scorecard assessment results also established that there was an improvement in the performance of the district Councils in conducting political monitoring from an average of 10 to 17 out of 30 points for this parameter. Kabarole District Council emerged the best Council on this parameter with 27 out of 30 points followed by Ntungamo (26 points); Mbale (26 points) and Gulu (24 points).

Besides, the district Councils of Bududa, Nakapiripirit, and Masindi scored zero on this parameter because their standing committees did not have adequate evidence to demonstrate: that they monitored service delivery and projects in their respective sectors; prepared reports and presented them to Council or followed up and addressed the issues identified during their monitoring visits. It was also established that most Councils did not monitor Functional Adult Literacy in their districts. As such, 25 out of 35 Councils scored zero on monitoring the FAL service delivery areas.

On the whole, the poor performance of Councils on the political monitoring function was largely attributed to: limited understanding of the monitoring processes by the standing committees of the Councils in terms of what to do at the service delivery unit and after the monitoring activity and limitation of financial resources to monitor at least half of the service delivery units, projects and programmes within the district in

the various sectors. Therefore, these findings posit the need for continuous training of the district Councils on the importance of monitoring, reporting and follow-up on identified concerns. For details on district specific performance, refer to Annex 2 of this report.

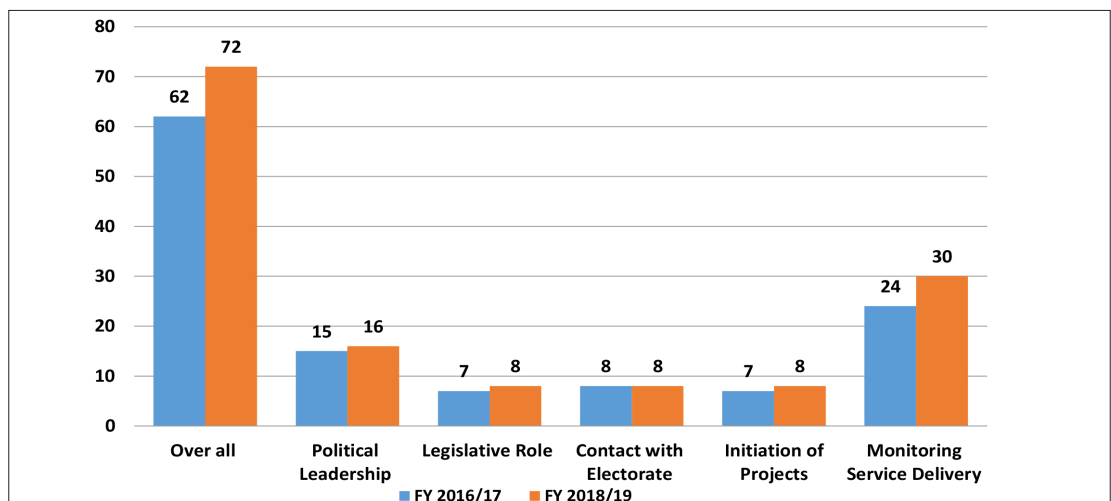
4.3 District Chairpersons Performance

The scorecard assessment of the district chairpersons is derived from the roles and responsibilities provided for in sections 12 and 13 of the Local Governments Act. These roles include the following: be a political head of the district; preside at meetings of the executive committee of the district; monitor general administration of the district; monitor implementation of Council decisions; monitor and coordinate activities of the Municipal and Town Councils other lower Local Governments and administrative units; in the district; coordinate and monitor government functions between the district and government; and make a report to Council on the state of affairs of the district at least once a year. These responsibilities have been customised under the Scorecard to include: Providing political leadership to the district, legislative role, and contact with the electorate, initiation of projects with Local Governments and monitoring priority development areas (service delivery).

4.3.1 Performance of District Chairpersons

As presented in Figure 4, the average performance of the district chairpersons across the districts covered by the scorecard assessment has improved from 62 to 72 points. Figure 4 presents comparisons of average performance of the District Chairpersons across the assessed parameters for FY 2016/17 and FY 2018/19.

Figure 4: Chairpersons' Average Performance 2016/17 and 2018/2019



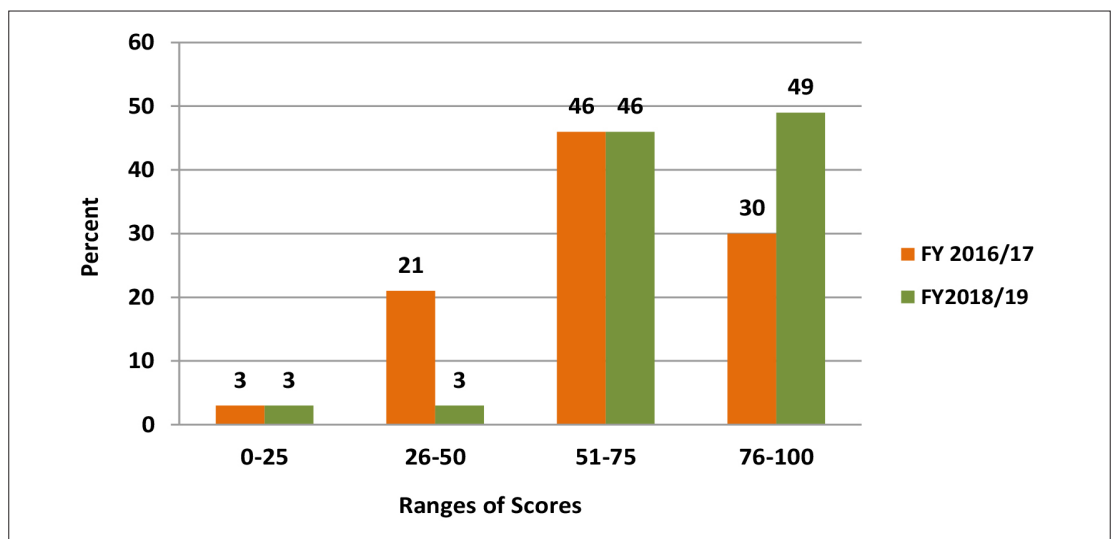
Like the district Councils, analysis of the performance of the district chairpersons shows that there is an improvement compared to the scores of the previous assessment in the FY 2016/17. The scores reveal that the district chairpersons on average scored 72 points compared to 62 points in the previous assessment. This observed improvement is a result of relatively high average scores on the specific parameters used to measure the quality of service delivery by this group of leaders. Table 4 presents the average scores along the parameters.

Table 4: District Chairpersons Performance

Variable	Average Performance	Min Score	Max Score
Overall Performance 2016/17	62	0	91
Overall Performance 2018/19	72	25	96
Political Leadership	16	10	20
Legislative Role	8	4	15
Contact with Electorate	8	3	10
Initiative Development Projects	9	2	10
Monitoring Service Delivery	30	0	45

Further analysis reveals that there were more district chairpersons who managed to score between 76-100 points than it was in the previous assessment. The results indicate that for the current assessment, 49 per cent of this category of leaders scored between 76-100 points as compared to only 30 per cent in the previous assessment. Figure 5 presents these variations in performance across the two assessments.

Figure 5: Performance Ranges for District Chairpersons



Comparison of average performance as indicated in Figure 5 shows that there is improvement in performance in political leadership, legislative role, initiation of projects in the districts and monitoring service delivery from 15 to 16 points, 7 to 8 points, 7 to 8 points and 24 to 30 points respectively. This comparison also reveals that there was no improvement on the indicator for contact with the electorate. Figure 5 also demonstrates that district chairpersons scoring below 50 points, have reduced tremendously compared to the previous assessment.

4.3.2 Best Performing District Chairpersons

The best performing District Chairperson was Hon. Richard Rwabuhinga, of Kabarole District Local Government (DLG) with 96 out of 100 points. This is an improvement from 90 points scored from the FY 2016/2017 assessment. He attained maximum scores in: providing political leadership to the district (20 out of 20 points); legislative function (20 out of 20 points); contact with the electorate (10 out of 10 points); initiation of development projects in the district (10 out of 10 points) and monitoring service delivery (45 out of 45 points). Hon. Rwabuhinga is a member of the National Resistance Movement Organisation (NRMO) political party and is serving a second five year electoral term in the office of the District Chairperson, Kabarole District Local Government.

The second best chairperson was Hon. Martin Ojara Mapenduzi, of Gulu District Local Government with 94 out of 100 points posting an improvement of 3 points compared to the FY 2016/17 assessment. Hon Mapenduzi is a member of Forum for Democratic Change (FDC). He was serving his second 5 year electoral term of office as the District Chairperson, Gulu District Local Government. Hon Mapenduzi and Rwabuhinga posted similar performance in the areas of: monitoring service delivery; initiation of development projects in the district; providing overall political leadership in the district and contact with the electorate. The third best chairperson was Hon. Alex Oremo Alot, of Lira District Local Government who posted an improvement of 21 points from 71 points in FY 2016/17 to 86 points in FY 2018/19.

Further, the scorecard results for the two assessment episodes showed that the Chairperson of Arua DLG, Hon. Sam Wadri Nyakua had a significant improvement in his performance from 36 to 84 points in FY2016/2017 and 2018/19 respectively. The scorecard assessment results showed that Hon. Nyakua's most significant improvement was registered in the areas of: service delivery monitoring, reporting and following up service delivery concerns with relevant offices for redress; providing political leadership (through monitoring the overall administration of the district; steering the business of the district executive committee; providing oversight over civil servants and statutory bodies) among others. He immensely improved in

documentation and records keeping of all activities undertaken on behalf of the district. Also, his presence in the community was highly visible during the year under review as manifested by reports of public community meetings; monitoring visits to various service delivery units and reports from community meetings held at the sub-county levels.

It is important to note the significant improvement of 114 per cent and 139 per cent registered by the district chairpersons of Jinja and Amuru District Local Governments respectively. The District Chairperson of Jinja District Local Government, Hon Titus Kisambira Mutanda, improved his overall performance from 36 to 77 out of 100 points while the district Chairperson of Amuru District Local Government improved his performance from 31 to 74 points. Their major area of improvement was monitoring service delivery in their districts, reporting issues identified during monitoring in DEC or Council and following up with relevant offices to ensure that these issues get redressed.

Among all the 35 assessed district chairpersons, there was only one Female District Chairperson and she is of Kanungu District Local Government. This represents a national picture where there are very few female district chairpersons. The District Chairperson of Kanungu District Local Government, Hon. Josephine Kasya was the 8th best overall district chairperson with a total score of 80 out of 100 points. Her current performance also shows that she has improved by 16 points compared to the 2016/2017 scorecard assessment.

The findings also show a decline in performance of ten (10) district chairpersons namely of: Amuria, Mpigi, Rukungiri, Hoima, Bududa, Lwengo, Wakiso, Kamuli, Nwoya, and Agago . Also, the findings show that the district chairpersons of Kisoro and Mukono obtained scores that were below 50 points. i.e. 25 and 36 points respectively. Their major challenge was inadequate evidence of documentation of the activities and processes they had implemented or been involved in by virtue of their offices as District Chairpersons in their respective districts. It is also noted that Chairpersons of Nebbi and Tororo were deceased during this assessment. Tororo District Local Government has never elected a district chairperson since the death of the then District Chairperson Hon. Apollo Jaramogi Olla in January 2017. Since then, the district has been engulfed by an ethnic conflict between the Japadola and Itesots.

4.3.3 Political Leadership of District Chairpersons

Section 12, 1(a) of the Local Governments Act charges the district chairperson with a responsibility of being the political head of the district. The chairperson is expected to provide this leadership within the existing structures of the District Local Government. Under this role, the district Chairpersons are supposed to constitute and operationalise the District Executive Committees (DEC), monitor the performance of the district technical administration; provide oversight to the technical officers in the district; ensure that the statutory boards (District Land Board, District Service Commission, and District Public Accounts Committee) are in place and functional, and provide a linkage between the district and central government. Four District Chairpersons of Kabarole, Gulu, Arua and Agago scored maximum points (20 out of 20 points) for this parameter compared to only three chairpersons who attained similar scores under this parameter during the last assessment. The findings also revealed that all the chairpersons assessed were able to score 10 and above out of 20 points on providing political leadership. Thus, the results for the FY2018/19 show that there was a general improvement in the performance of Chairpersons on this parameter as evidenced by the change in average scores from 15 to 16 points in FY2016/17 and FY2018/19 respectively.

4.3.4 Legislative Function of the District Chairpersons

Among their roles, the District Chairpersons are expected to attend Council meetings. The district Councils are supposed to conduct at least six mandatory meetings in a financial year³⁴. Under this parameter, the District Chairperson is expected to: attend at least four official or lawful meetings of Council; ensure that DEC presents motions for resolution of Council on service delivery, accountability and improving the financial autonomy of the district; and present bills or policies to Council for debate and ratification. Other than attending the Council meetings in person, the District Chairpersons are supposed to perform the other roles through the District Executive Committee (DEC) as provided for in section 17 of the Local Government Act which requires that DEC:

- a) Initiates and formulates policy for approval of Council
- b) Oversees the implementation of Government and Councils' policies
- c) Monitors and coordinates activities of non-governmental organisations in the district
- d) Monitors implementation of Council programmes and takes remedial action where necessary

³⁴ See Rule 11 of the Standard Rules of Procedure for Local Governments Councils in Uganda, July 2014.

- e) Recommends to Council persons to be members of the District Service Commission; Local Government Public Accounts Committee; District Contracts Committee; District Land Board or any other boards and commissions
- f) Receives and solves problems or disputes forwarded from lower Local Government Councils ;
- g) Evaluates performance of Council against approved work plans and programmes
The District Executive Committees are appointed and supervised by the District Chairpersons. These committees are expected to support the District Chairperson in fulfilling his or her roles and responsibilities.

The findings indicate that one District Chairperson, of Kamuli District Local Government, Hon Thomas Kategere, was able to obtain the maximum score (15 out of 15 points) during the year under review. Just like in the previous assessment, 24 District Chairpersons scored below 10 points on this parameter. The Chairpersons of Bududa, Moroto, Apac and Hoima scored the lowest (4 out of 15 points) under this parameter. Similarly, the results showed that the Chairpersons of Apac and Hoima District Local Governments did not attend all the Council meetings and their executives did not present any bills to Council. The findings further revealed that 17 District Executive Committees out of 35 did not present any bills in Council.

4.3.5 Contact with the Electorate of the District Chairperson

In this parameter, the District Chairpersons are expected to maintain regular contact with citizens within their jurisdiction. The Chairpersons fulfil this role through community meetings and media. These meetings present opportunities for district leaders to provide accountability; addressing public service delivery concerns of the citizens; and providing feedback on Council resolutions and any other programmes being implemented by Council. The District Chairperson is therefore supposed to regularly interact with citizens and have evidence of such organised interactions and engagements with citizens in the district.

With regard to this parameter, the scorecard results show that on average, the Chairpersons scored 8 out of 10 for this parameter which shows no improvement in comparison with the 2016/17 scorecard results. The findings also show that 19 out of 35 Chairpersons scored 10 out of 10 points. Four Chairpersons (Jinja, Soroti, Ntungamo and Kisoro Districts) scored less than 5 out of 10 points on this parameter. The major reason for the observed under performance on this parameter was lack of or inadequate evidence of meetings with the electorate and lack of or inadequate evidence on addressing service delivery concerns from the citizenry.

4.3.6 Initiation of Projects in the Local Governments

Under this parameter the District Local Government Chairpersons as political heads of the district Local Governments are supposed to initiate development projects in the district, initiate partnerships with development partners, civil society organisations and the private sector among others. They are also mandated to attract investments into the district and supervise and contribute to on-going projects in the district.

On this Parameter, 13 district chairpersons scored 10 out of 10 points compared to 11 chairpersons who obtained similar levels of performance in the previous assessment FY 2016/17. Further details show that three District Chairpersons (Moroto, Ntungamo and Kisoro) did not have sufficient evidence to show that they personally initiated any projects in their districts in the year under review. Similarly, 31 District Chairpersons had played a role in initiating partnerships with at least one NGO or private sector entity within their districts. The results show a general improvement in the average score of the District Chairpersons on this parameter from seven to eight points in 2016/17 and 2018/19 respectively.

Usually, community development programmes aim at creating awareness of possibilities; providing information on resources, inputs and infrastructure; deploying technical assistance; skills acquisition; increasing literacy levels; improving productivity and productive systems among other things. Ideally, most community development programmes focus on peoples' needs such as the provision of good roads, clean and safe water, health care, basic education, agriculture extension and income generating projects. These goals can only be achieved through the combined and collective efforts of members of the community and the local leadership. To help bring about transformation of communities, it is necessary for elected leaders to provide good leadership. When good leadership is provided, the people participate voluntarily in the development of their community and vice versa.

4.3.7 Monitoring Service Delivery of the District Chairpersons

The district chairpersons are expected to monitor the provision of government services or implementation of projects in the district, the general administration of the district, and implementation of Council decisions, among other things³⁵. The scorecard requires that the district Chairpersons monitor at least seven priority development and service delivery areas including but not limited to: Basic Education Services, Healthcare, Agricultural Extension Services, Road Works, Water and Sanitation, Functional Adult Literacy, and Environment and Natural Resources. Under this parameter the District Chairpersons are supposed to monitor at least 50 per cent of the service delivery within the district in the seven priority areas mentioned above.

³⁵ See Section 13, of the Local Government Act (Cap.243)

This includes preparing monitoring reports, and or presenting them to the District Executive Committees for Discussion, raising the identified concerns with the Chief Administrative Officer so that they can be addressed. The District Chairpersons are expected to follow-up on the issues identified during their monitoring and ensure that they cause the necessary positive change. Therefore, the scorecard assesses the office bearers on the above processes and outcomes of such processes based on the evidence available. This parameter takes the highest proportion of marks (45 points) compared to other parameters because if implemented appropriately, it has a direct effect on the improvement of the quality of services delivered in the districts.

Thus, the scorecard results reveal that the average score on monitoring by the district chairpersons was 30 out of 45, an improvement of 6 per cent compared to the FY 2016/17 assessment. The best performing Chairpersons were of Gulu, Ntungamo, and Kabarole with a maximum of 45 points on this parameter. This implies that these chairpersons were able to fulfil the requirements embedded in this parameter by presenting documentary evidence of the processes and outcomes of the monitoring process. The evidence presented was also verified both at the district and within communities to ascertain their authenticity.

The results also show that the District Chairperson of Kisoro District Local Government obtained Zero on this parameter. This was mainly because this district chairperson did not have adequate evidence to demonstrate that he conducted monitoring, prepared reports on issues identified in at least 50 per cent of the service delivery units in the sectors mentioned above and that he caused positive changes in service delivery outcomes.

In addition, the results indicate that Functional Adult Literacy is one of the monitoring service delivery areas where 17 district chairpersons did not score any point. Agriculture extension services and health centres are the service sectors most monitored by the district chairpersons (31 out of 35).

During the monitoring process, the district leaders evaluate the performance of their Local Governments and identify factors that constrain service delivery. This process also helps generate evidence based public resource allocation decisions and helps identify how challenges should be addressed and successes replicated. In the Local Governments where decision makers were unable to conduct monitoring of service delivery, their ability to make right and informed decisions on resource allocation and to suggest appropriate solutions to service delivery challenges was visibly constrained. For the detailed performance of individual District Chairpersons, refer to Annex 3.

4.4 Performance of Speakers of Council

Section 11 of the Local Governments Act requires that district Councils should have a speaker and a deputy speaker elected from among the Members of Council. The law stipulates that the speaker of Council is responsible for presiding over meetings of Council, preservation of order in Council, enforcing the standard rules of procedure of Council. Further, by virtue of this position, the speaker is not supposed to participate in any debates in Council but rather maintain decorum, invite contributions from members of Council, regulate discussions and rule on matters under discussion in Council. Given that the speaker of Council is primarily a Councillor representing an electoral area, the speaker of Council is required to regularly maintain contact with his/her electoral area; attend Council meetings at the sub-county level and monitor delivery of services, projects and programmes in the electoral area. This implies that the speaker of Council is primarily a Councillor representing a constituency in Council. The performance of all the district speakers is presented in Figure 6.

4.4.1 Overall Performance of the Speakers of Council

The results for the scorecard performance of Speakers of Council show some improvement in the performance of the speakers in terms of overall performance. The results in Figure 6 reveal that there was an improvement on the average performance of the speakers of Council from 56 to 62 points in the assessments of FY 2016/17 and 2018/19 respectively. This improvement is also reflected in performance in: legislative function (16 to 17 points); contact with the electorate (15 to 16 points); and monitoring service delivery and government projects in their electoral areas (22 to 25 points).

Figure 6: Comparison of Performance of Speakers FY 2016/17 and 2018/19

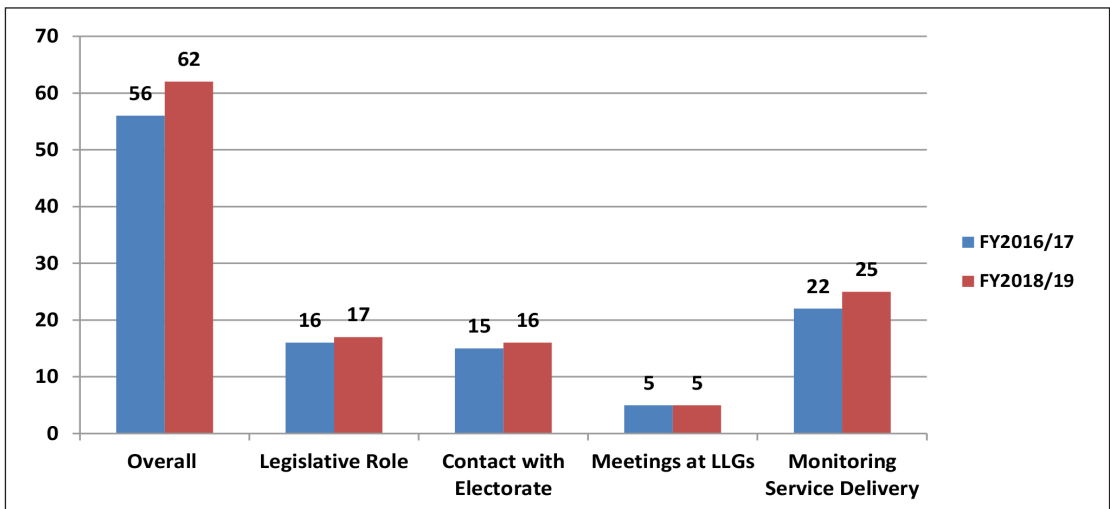


Figure 6 illustrates that speakers have on average scored 62 points which is a slightly higher score as compared to the average overall speakers' scores of the previous assessment that stood at 57 points.

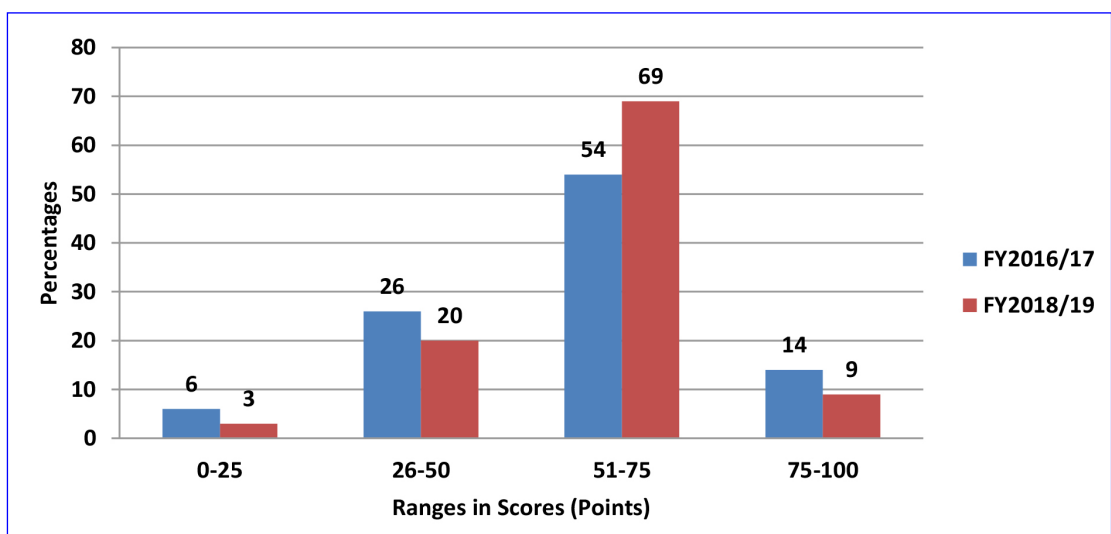
Table 5: Performance of Speakers of Councils

Variable	Speakers of Council	Average Score	Min Score	Max Score
Overall Performance 2016/17	35	57	18	94
Overall Performance 2018/19	35	62	23	92
Legislative Function	35	17	6	22
Contact with Electorate	35	16	9	20
Participation in LLG	35	5	0	10
Monitoring Service Delivery	35	25	0	42

The observed improvements in the performance can partly be attributed to relatively better scores on the individual parameters which portray an improvement in the way Speakers manage Council sessions as well as playing Councillorship roles in their respective constituencies.

Further, the results reveal that the number of Speakers who scored 50 points and below have reduced sharply and the number of those who scored 51-75 points increased significantly from 54 points in the previous assessment to 69 points in the current assessment. This is illustrated in Figure 7.

Figure 7: Ranges of Performance of Speakers of Council



In light of the roles of Speakers highlighted in the scorecard presented in Table 3, the results reveal that the Speaker of Council of Kabarole District Local Government, Hon. Stella Kyorampe, was the best rated speaker for FY 2018/19 moving up from the 3rd position in the previous assessment. Hon. Kyorampe obtained maximum points on: Contact with the electorate and attending Council meetings at the Kabende and Kijura Sub-counties that she represents in Council. Hon. Charles Beshesya, the Council Speaker of Kanungu followed in the 2nd position as the best rated Speaker of Council, scoring 77 out of 100 points.

On the other hand, there were 12 Speakers of Council whose performance declined. Notable among these were Speakers of Buliisa, Amuria, Mbarara, Nakapiripirit, Kamuli, Moroto and Mukono. The major reason for their decline was failure to present adequate evidence of monitoring activities in the electoral areas they represented to their respective Councils.

With regard to special interest groups, there were three female Speakers of Council namely of; Kabarole (Hon. Stella Kyorampe), Kabale (Hon. Ruth Loy Zikampereza) and Moroto (Hon. Rose Adero) who scored 43, 62 and 92 points respectively. The Speaker of Kaborole District Local Government, Hon. Stella Kyorampe, emerged the best rated speaker among all the 35 Speakers assessed. It is also notable that three of the male youth representatives were selected to be speakers of their Councils in Kaliro, Sheema and Mbarara Districts and they were serving their first five year electoral term of office. The youth representatives elected speakers in Sheema and Mbarara District Councils scored 39 and 53 per cent respectively. These results also show that these two Speakers declined in performance from 56 to 36 per cent and 94 to 53 per cent respectively.

The results also show that there were two representatives of persons with disabilities who were Speakers of Councils, namely, Hon. Steven Olebe (Soroti) and Hon. John Okea (Tororo). There was no representative of workers or the older persons who was elected Speaker of any Council among the 35 districts in this electoral term of office. The quality of performance of Speakers of Council has a ripple effect on the performance of the entire Council and the district as a whole. This is confirmed by the results where the best rated Speaker of Council comes from Kabarole District Local Government produced the best District Council and the best District Chairperson among the 35 Local Governments covered by the scorecard assessment. The Speaker of Council have a huge influence on the nature of resolutions that are generated by Council. The Speaker of Council also influences Council to hold the duty bearers accountable. The current average performance of the Speakers at 62 per cent leaves a lot to be desired.

4.4.2 Legislative role

With regard to the legislative role, Speakers of Councils are expected to chair the business committees; chair meetings of Councils, preserve order in Council, enforce the rules of procedure while chairing Council meetings, invite submissions from Members, keep records of motions, questions and petitions submitted to Council and provide guidance to Council on any critical matter beyond the rules of procedure.

The scorecard results show that the average scores for Speakers on the legislative function was 17 out of 25 showing an increase of one point in relation to the Speakers' performance on the same parameter in the FY 2016/17 assessment. Further, 23 out of 35 Speakers were able to chair at least four meetings of Council and delegate at least one to the Deputy Speakers. Similarly, 15 out of the 35 Speakers assessed had: adopted the Standard Rules of Procedure; enforced them; caused timely production of minutes of Council meetings and convened Council meetings on schedule. It is also reported that, 29 out of 35 Speakers had a record of motions, questions and petitions presented in Council or submitted to the Office of the Speaker.

The best performing Speaker on this parameter (the Legislative Function) was Hon. Onduma Sulaiman from Arua District Council who scored 22 out of 25 points. The second best Speakers on this parameter all scored 20 out of 25 points. They were Hon Stella Kyorampe (Kabarole District); Hon Charles Beshesya (Kanungu District); Hon Ongan Kizito (Nebbi District); Hon. Mafabi Muhammed (Mbale District); Hon Bwiire Samson Nadeeba (Kaliro District), and Hon Moses Kirya (Masindi District).

Although the results reveal that Speakers had performed relatively well on chairing Council meetings and enforcing the rules of procedure, they registered poor performance on providing special skills/knowledge to the Council or committees beyond the rules of procedure whereby; 32 out 35 Speakers scored zero out of five marks for this indicator. This implies that this parameter is given less attention by the Speakers and thus needs to be emphasized in order to improve proceedings of the District Councils.

4.4.3 Contact with the Electorate

This parameter requires that Speakers regularly meet citizens from the electoral areas they represent given that they are primarily elected as Councillors and elected by colleagues to become Speakers. They are expected to schedule meetings in their electoral areas, hold official meetings and give official communication, have a coordinating centre (preferably their homes), keep records of meetings held and

communications made, and have evidence that these activities among other things actually took place.

The analysis provides impressive results that this is one of the best performed parameters with an average score of 16 out of 20 points. Nine Speakers of the Councils of Kabarole, Wakiso, Tororo, Apac, Ntungamo, Nwoya, Moroto and Bududa scored 20 out of 20 points on this parameter. Note that the PWD representatives who were also the Speakers of Tororo and Soroti District Councils were among those who scored 20 out of 20 points on this parameter.

4.4.4 Attending Council Meetings at the Lower Local Government (LLG) Level

This parameter requires district speakers to: attend at least four lower Local Government Council meetings; Deliver at least four official communications to LLCs; and present evidence of issues raised from LLG submitted to the district.

The findings show that seven Speakers of the Councils (Kabarole, Wakiso, Nebbi, Ntungamo, Soroti, Arua, and Jinja) obtained maximum points of 10 out of 10 on this parameter. On the other hand however; there were 9 Speakers who scored zero on this parameter. The reasons for this observed poor performance was partly attributed to failure by the LLGs to hold four Council meetings; failure by Councillors to attend a threshold of four meetings at the LLG level; clashing schedules of the District Council and LLG Council meetings; and lack of or inadequate evidence to demonstrate participation in these meetings.

4.4.5 Monitoring Service Delivery

The Speakers of Councils are also expected to conduct monitoring of service delivery, implementation of projects and other Government programmes in the LLGs that they represent in their respective Councils, prepare reports and follow-up to ensure that concerns identified during these processes are addressed by responsible offices at the Local Government level.

Therefore, the scorecard was administered to establish whether the Speakers of the Council in the 35 districts were able to accomplish their duties in respect to this parameter. The overall performance on this parameter shows that there was an observable improvement in the average performance of the Speakers from 22 to 28 points in FY 2016/17 and FY2018/19 respectively. Also, the results indicate that there were 5 Speakers of Council (Kabarole, Kanungu, Lira, Rukungiri, and Hoima) who scored 35 and above out of 45 points on this parameter. The best Speaker on this parameter was Hon. Stella Kyorampe with 42 out of 45 points. Hon. Stella was found to have conducted monitoring in all the seven targeted service delivery areas, prepared

reports and followed-up with the respective authorities to address the concerns. She, however, did not register any outcomes in the Environment and Natural resource sector like she did in other sectors.

Regardless of the overall improvement in performance on this parameter, 19 out of 35 Speakers of Council scored zero on monitoring Functional Adult Literacy (FAL). The results indicate that the majority of them did not monitor this indicator and those that attempted to monitor did not have adequate evidence to support their reports. These results are consistent with the results for scorecard assessment for FY 2016/17, where 23 of the Speakers scored zero on this very indicator. The other area that was poorly monitored is the Environment and Natural Resources (ENR) sector, where 4 out of 35 Speakers scored zero. Also, six of the Speakers of Council who attempted to monitor ENR did not report their findings anywhere. This is a serious concern given the severity of the consequences of climate change in many parts of Uganda. The detailed performance of individual Speakers of Council is presented in Annex 4.

4.5 Performance of District Councillors

According to the Local Government Councils' Regulations, the elected Councillors are required to: maintain a close contact with their electorate; attend meetings of Council, committees and sub-committees of Council; appoint a day in a given period for meeting people in their electoral area; present views and proposals in Council; report to the electorate the decisions of Council; and bring to bear on any discussion in Council the benefit of their skills, professions, experiences or specialised knowledge among others³⁶. These roles have been customised in the scorecard as: legislative function; contact with the electorate; attending meetings at the lower Local Government level and monitoring delivery of services.

4.5.1 Councillors Mean Scores

As discussed earlier, the scorecard assessment for FY 2018/19 covered a total of 1,005 Councillors from 35 Districts compared to 964 Councillors covered in 2016/17. The increase in the number of Councillors covered by the assessment in 2018/19 is due to election of two new Councillors representing workers as a new interest group into the District Councils. Also, there has been creation of new LLGs in various districts attracting new Councillors to the District Councils. Table 6 presents the mean, minimum and maximum scores of Councillors per district.

³⁶ See Regulation 8, Duties of a Councillor, Third Schedule of the Local Governments Act (CAP243).

Table 6: Average Performance of Councillors by District

Rank	District	Average Scores 2018/19		Average Scores 2016/17	
		Number of Councillors	Average Scores	Number of Councillors	Average Scores
1	Lira	28	65	27	52
2	Kabarole	35	64	45	60
3	Rukungiri	33	59	25	54
4	Soroti	24	59	21	47
5	Mbarara	35	55	32	41
6	Luwero	28	54	26	52
7	Masindi	21	53	20	50
8	Kanungu	32	53	32	58
9	Wakiso	50	52	48	57
10	Mpigi	20	52	17	45
11	Apac	19	49	23	41
12	Kaliro	24	48	16	28
13	Nebbi	24	48	28	45
14	Amuria	21	46	31	60
15	Moyo	21	44	21	43
16	Jinja	29	43	27	35
17	Gulu	23	42	21	40
18	Nwoya	20	42	18	38
19	Agago	31	41	31	44
20	Hoima	23	41	31	53
21	Kamuli	33	41	29	61
22	Nakapiripirit	14	40	18	49
23	Ntungamo	49	40	38	39
24	Mbale	50	37	40	43
25	Arua	46	37	49	29
26	Mukono	31	36	29	38
27	Sheema	31	36	24	40
28	Bududa	36	35	29	37
29	Kabale	28	34	30	29
30	Amuru	16	32	15	34
31	Lwengo	21	31	19	29
32	Moroto	17	29	16	43
33	Buliisa	20	28	18	36
34	Tororo	41	23	39	42
35	Kisoro	31	22	31	31
	Total	1,005	43	964	44

As portrayed in Table 6, on average, the district Councillors scored 43 per cent in FY2018/19 showing a decline in performance of one per cent in comparison to FY2016/17 where the average performance was 44 per cent. In terms of rankings, the findings show that Lira District Councillors obtained the highest average performance with 65 per cent. The worst performing Councillor scored 35 per cent and the best performer scored 97 per cent. It is also observed that Kisoro District Councillors registered the lowest average performance of 22 per cent, with the worst performer scoring Zero (0) per cent and the best performer scoring only 50 per cent. The observed poor performances at the periphery (minimum scores) can partially be explained by a number of constraints that some Councillors encountered during the execution of their political duties:

- a) Some Councillors had been bed-ridden and hospitalised during the year under review
- b) Some Councillors had died
- c) Others had left Council and got full time jobs in the civil service or in other areas.
- d) Others had inadequate evidence to support reported activities undertaken during the year under view
- e) In some districts like Tororo, some Councillors did not participate in any activities of Council

4.5.2 Councillors' Performance on a Range of Scores

The scorecard results of the FY 2018/19 assessment show a slight decrease in the performance of Councillors with reference to the previous assessment (FY 2016/17) as shown in Figure 8

Figure 8: District Councillors' Performance Range of Scores

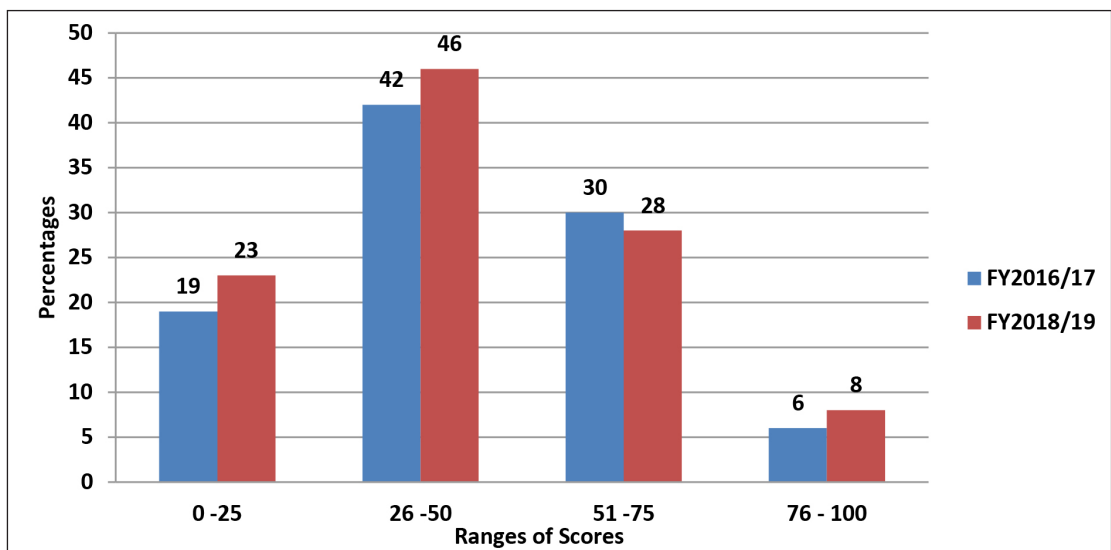
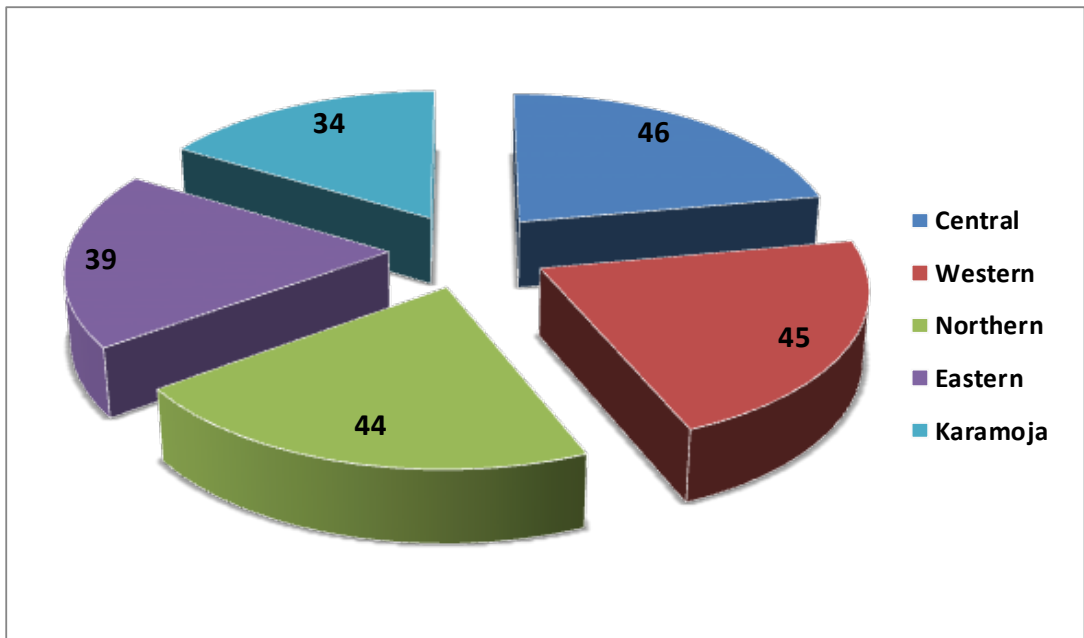


Figure 8 reveals that the number of Councillors who scored a range of 0-25 points increased from 19 per cent in the previous assessment (2016/17) to 23 per cent in the current assessment. Similarly, the proportion of Councillors who scored in the range of 26-50 points reduced from 46 per cent in the FY 2016/17 to a lower value of 42 per cent in the current assessment. The proportion scoring within the range of 51-75 points also reduced from 30 per cent to 28 per cent in the current assessment. However, a slight increase in the per cent of Councillors who scored in the range 76-100 points, from six per cent in 2016/17, to eight per cent was observed.

4.5.3 Councillors' Average Performance by Region

Data for the mean scores was also disaggregated according to Central, Western, Northern, Eastern and Karamoja as shown in Figure 9.

Figure 9: Mean Score per Region

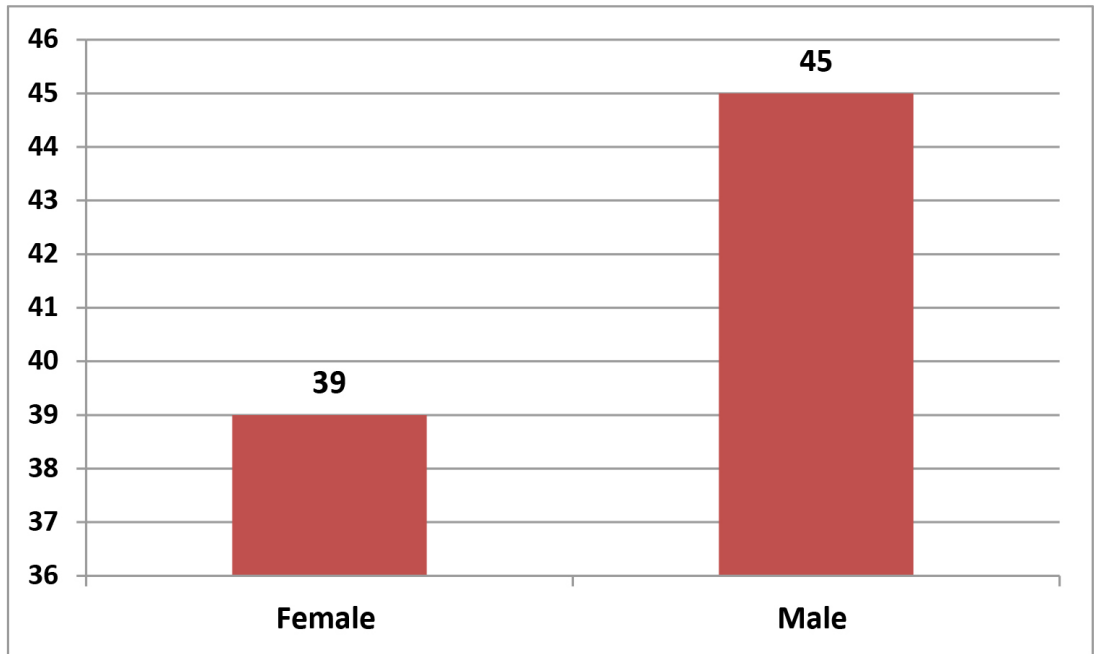


As presented in Figure 9, the Central region had the highest mean score of 46 per cent while Karamoja has the lowest mean score of 39 per cent. Data also shows that the Northern region produced the highest performing Councillor on average, scoring 97 per cent while the Western and Eastern regions produced the lowest performing Councillors on average, scoring zero.

4.5.4 Gender and Councillor Performance

In the District Local Government Councils assessed on the gender score, 44 per cent were female Councillors and 56 per cent male. Figure 10 presents gender disaggregated average performance.

Figure 10: Gender and Performance of Councillors

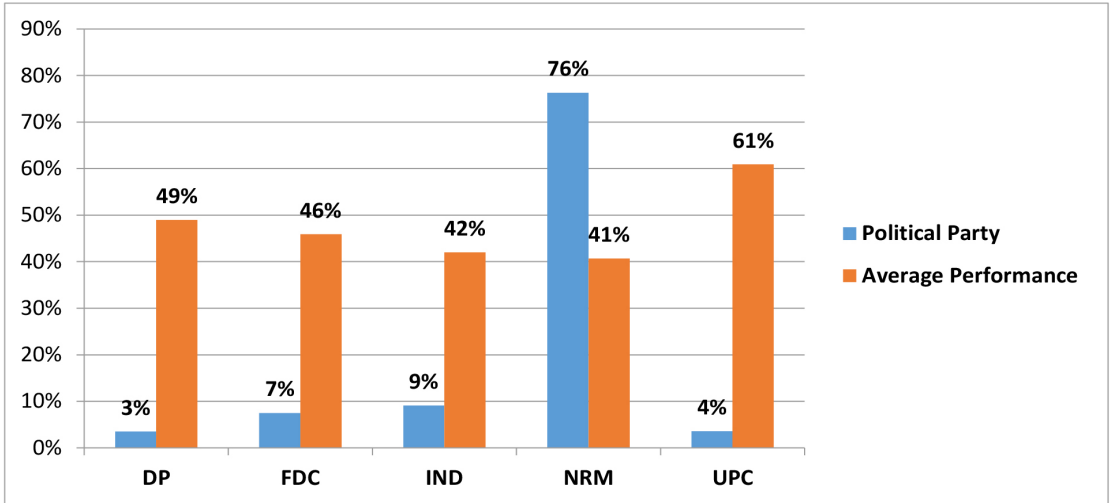


The results presented in figure 10 show that on average, male Councillors performed better than their female colleagues by 45 per cent and 39 per cent respectively. These results assumed an equal ground for both the male and female Councillors, yet the practice is different. This performance does not take into account the gender dynamics that the elected leaders encounter because of their gender. For instance, a significant proportion of the female Councillors represent two sub-counties and have the added burden of patriarchal attitudes and significant household responsibilities in their homes. Women representing two sub-counties did not receive facilitation to service their second constituencies. This put the female Councillors in the district Council at a disadvantage. Secondly, the female Councillors experienced challenging attitudes and practices with regard to participation in leadership. For instance, there were limitations on activities that they could participate in, like meetings away from their homes, making independent decisions on which activities to participate in, which constraints are not experienced by their male counterparts.

4.5.5 Political Party and Average Performance

The average performance of the district Councillors by political party affiliation is presented in Figure 11.

Figure 11: Political Party and Average Performance

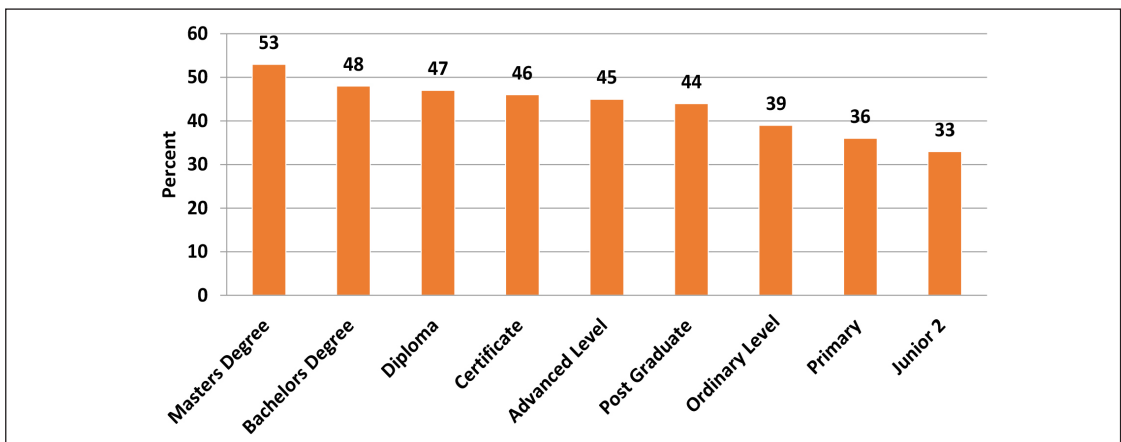


The figures reveal that the political party with the highest average performance has emerged to be UPC with 61 per cent, followed by DP with 49 per cent and FDC comes third with 46 per cent. These assessment results are consistent with the 2016/17 results in which the performance of these political parties had a similar trend.

4.5.6 Level of Education and Performance

The analysis also captured the relationship between Councillors’ average performance with their education levels. The results as relayed in Figure 12 reveal that Councillors with higher performance averages tend to possess higher education levels.

Figure 12: Level of Education and Average Scores of Councillors

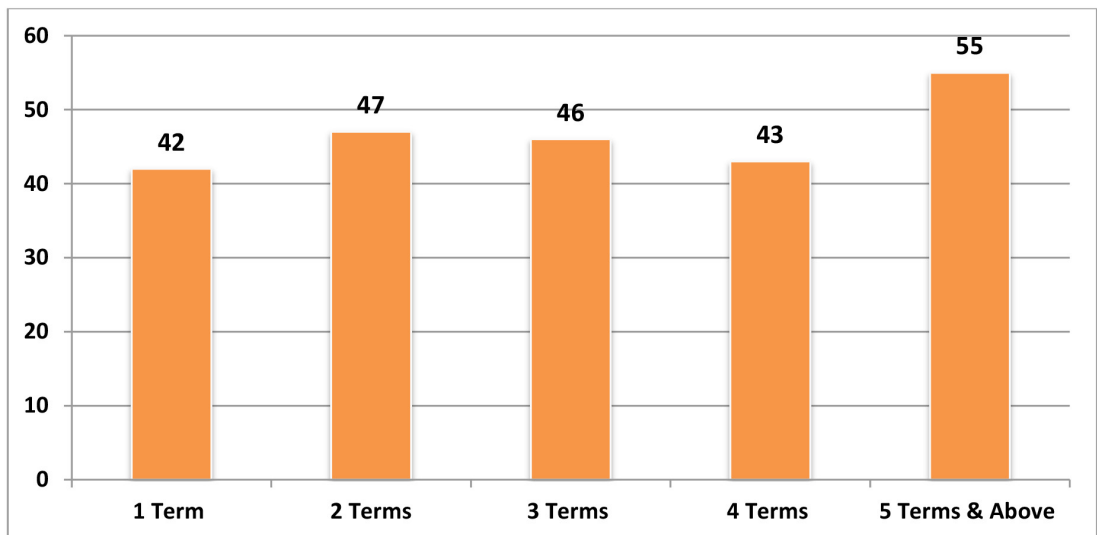


Councillors with the Masters degrees obtained the highest average scores of 53 per cent compared to those with lower qualifications. Councillors with Bachelor's Degrees came in the second position with an average performance rate of 48 per cent followed by the diploma holders in the third position with 47 per cent and the trend goes down as the level of education diminishes. These results imply that for Council to perform better, the level of education of Councillors matters. This suggests that it's important to have minimum education qualification for Councillors so that Councils are able to attract better performing leaders.

4.5.7 Terms Served and Level of Performance

Just like any other elected leaders in Uganda, District Councillors are elected to serve a five year electoral term of office after which they quit or seek re-election. Figure 13 shows the number of terms Councillors have served in their Councils and their average performance.

Figure 13: Terms Served and Level of Performance

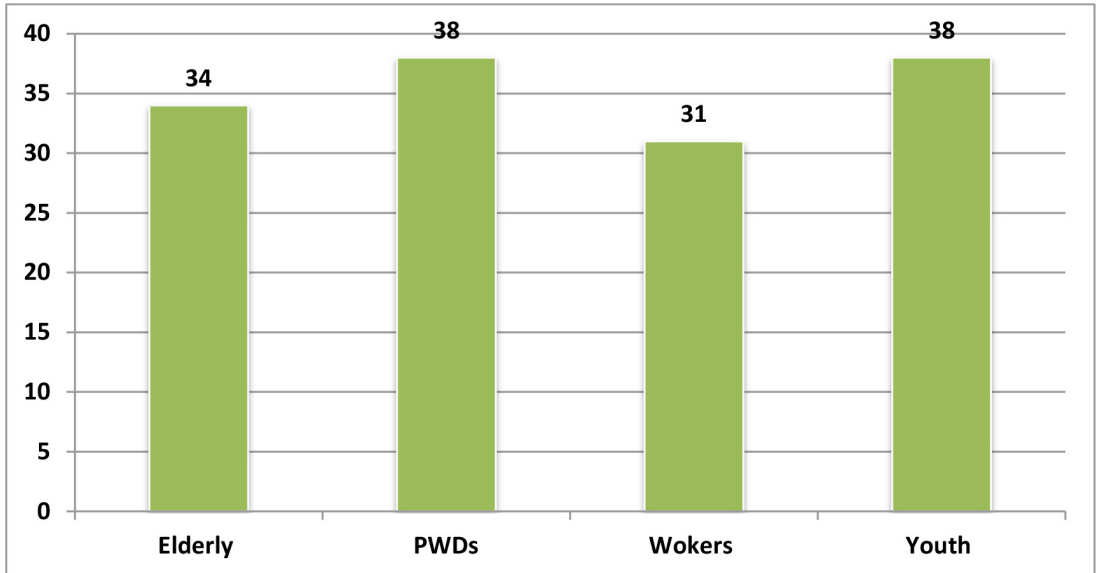


The findings presented in Figure 13 reveal that Councillors that had served for over five political terms of office in Council scored higher than those in any other category with an average score of 55 per cent. Councillors who were serving for the second term emerged second (with 47 per cent) followed by those serving their 3rd term with 46 per cent. Councillors serving their first term of office scored the lowest average results at 42 per cent. This could be explained by the fact that they were still learning their obligations and standard rules of procedures of the Council. However, the declining trend observed from the second term through to the fourth term suggests that complacency might set in after the third term.

4.5.8 Average Performance of Interest Groups

Figure 14 presents an average performance score for the special interest groups including representatives of the youths, older persons, persons with disabilities and workers.

Figure 14: Average Performance of Special Interest Groups



Considering the special interest groups, the results revealed that the district youth Councillors and PWDs performed higher on the average of 38 per cent more than any other special interest groups. Councillors representing the Older Persons emerged the second category scoring an average mark of 34 per cent followed by the Councillors representing workers who scored the lowest with 31 per cent. Workers' Councillors' low performance might be partly explained by the fact they joined Council later and were not inducted on their roles and responsibilities. The results show that the average performance of these special interest groups is lower than that of other Councillors implying that they may need concerted affirmative support to perform better.

4.5.9 Best Performing Councillors

The scorecard results show that 21 out of 1,005 assessed Councillors scored 85 points and above. Of the 45 Councillors who scored above 85 per cent, 4 were women and 17 were men. Table 7 presents further details of this performance.

Table 7: Best Performing Councillors

District	Name	Political	Constituency	Gender	2016/17	2018/2019	Per cent Change	Legislation	Contact with Electorate	LLG Meetings	Monitoring Service Delivery
	Maximum Scores				100	100		25	20	10	45
Lira	Thomas Jefferson Obalim	UPC	Central Div.	M	90	97	8	22	20	10	45
Soroti	Michael Akol Okole	FDC	Arapai S/C	M	76	93	11	21	20	10	42
Lira	Martin Okite	UPC	Adekokwok S/C	M	79	92	16	21	20	10	41
Rukungiri	Peter Tuhairwe	FDC	Western Div./ Rukungiri Municipality	M	80	92	15	21	20	6	45
Soroti	Bob Owiny	NRM	Youth	M	66	92	39	21	20	10	41
Amuria	Moses Emabu	UPC	Ogolai	M	82	90	10	20	20	8	42
Lira	George Okello Ayo	UPC	Ngetta s/c	M	79	90	14	21	20	6	43
Rukungiri	Hellen Kabajungu	NRM	Ruhinda / Buhunga S/C	F	86	90	5	21	20	6	43
Mbale	Michael Kisolo	IND	Nakaloke TC	M	71	89	25	22	20	10	37
Kanungu	Christopher Kamara	NRM	Kanyatorogo S/C	M	86	88	2	22	20	10	36
Luwero	Hussein Kato	NRM	Bombo TC	M	92	88	-4	25	20	2	41
Mbale	Joram Mayatsa	NRM	Older Persons	M	83	87	5	22	20	10	35
Moyo	Terry Silton Anyanzo	NRM	Dufile	M	79	87	10	21	20	10	36
Nakapiripirit	John Lonye	NRM	Moruita	M	87	87	0	22	20	10	35
Rukungiri	Macklean Sabiiti	NRM	Kebisoni / Buyanja S/C	F	72	87	21	13	20	10	44
Agago	James Cosmas Okidi	NRM	Lamiyo	M	62	86	39	16	20	10	40
Lira	Moses Otim	UPC	Ogur S/C	M	48	86	79	21	12	10	43
Gulu	Rose Abili Amono	FDC	Bungatira	F	80	85	6	21	20	10	34
Hoima	Bernadette Plan	NRM	Kahooro S/C	F	95	85	-11	18	16	6	45
Kabarole	Gedion Ruta Bujara	NRM	Kasenda	M	76	85	12	22	20	10	33
Soroti	John Enomu	FDC	Katine S/C	M	61	85	39	18	20	6	41

Source: ACODE Local Government Councils Scorecard 2016/17 and 2018/19

4.5.10 Outstanding Performance

As shown in Table 5, the best rated Councillor was Hon. Thomas Jefferson Obalim (UPC Political Party) representing Central Division, Lira Municipality in Lira District Local Government with 97 out 100 points. Notably, Hon Obalim improved by seven points compared to the 2016/17 assessment where he scored 90 points. Jefferson was the 3rd best scoring Councillor in the assessment FY 2016/17. He is serving his second term as a directly elected Councillor in Lira District Council. He obtained outstanding performance in monitoring service delivery (45 out 45), maintaining contact with the electorate (20 out 20), and attending Council meetings at Central Division, Lira Municipality (10 out of 10).

In the 2nd position was Hon Michael Akol Okole (FDC Political Party) representing Arapai Sub-County in Soroti District Local Government with 93 points. This shows that Hon. Okole Michael posted an improvement in performance of 17 points compared

to his 2016/17 assessment. Hon. Micheal Akole Okole also registered outstanding performance in his contact with the electorate, attending Council meetings at the sub-county and providing feedback, and monitoring service delivery where he obtained 20, 10 and 42 points respectively.

The best four women Councillors included: Hon. Hellen Kabajungu (Rukungiri District); Hon. Macklean Sabiiti (Rukungiri District); Hon. Rose Abili Amono (Gulu District) and Hon. Plan Bernadette (Hoima District). The best female Councillor was Hon. Hellen Kabajungu (NRM Political Party), representing Ruhinda and Buhunga Sub Counties in Rukungiri District Local Government Council with 90 points showing an improvement of 4 points in relation to the previous assessment. Hon. Hellen Kabajungu was serving her 3rd five-year electoral term of office in Rukungiri District Council.

The second best female Councillor was Hon Macklean Sabiiti (NRM Political Party) who represents Kebisoni and Buyanja Sub-Counties in Rukungiri District Local Government. Hon. Macklean Sabiiti is also serving her 3rd five year electoral term of office in Rukungiri District Council. She scored 87 points –an improvement of 15 points compared to the previous assessment. The third best female Councillor was Hon Rose Abili Amono (FDC political party), representing Bungatira Sub-county in Gulu District Council with 85 points. Hon. Rose Abili Amono registered an improvement of five points compared to her previous performance in 2016/17. She was serving in Gulu District Local Government Council for her second five year electoral term of office.

Hon. Plan Bernadette (NRM) representing Kahoora Sub-County in Hoima District Local Government Council emerged as the fourth best rated female Councillor scoring 85 points Compared to the FY 2016/18 performance. Hon. Plan Bernadette declined from the first to fourth position due to her decline by 10 points. Details of individual councillor performance per district are presented in Annex 5.

4.6 Feedback from Service Delivery Units

This section presents highlights from the information collected by the research team on the Councillors' monitoring of the service delivery units in their respective constituencies. The data also captured the observed key challenges that face these service delivery units. The objective of these monitoring reports was to verify whether area Councillors actually visited and monitored the said service delivery units in their constituencies. The information contained in these reports was provided by the officers in-charge of the service delivery units that were visited by the researchers.

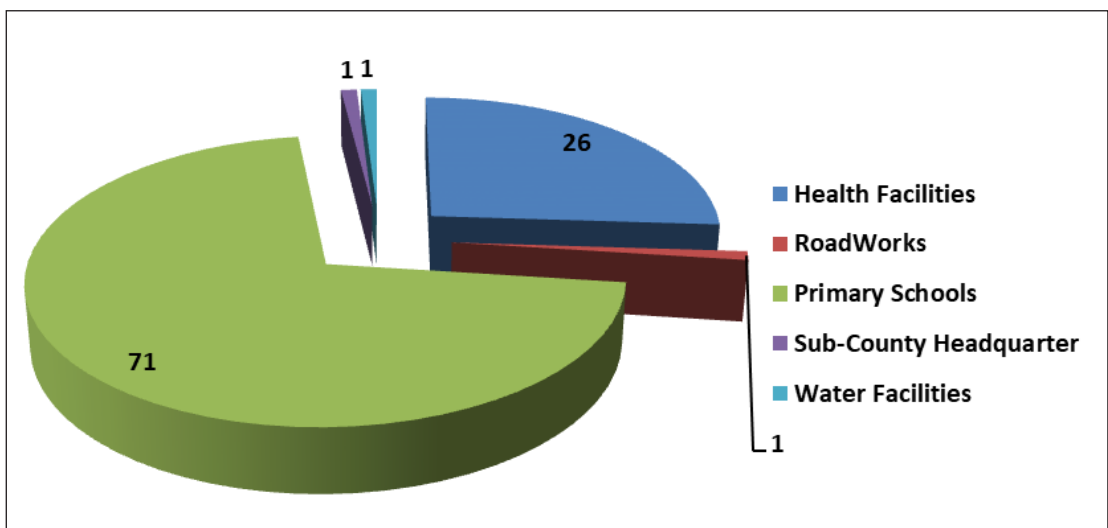
Evidence of the monitoring visits was extracted from the records at the facilities visited, especially, the visitors' books. Data was coded and entered in excel and transferred to STATA for running descriptive statistics to inform this analysis and help triangulate the observations especially on the parameter of the service delivery parameter in the scorecard assessment of the individual Councillors.

There were 1,436 feedback reports being analyzed from 29 districts. There were 8 categories of the service delivery units that were highlighted in these service delivery feedback reports. They included: Gravity flow schemes, Health Facilities, Road Facilities, Primary Schools, Sub-County Headquarters, Town Councils, Valley Dams, and Water Facility Points.

4.6.1 The Nature of Service Delivery Units under Consideration

Results revealed that Primary Schools were the most frequently observed and possibly monitored service delivery units in the communities at 71 per cent followed by health facilities at 26 per cent. Other significant service delivery units observed included sub-county headquarters (1 per cent), water facilities (1 per cent) and roads (1 per cent). The categories of service delivery units considered are illustrated in Figure 15. Schools and health facilities are the most monitored service delivery units by Councillors partly because they constitute the biggest proportion of social service consumption by the electorate and the biggest part of the human capital investment. Therefore, there are many people who seek services from these two service delivery units thus a motivation by the area Councillors to give them much attention in their monitoring drive plans.

Figure 15: Category of Service Delivery Unit visited



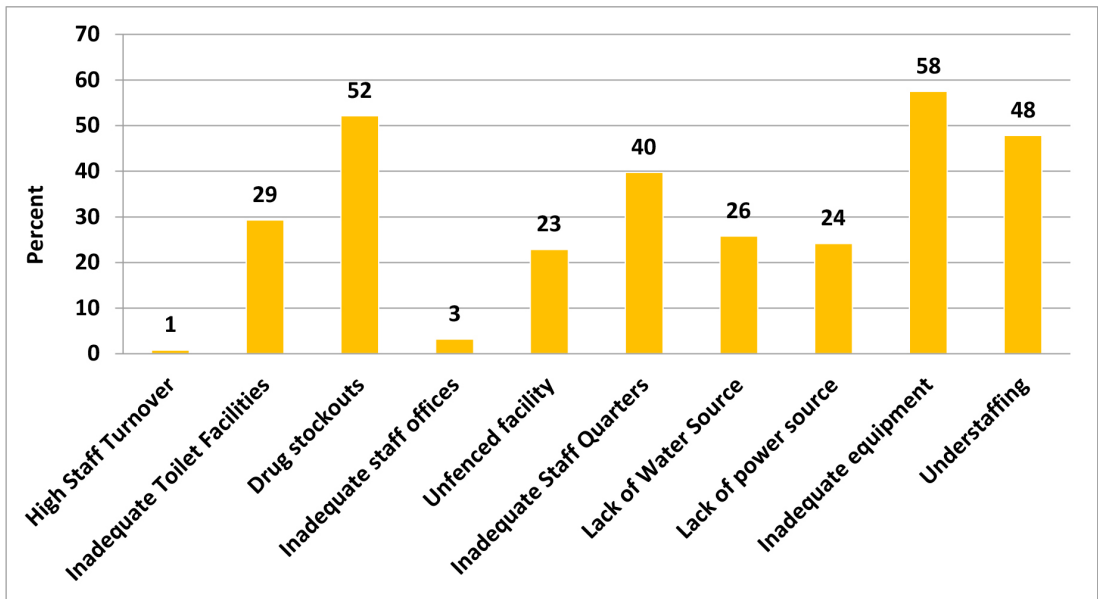
4.6.2 Reported Key Challenges Facing the Service Delivery Units

This sub-section will explore the challenges facing the health centres and primary schools as provided by the administrators of these facilities.

a) Reported Challenges in Health Centres

Health workers in various health centres provided feedback about the challenges they face in the facilities where they work. Figure 16 presents results of these challenges.

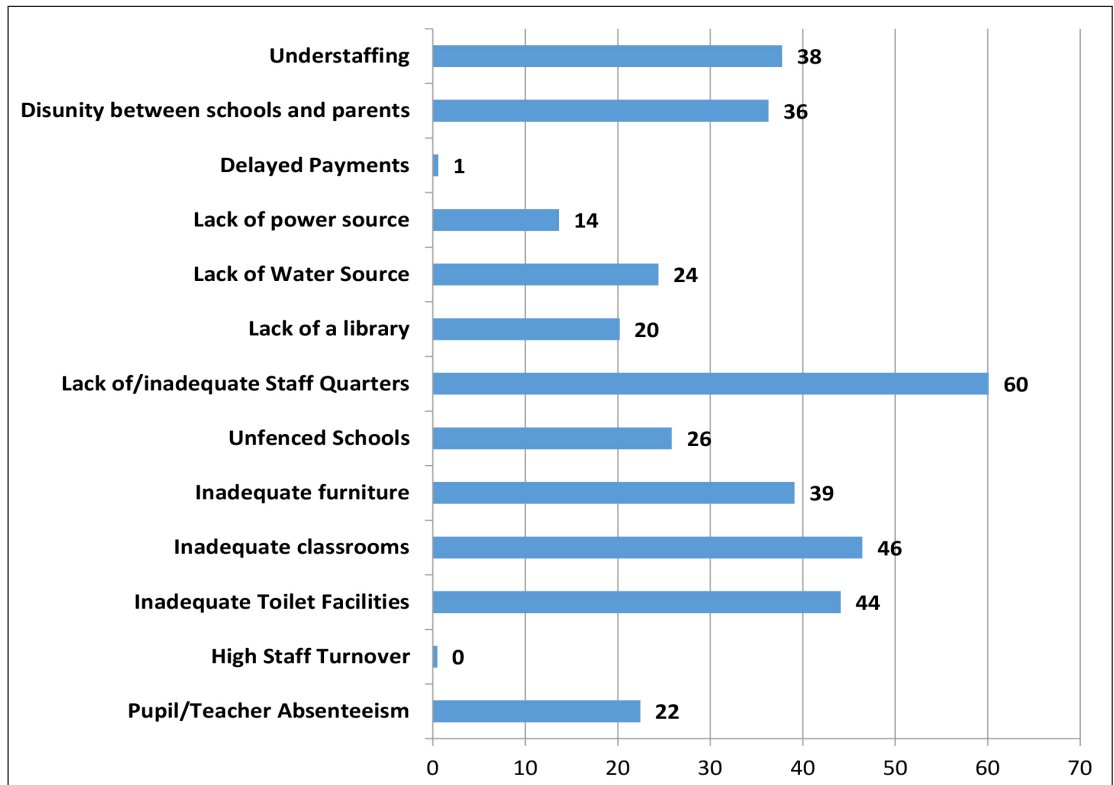
Figure 16: Common Challenges at the Health Centres



The results presented in Figure 16 show that 58 per cent, 52 per cent; 48 per cent and 40 per cent of health workers at the various health centres visited reported that their facilities had inadequate health equipment; had experienced some drug stock-outs; were understaffed and did not have adequate accommodation for staff respectively.

b) Reported Challenges in Primary Schools

School Administrators, especially, the head teachers or deputy head teachers were asked about the challenges their schools were facing. The results are presented in Figure 17.

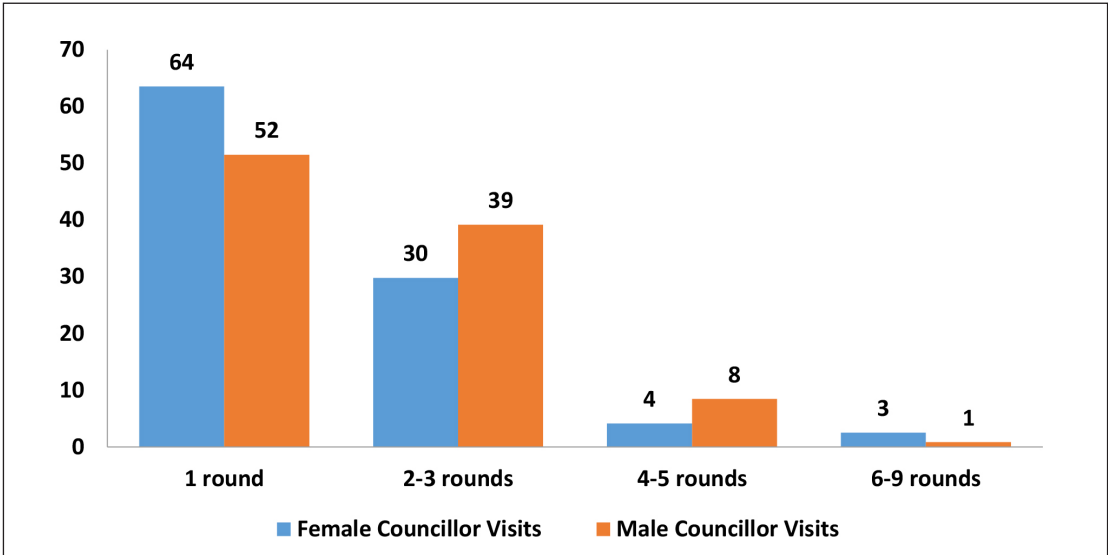
Figure 17: Reported Key Challenges facing Primary Schools

According to Figure 17, the administrators reported lack of/inadequate staff quarters; inadequate classrooms; inadequate toilet facilities; and understaffing at 60 per cent; 46 per cent; 44 per cent and 38 per cent respectively. These are challenges that are within the mandate of the Local Governments to address. If Local Governments are able to conduct effective service delivery monitoring, they would be able to prioritise in addressing these issues in their annual work plans and budgets. However, due to limited funding, poor local revenue performance and limited discretion on grants from central government, the Local Governments' ability to address these concerns largely remains constrained.

4.6.3 Monitoring Visits to the Service Delivery Units by the Area Councillors

The results also show that more female Councillors (64 per cent) made only one visit compared to 52 per cent of their male counterparts. Also, the number of visits made by female Councillors tended to diminish faster than those done by male Councillors as the range kept on increasing. Figure 18 presents Councillor monitoring visits reported by gender.

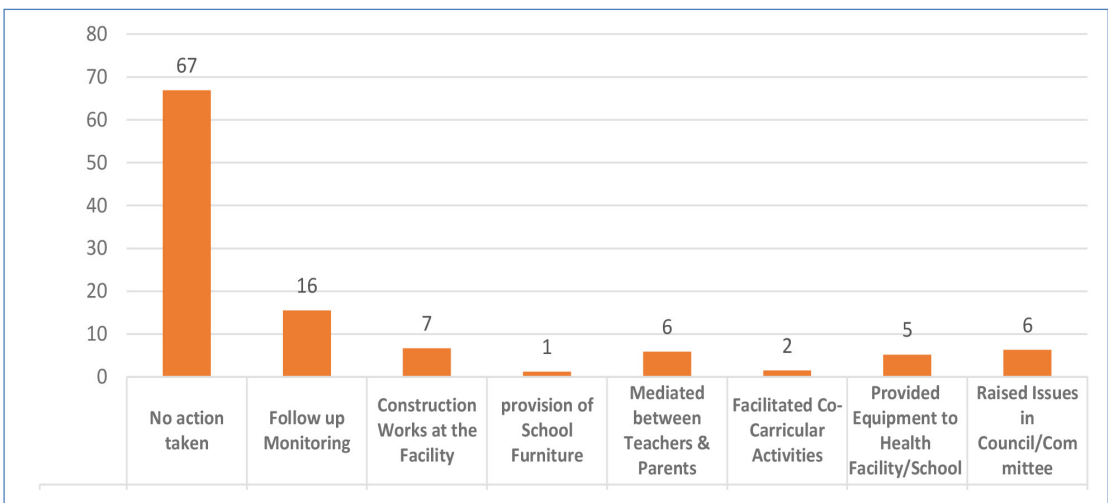
Figure 18: Reported Monitoring Visits to Service Delivery Units by Area Councillors



4.6.4 Actions Undertaken by the Councillors following their Visits of the Service Delivery Units

Visiting the service delivery unit is only the first step in the monitoring process. Only 33 per cent of the Councillors who visited the community service delivery units took action to address the challenges identified. For service delivery units where area Councillors took action, the technical officials/in-charges of these units were asked what action was taken. Figure 19 presents these findings.

Figure 19: Actions Taken after Monitoring



With regard to actions taken by Councillors after monitoring service delivery units, results as presented in Figure 19 show that majority (67 per cent) did not take any action. However, 16 per cent of the Councillors embarked on follow-up monitoring activities to the service delivery units while seven per cent of the Councillors provided support to construction of the building blocks for the facilities (schools and health facilities). It is reported that the Councillors who provided physical support achieved this mainly through their lobbying role to the government and the potential funding agencies. The results also revealed that six per cent of the Councillors mediated the reconciliation arrangements between the school management and the communities (parents).

4.7 Factors Affecting Performance of Local Councils

The major factors affecting performance of Local Government Councils in accountability to citizens, monitoring service delivery, functionality of Committees of Council and statutory bodies and contact with the electorate included the following: limited funding for devolved functions; limited discretion over funds; inadequate capacities of Local Government structures and staff; dysfunctional accountability relationships between the technical officials and elected leaders; and conflicts in Local Governments.

4.7.1 Limited Funding

The Budgets of Local Governments (LG) in Uganda are funded through Central Government Grants, local revenue collections, and in some cases borrowing and/or donations from development partners either directly to the Local Governments or indirectly through the sectors. Central Government Grants (Transfers) constitute the major source of revenues to Local Governments.

The allocation of Conditional Grants to the Local Government by the sector is not in accordance with the formulae agreed upon with Local Governments and the Local Government Finance Commission (LGFC). Consequently, Local Governments have not had the expected increments in Conditional Grants to match the increase in the cost of delivering services in LGs and the growing needs. The allocation of Unconditional Grant to LGs is not undertaken in accordance with the formulae prescribed under Article 193 (2) of the constitution. Consequently, the allocations have not enabled Local Governments to adequately finance their local discretionary priority needs or cater for the general price changes and the incremental costs of running services³⁷.

³⁷ GOU (2016) Financing of Local Governments in Uganda through Central Government Grants and Local Government Revenues, A report by the Auditor General, Office of the Auditor General , Kampala. <http://www.oag.go.ug/wp-content/uploads/2017/04/Financing-of-Local-Governments-in-Uganda.pdf>

While Government has made significant attempts to finance Local Governments, this financing remains insufficient. On the other hand, local revenue has remained at a static range of about 3-5 per cent of the total Local Government budgets for nearly 15 years. Without adequate revenue from Central Government and own sources Local Governments are constrained and cannot provide adequate services to the local population to the required level of quantity and quality. It also restricts their innovation. There has been a decline in transfers from Central Government to LGs; the share of the national budget allocated to LG programs reduced to 10 per cent in FY2018/19 from 13 per cent in 2016/17³⁸. The limitation in funding for the Local Governments has resulted into low performance indices of Local Government Councils and these include the following:

- a) **Irregular Meetings of District Councils and LLG Councils:** By law, all Local Governments are required to hold a minimum of six mandatory Council meetings every financial year³⁹. However, the assessment shows that some District and Sub-county Councils did not meet for the required number of times. Most of these Local Governments attributed failure to hold all the requisite meetings to inadequate local revenue. It should be noted that many of the district Councils assessed were not able to improve local revenue beyond 5 per cent. Therefore, the Local Governments that were not able to hold the least 4 Council meetings could not earn any scores on holding Council meetings which affected their overall performance score.

- b) **Inconsistency in Induction of Councillors:** Due to lack of resources, both the ministry of Local Government and the Local Governments have not been able to adequately induct elected leaders. The new Councillors elected in the year under review who mainly included the workers' and older persons representatives had not received any induction to Council. These Councillors on interfacing with the research teams indicated that they did not understand their mandate in Council because they had not been inducted. They said this affected their performance. On average the Councillors representing workers scored 43 points while Councillors representing older persons scored 42 points which were below the average score of the 70 districts inducted by government in the FY under review

³⁸ Ggoobi.R. et al (2019) Financing Local Governments in Uganda: An analysis of Proposed National Budget FY 2019/20 and Proposals for Re-allocation. ACODE Policy Research Series No.92, 2019.

³⁹ See Regulation 9 of the Local Government Councils Regulations, Local Governments Act (Cap 243).

- c) **Poor Service Delivery Monitoring:** For the standing committees of Councils, district executive committees and individual Councillors to conduct monitoring of service delivery in their jurisdictions, they require financial resources. However, the financing of this political role has been minimal because local Councils have been unable to raise enough revenue to finance some of these activities. Though there was improvement in monitoring service delivery, the results still showed that there was still a lot that needed to be done. For instance, scorecard results showed that of the 416 Councillors that did not have a single service delivery monitoring report in all the sectors, 192 were females and 224 were males. A total of 416 Councillors did not have a single monitoring report; of these, 192 were female and 224 were male. It should also be noted that most women representatives in Council represent 2-3 electoral areas compared to their male colleagues who represent one electoral area which puts the women at a disadvantage. The most neglected area of monitoring was FAL which doesn't exist in most districts even though resources were realized for this activity. However, on the whole, even where monitoring takes place, the Councillors rarely submit reports or follow up to ensure that appropriate actions are taken. This deficiency is further evidenced by the fact that the majority of the Councillors did not present specific motions or petitions on key issues from their constituencies.
- d) **Limited Contact with Electorate:** As part of accountability, the Local Government Act mandates that Councillors dedicate at least one day in a year to meet electorates to be able to provide them feedback from resolutions of Council and solicit their views for onward submission to Council⁴⁰. However, it was established that Council does not provide resources to facilitate convening of such meetings. As a result, 361 Councillors out of 1005 and 5 out of 35 Speakers did not organise and hold any meetings with their electorate in the year under review. Their performance on this parameter was therefore poor. This implies that they were not able to collect views from the electorate and present them to Council.
- e) **Dormant Structures for the Special Interest Groups:** Special interest groups' structures⁴¹ provide an avenue for constructive engagement between members of these groups and Council. These structures include: Youth Councils⁴²; Women Councils⁴³; Disability Councils⁴⁴; Associations of the Elderly; and Workers' Trade Unions. The Councillors representing these groups are supposed to monitor

⁴⁰ See Regulation 8, Duties of a Councillor, Third Schedule of the Local Governments Act (CAP243).

⁴¹ See Section 118 of the Local Governments Act, Cap 243

⁴² According to the National Youth Council Act, 1993, (Cap 319), the following youth Councils are established in each district: village youth Councils; parish or ward youth Councils; sub-county, division or town youth Councils and a district youth Council.

⁴³ There are village, parish or ward, sub-county, division or town women's committees provided for under National Women's Council Act, Cap. 318

⁴⁴ There are district and sub-county Councils for Disability, see The National Council for Disability Act, 2003

programmes and projects for their interest groups and raise concerns of these groups to various authorities at the Local Government level. These structures are potentially good accountability structures cascading to the lowest level for the respective groups. These structures can also be used to channel issues of their constituents to the Local Government authorities and to demand for accountability from the duty bearers. They often act as a mobilisation point for the members of the special interest groups. However, the structures for special interest groups mentioned above were found to be so dormant in many of the districts because they lacked resources. There was very limited interface between these structures and the district Councils particularly on the concerns of their groups because the representatives of these structures in Council had no resources to organise their meetings. These rather dormant structures affected the performance of the special interest group representatives especially in the assessment parameter of contact with the electorates.

- f) Inadequate Local Revenue Mobilisation:** Local Governments are constitutionally empowered to control, regulate, and raise revenues from activities in their jurisdiction. In so doing, they are supposed to impose some taxes and rates on local economic activities to generate local revenue for their operations. The Constitution and Local Governments Act (CAP 243) also provides for sources of local revenue where LGs should benefit. However, during the assessment, some Local Governments reported that they experienced shortfalls in local revenue collection. For instance, 21 out of 35 did not have any increases in local revenue collections. This has been attributed to LGs' lack of viable sources of revenue, inadequate capacity to collect revenue, lack of local revenue tax enforcement teams, and failure to mobilise potential tax payers to pay tax. On the other hand, potential taxpayers were also reported to be resisting payment of local taxes such as property tax. It should be noted that business of Council is financed by 20 per cent of local revenue. This implies that if revenue collections are low, then, Councils will have very limited resources available to finance activities of Council. With such resource constraints, Councils were found unable to conduct all meetings of standing committees, capacity building of Councils and political monitoring.
- g) Delayed response to citizen concerns:** During the year under review, there were 424 petitions and 22 letters submitted to at least 27 district Councils. It was noted that most of these petitions and letters had been submitted to the Office of the Clerk to Council or Speaker, but in most cases, these were collected and kept in the offices of the Speakers of Council or Clerks 'and not processed or forwarded to the relevant committees. In most districts, there was no evidence in

the Minutes of Council or committees that these petitions and letters had been put on the order paper, discussed, or even referred to relevant committees. Most of Councils that had not provided response to the citizens or undertaken any action to address the issues, reported that they had no resources to investigate the issues raised. They could not hold extra Councils given that they already had a lot of Council business to handle in the year under review.

4.7.2 Limited Discretion over Funds

Central Government grants to LGs contribute over 95 per cent of financing to LG budgets with more than 90 per cent of this funding coming in form of conditional grants. This heavy reliance on CGs for financing has left LGs with very marginal opportunity for local fiscal autonomy and discretion in resource allocation decisions. Besides, there has been a notable reduction in the Local Government's own revenues, for example, in 2005 the Graduated Tax which was the predominant source of local revenue was suspended and later abolished in 2008.

4.7.3 Inadequate Capacities of Local Governments

Local Governments are handicapped by shortages of staff, largely attributed to internal delays in recruitment, limitations in the wage bill and inability to attract and retain highly qualified personnel. Current staffing levels across Local Governments stand at 56 per cent and 57 per cent for Districts and Municipal Councils respectively; and 49 per cent for key strategic positions⁴⁵. In addition, 80 per cent of the filled positions are administrative and support staff, leaving a vast majority of core technical positions vacant. Optimum delivery of services and catalysing Local Governments as agents of local development and transformation cannot be ensured with such skills gaps and shortages of human resources. The magnitude of the staffing shortfall becomes even greater when considered in light of the current expansion of Local Government Units (GOU, 2019).

4.7.4 Lack of Substantive Clerks to Councils

Section 62 of the Local Governments Act requires that the Chief Administrative Officer assigns a senior public officer at the rank of or above senior assistant secretary⁴⁶ to the responsibility of Clerk to Council. But such officers have other demanding responsibilities to superintend over their primary deployments at the sub-county level. They are also required to attend all standing committees meetings at the district and record minutes, participate in monitoring activities with standing committees and write monitoring reports, attend all Council meetings at the district and record minutes and

⁴⁵ The Key Strategic Positions in LGs are: Accounting Officer; 13 Heads of Departments; Sub County Chiefs and Parish Chiefs.

⁴⁶ See Section 62 of the Local Governments Act (CAP243)

also attend Council at the sub-county. In some districts, the Clerks to Council further reported that they seldom had assistant clerks to Councils to share this workload with thus ended up working inefficiently. It was also observed that the Clerks to Councils were always redeployed as and when need arose without due regard to whether they had completed their assignments or not. This had severely affected the performance of the Office the Clerk to Council and ultimately the Councils and the results were the following:

- a) **Delayed Production of Council and Standing Committee Minutes:** Evidence from the assessment revealed that out of 35 districts assessed 32 did not produce minutes of Council and minutes for standing committees of Council on time. This greatly hindered operations of Council business. This was reflected in the delay or outright failure by some districts to provide all sets of minutes for Council meetings. Some district Councils like Mukono, still had some of the sets of Council minutes for FY 2018/19 in raw form. This situation was worse with minutes of standing committees of Council. It was widely reported that the Clerks to the Councils in many districts had experienced many redeployments, sometimes without first completing assignments at hand.

- b) **Poor Documentation of Council Proceedings.** Many of the Council minutes examined contained many inconsistencies in various aspects. Given that Council minutes were official documents of Council, essential for accountability, how they are captured is guided by the standard rules of procedures of Council⁴⁷. In some cases, Council minutes did not capture the full detail of the proceedings and others were either not comprehensive enough or were difficult to follow. In particular, it was also noted that, with few exceptions, the minutes revealed no intensive deliberations on specific service delivery issues from the constituencies.

- c) **Inconsistencies in Writing Minutes:** Further, evidence from the Council minutes examined showed that there were inconsistencies in writing of Council minutes across the districts. There was no standard format that Clerks to Councils could use in writing minutes of Council. While it may be easy in some Council minutes to know who said what, in many Council minutes, it was difficult to tell which members of Council made contribution during plenary. In some districts, the record of minutes hardly attributed discussions to members. There were several cases where minutes of Council were not signed by the clerk⁴⁸. The standard Rules of Procedure of Council requires that members of Council be addressed by the name of their electoral area or group or body they represent to Council.

⁴⁷ See Rule 53, Standard Rules of Procedure for Local Councils in Uganda, July 2014

⁴⁸ See Rule 107.

However, in many districts covered, minutes of Council did not capture such detail. This therefore implies that most minutes of Councils are not accurate representation of what happens in Council meetings as required by rules 21 and 53 of the standard Rules of Procedure of Council.

- d) Forgery of Council Documents:** A review of different Council documents revealed that 4 out of 35 districts assessed submitted forged Council documents to the research team. For instance, it was observed that some districts presented the same set of minutes with different dates. In other instances, Councillors claimed that even when they debated, their names were not captured especially if they were at loggerheads with the Speaker and Clerk to Council. They noted that the minutes produced even captured people who did not debate in Council. There were also Councils that had names of members who had not attended the Council meetings or had not been in Council in a long time. In some districts where new districts were created, Council minutes had names of members who had since moved to new districts. Where such issues were encountered, the affected Councils lost marks on conducting meetings..

4.7.5 Conflicts in some Local Governments:

Many District Councils are entangled in conflicts between technical and the political arms of the district on one hand and between DEC, Council, Chairpersons and Speakers. It was established that 4 out of the 35 Councils assessed had conflicts in their districts. These conflicts were noted in Tororo⁴⁹, Nwoya⁵⁰, Agago⁵¹ and Masindi⁵². There were also other districts like Moyo that were riddled with boundary conflicts. There were also conflicts over land ownership and ethnicity that preoccupied Council's time. As a result of these conflicts, Council proceedings during the financial year under assessment left a lot to be desired. Political disagreements between members of Councils had also negatively affected their performance, and the Council order papers were oftentimes not followed but rather amended to suit political aims of influential individual Councillors. Such conflicts consumed a bigger part of the Council's business and slowed progress in the districts, especially in terms of service delivery.

⁴⁹ Conflict between the Japhadola and Itesots emerged after the death of the district chairperson in January 2017

⁵⁰ Conflict between the Chairperson LCV and the District Speaker

⁵¹ Conflict between the technical team and the political wing that pitted the District Chairman against the DCAO and the CAO that resulted into a District the district chairperson closing the office of a CAO following a Council resolution.

⁵² Conflict between the Council and Technical Team (CAO)

4.7.6 Poor Accountability Relationships between the Political and the Technical Teams

The relationship between elected local Councillors and technical officials also pertains to planning and budgeting, execution of work plans, monitoring delivery of services and overall oversight. Local Councillors are supposed to oversee the Local Government's executive branch during the entire public financial management process and provide local executives with constant feedback. This requires establishing links between planning and budgeting (whether budgets reflect planning) and between planned and executed budgets (budget execution performance), and producing policy-oriented budgets (outcome-oriented budgeting responsive to demands and preferences of local citizens). However, there is a disconnect between district leaders and technical officials, or rather these relationships are ritualised. The people go through various processes like administration of the district, management of Council business, Council and committee meetings and planning and budgeting as a mere ritual without being part of it or intention to create a positive difference. In this situation, the accountability relationship between the political and technical officials remains an empty shell, unless that connection can be built and strengthened. Therefore, rebuilding and reinforcing the accountability connections between elected leaders and the technical officials should be at the core of interventions to strengthen performance of Local Governments.

4.7.7 Functionality of Committees of Council and Statutory Bodies

During the year under review, it was observed from Council documents that Heads of Departments did not regularly attend Standing Committee meetings. As such, Standing Committees lacked guidance on technical matters from the responsible officers especially on matters relating to making lawful committee recommendations to Council. It was also reported that heads of departments did not submit their sector reports to the committees in a timely manner for discussion, an action which in the long run affected the delivery of services. Moreover, there was limited scrutiny of the departmental budgets and expenditure at the committee level. The committee minutes demonstrated that the budgets were not properly scrutinised to establish the details of each budget line. In addition, the minutes of Council only showed presentation and receiving of presentations made but not substantive debates on the presentations on the floor. This implied that the committees either did not understand the content of the budget documents or had not mastered their roles in the planning and budgeting process. Further, it was also noted that secretaries did not regularly attend standing committee meetings which had a spiral effect on the nature of debates in the District Executive Committee meetings. Critical to note also is that majority of the standing committees of Council sat less than 6 times in the financial year under

review which meant they were not able to handle all their business for the year. It was also visible that recommendations of LGPAC were rarely debated in committees or implemented. With regard to monitoring, committees were found to not have taken adequate actions on monitoring reports from Committees of Councils, Departments, and individual Councillors. All these issues not only affected the performance of the committees but the entire performance of the affected district Councils.

4.7.8 Lack of a law that Compels Councillors to attend meetings at LLGs

District Councillors provide a critical link between the District Councils and Sub-county or Municipal or Division Councils. The Councillors at the district are expected to attend Council meetings at the LLGs and give official communication on the programmes and projects of the district and be able to take feedback to their district Councils. This is part of the accountability relationships between LLGs and district Councils. Under the parameter of participation in Lower Local Governments, the Councillors were assessed on three sets of indicators: attendance, communication and delivering issues raised from the lower Local Governments. The scorecard assessment established that 10 out of 35 speakers, 509 out of 1005 Councillors did not attend Council meetings at the LLGs. Interaction with Councillors revealed that district Councillors did not attend these Council meetings at LLGs because: they were not invited by the leaders at LLGs to these meetings and that district Council or committee meeting schedules clashed with those at LLGs. There is no legal requirement that compels district Councillors to attend LLG Councils which undermines downward accountability. It has also been noted that there is no provision within the law to compels district Councillors to attend Councils at the LLG level. The law considers them as ex-officio members and leaves their participation of Councils at these LLGs to their discretion. This has led to irregular attendance of Lower Local Government (LLG) Council Sitzings by District Councillors.

4.8 Conclusion

Notwithstanding the challenges above, decentralisation in Uganda has registered many gains particularly with regard to political devolution. These include:

- a) A well-established legal and policy framework within which the decentralisation process is implemented;
- b) The existence of different layers of political structures such as Districts, Sub-counties, Municipalities and Town Councils;
- c) An improvement in political monitoring at the district level;

- d) In terms of accountability, there are existing structures that support and are supposed to enforce accountability like the internal audit, Local Government Public Accounts Committees; committees of Council; intra-governmental relations; accountability meetings with the electorate;
- e) There are leadership structures that provide for representation of the different interest groups – i.e. Women, Youth and Persons with Disabilities.
- f) Local Councils have Standing Committees through which they exercise oversight over technical staff and generate issues from their electorate to influence the planning process.
- g) The Local Governments have a mandate to make ordinances and bye-laws and the results have indicated that 21 out of 35 district Councils had been able to make ordinances in the last 3 years;
- h) An elaborate system is in place for democratically electing Local Councils with powers to take decisions and spearhead delivery of services to the population;
- i) Grassroots decision-making processes are in place for participatory planning, budgeting and implementation of local programmes;
- j) Elaborate systems for fiscal decentralisation, planning, budgeting and financial management are in place;
- k) The quantity and quality of service delivery has increased, though it could be improved on;
- l) A community driven development system is in place, which has led to increased participation of the masses in development programmes;
- m) There has been significant contribution to reduction in poverty levels, although improvements are still required;
- n) Systems for promoting *Good Governance in Public Financial Management, Public Procurement and Accounting* have been instituted and are operational.

In order to consolidate these gains, especially, on the political side, there is need for deliberate efforts to provide elected leaders with requisite knowledge, skills and competencies so that they effectively execute their mandates. Structures of Council like standing committees, DEC, and Local Government Public Accounts Committees need to be trained and mentored to effectively play their accountability and oversight role. It is also important to review relevant legal frameworks to provide Local Governments with more flexibility in mobilizing revenue from alternative local revenue sources, including own investments and borrowing.



Citizens of Chegere Subcounty, Apac district developing an Action Plan.
Constructive engagement of citizens is key to improving service delivery.

CHAPTER FIVE

CIVIC ENGAGEMENT AND SOCIAL ACCOUNTABILITY

From ACODE's perspective, Civic Engagement Action Plans (CEAPs) are tailor-made civic engagement strategies often used as social accountability tools. The CEAPs were conceptualized to activate the demand side of democracy as envisaged in the Local Government Council Scorecard Initiative (LGCSCI) theory of change (Tamale & Cunningham, 2019). Under the framework of the CEAPs, citizens and their leaders agree on a set of strategies that enable them to remain civically engaged with Civil Society Organizations (CSOs) acting as their intermediaries. Designed in 2015, the CEAPs were initially implemented at the tail end of the assessment (during dissemination of the scorecard results). However, in 2016/2017 assessment, CEAPs were integrated into the scorecard methodology to feed into the capacity building need of the assessment. Through the CEMs and CEAPs, citizens have the opportunity to receive trainings on their civic roles, service delivery standards, and the roles and obligations of their elected leaders. This enables them to meaningfully hold their leaders accountable, demand for services and above all play their parts in service delivery. This chapter presents the CEAPs processes and methodology, the citizens' perceptions about service delivery, citizens' priorities for service delivery, and outcomes from the CEAPs processes.

5.1 Civic Engagement and Social Accountability

The concept of Civic Engagement has been spoken about in the public domain since the start of the 21st century and it is widely viewed as a necessary option to achieve sustainable development. According to Reuben (2004) Civic Engagement is defined as the participation of private actors in the public sphere with the aim of influencing decision-making or pursuing common goals. In his concept of civic engagement, he recognises the role of civil society organisations as intermediaries between the citizens and government (Reuben, 2004). On their part, Checkoway and Aldana describe Civic Engagement as a process in which people take collective action to address issues of public concern and are absolutely instrumental to democracy. (Checkoway & Aldana, 2013).

Meaningful engagement of the electorates in the governance process facilitated by a transparent relationship between government officials and the citizens is critical for the empowerment of citizens and improvement in quality of services delivered (Cunningham & Bainomugisha, 2019).

It is important that citizens are involved in governance of their communities as it advances the demand and accountability sides of the governance process. Citizens' engagement refers to a variety of mechanisms; formal and informal – through which people express their preferences, opinions and views. It can include a complaint, organised protest, lobbying and participation in decision making, product delivery or policy implementation (Goetz and Gaventa 2001).⁵³ Thus, Voice and Accountability (V&A) are important dimensions of governance; it is widely acknowledged that citizens as well as state institutions have a role to play in delivering governance that works for the poor and enhances democracy (UNDP, 2008)⁵⁴.

To achieve any meaningful citizen-government interaction, there is need for some sort of intermediaries to amplify the citizens' voices and follow up on governments' response to the citizens' voice. This is the role of Civil Society Organisations. The CEAPs adopt this model of civic engagement that envisions the ongoing cycle of the citizen-CSO-government relationship.

Overtime, the CEAPs have become widely viewed by citizens in the 35 districts where the LGCSCI has been implemented as a powerful civic engagement tool. Through it, a trend of positive changes in service delivery have been evidenced across the 35 districts in which it is being implemented. In Moroto District for instance, the Local Government Council responded to a citizens' petition by procuring 30,000 vials of vaccine for foot and mouth disease in November 2016, while in Mukono District, funds were allocated for construction of a two classroom block with a four stance pit latrine, furniture, office and store at Namulaba Primary School, Nakagoje sub-county. In Nwoya District, the Council's decision to rehabilitate Goro-Poli-St. Thomas road in March 2019 was informed by a citizens' petition submitted to Council in November 2018 from Lii Sub-county about the sorry state of the road . Other positive stories have also been recorded in Gulu, Amuru, Agago, Mbale, Masindi, Kaliro and Lira districts.

⁵³ Goetz, A.M and J.Gaventa (2001) Bringing Citizen Voice and Client Focus into Service Delivery.IDS Working Paper no.138, Brighton:IDS

⁵⁴ Voice, Accountability and Civic Engagement .A Conceptual Overview Bhavna Sharma August 2008 Commissioned by Oslo Governance Centre , Bureau for Development Policy ,UNDP

5.2 What are Civic Engagement Action Plans?

The Civic Engagement Action Plans are social accountability tools that enable citizens to constructively engage with their elected leaders to hold them accountable and demand for service delivery. The CEAPs usually result from CEMs that are facilitated by civil society partner organisations - during which information on roles and obligations of elected political leaders, roles and responsibilities of citizens and service delivery standards are shared with the citizens.

Citizens who are the primary beneficiaries under the CEAPs make use of this information to develop step by step action plans to hold their leaders accountable for service delivery. Whilst the process empowers citizens, it also provides opportunities for capacity building for the citizens who gain deeper understanding of the roles of their elected leaders and an appreciation of their rights and civic duties as citizens. The process also provides an opportunity for local CSOs to appreciate their roles as intermediaries in service delivery, and above all it improves the relationship between the citizens and their elected leaders by bringing together a more informed citizenry and responsive and accountable government leaders.

The CEAPs therefore seek to:

- a) Enhance the effectiveness of citizens and civil society to demand for political accountability and effective service delivery
- b) Enhance the capacity of civil society to act as mediators between citizens and Local Government Councils to improve service delivery
- c) Enhance capacity of government to respond to citizens' demands for better service delivery

5.3 Citizen Engagement Action Plan (CEAP) Methodology

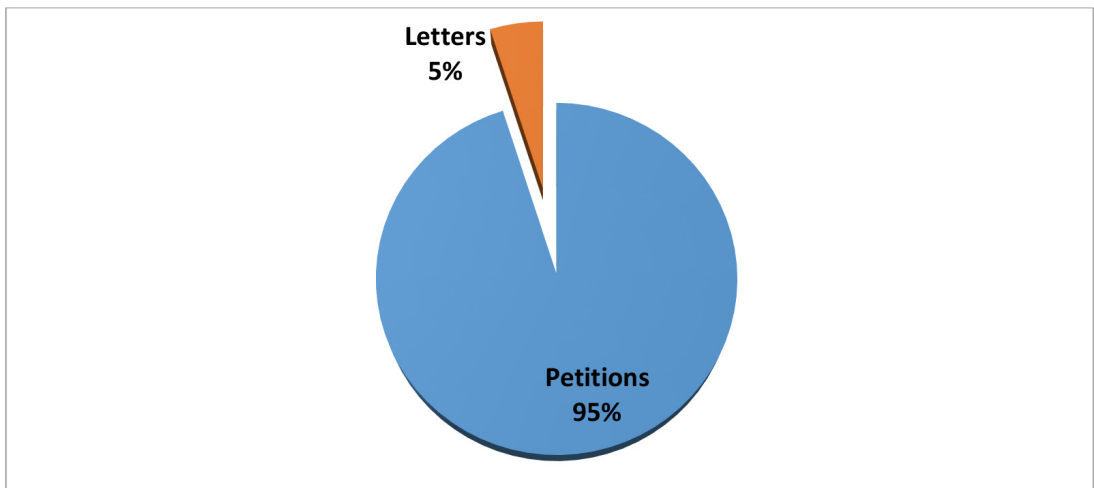
The CEAP methodology involves three key actors; the citizens and their elected leaders who identify local service delivery gaps, and develop plans for engaging the district Council to address the gaps; Local Government Councils which respond to citizen demands for better services and accountability; and the local Civil Society Organizations (CSOs) which act as intermediaries between the citizens and Local Governments. The development of the CEAPs follows through a process that includes: i) mobilization of participants, ii) civic engagement meetings, iii) identification of service delivery issues and development of strategies for engagement and, iv) monitoring of the implementation of the strategies and Local Governments' response.⁵⁵

⁵⁵ For details on the CEAPs methodology, see; Bainomugisha, A., Muyomba, L., Muhwezi W., W., Cunningham, K., Ssemakula, E., G., Bogere, G., Mbabazi, J., Asimo, N., Atukunda, P. *Local Government Councils Scorecard*

5.3.1 Strategies for Civic Engagement

Under the CEAPs framework, citizens are encouraged to petition and write letters, attend Council meetings, hold community meetings and participate in call-ins during radio talk shows as a strategy of meaningfully engaging with their elected leaders. From the analysis of the CEAPs process during the 2018/2019 scorecard assessment, it was established that citizens preferred mainly petitions and letters as strategies of raising their demands to Council. Of the 447 action strategies from the Civic Engagement Meetings held across the 35 districts, 425 (95 per cent) were petitions while 22 (5 per cent) were letters as shown in Figure 20.

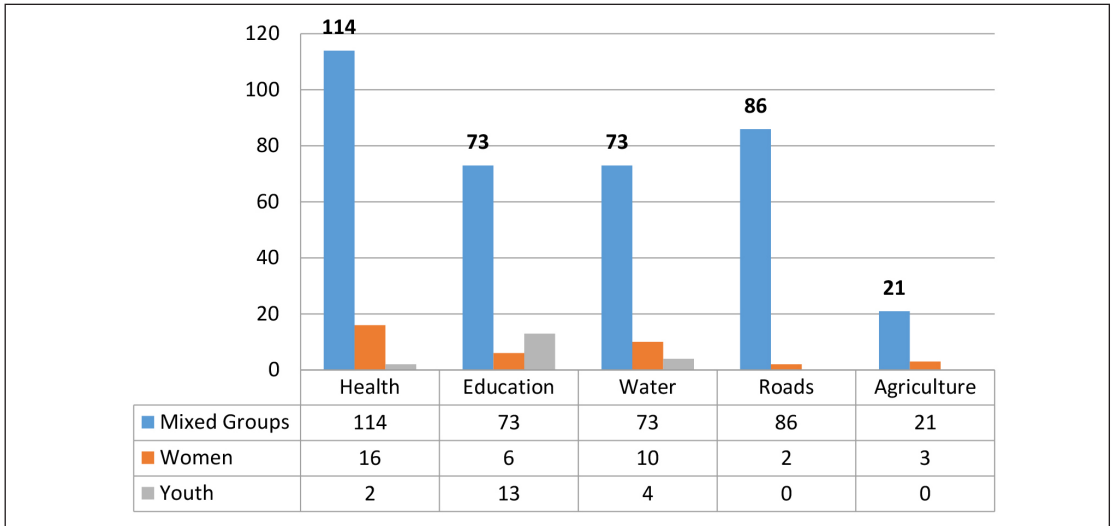
Figure 20: Strategies adopted by CEAP Participants



Source: ACODE CEM notes 2019

During the development of the Action Plans, participants were separated according to constituency groups to tease out issues of interest to each group. The groups mainly consisted of; youth, women and a mixed (participants that were not part of the youth and women groups). The highest numbers of the action strategies were developed by the mixed groups compared to the other constituent groups. There were 388 petitions and letters developed by the mixed groups while the women groups contributed to 37 petitions and the youths contributed to 22 petitions and letters. In these petitions and letters developed by the different groups, the issues raised tended to vary from group to group as presented in Figure 21. It is imperative that planning for service delivery takes into account the needs of various segments of the population.

Figure 21: Issues Raised by Different Groups



Source: ACODE’s CEM notes 2019

5.3.2 Management of Petitions by the District Councils

Discussions of citizens’ petitions by District Councils are anchored within the provisions of the Rules of Procedures for Local Government Councils in Uganda. The Standard Rules of Procedures provides for format and language of petitions to be lodged in Council, signing and submission of the petition, and approval by the Speaker for final tabling.⁵⁶

When the petitions and letters are developed by the citizens, the following steps are taken:

- a) The citizens lodge the petitions/ letters to the Office of the Clerk to Council,
- b) Clerk to Council acknowledges receipt of the petitions/ letters and records them in a record book for petitions,
- c) With the Speaker’s approval, the petitions are introduced in Council through a motion, and
- d) The petitions are then referred to the relevant committee of Council to scrutinize and provide recommendations to Council.

⁵⁶ See Rules; 86-91 of the Standard Rules of Procedures for Local Government Councils in Uganda

Figure 22: A sample of a Citizens' demand through a petition to Bududa District Council

CITIZEN PETITION

PETITION TITLE: APPLY PERIODIC MAINTANANCE ON BUMASATA – BUSHIYI ROAD

Burafula Parish
Bushiyi Sub-county
Bududa District


To The Speaker of Council
Bududa District

PETITION TITLE: APPLY PERIODIC MAINTANANCE ON BUMASATA-BUSHIYI ROAD

Bumasata – Bushiyi road is a district road that links two Sub-counties of Bulucheke Sub-county, and Bushiyi Sub-county. The road in question serves a population of approximately 21,000 people from Bushiyi Sub-county alone without putting into consideration the population of Bulucheke Sub-county.

Bumasata – Bushiyi road links the community to the following service delivery points:

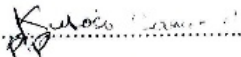
1. Nabooti primary School
2. Bumasta Primary School
3. Bulucheke Sub-county Head Quarters
4. Bushibuya Primary School
5. Buraba Primary School
6. Footo Primary School
7. Busiriwa primary school
8. Bushiyi Sub-county Head Quarters
9. Urban Trading Centers such as Burafula, Bushibuya, Matuwa, Makhuyu, Mayunde and Buraba.



The road is currently in a bad state and impassable especially during the rainy season. This affects the delivery of social services such as education and health, as staffs of those facilities report late for duty and sometimes depart early for fear of being stranded. Farmers who transport agricultural products like onions, coffee, cabbage, Irish potatoes, Timber, Bananas, milk and tomatoes including milk find it difficult in rainy season as most of these are perishable goods can rot in gardens and homes due to the difficulties in transporting them.

We the undersigned citizens of Bushiyi Sub-county petition the district council to have periodic maintenance done on Bumasata – Bushiyi road.

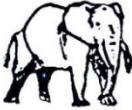
Lead Petitioner: Walimbwa Charles

Signature:  **Date:** 23/11/2019

Address: Burafula Parish, Bushiyi Sub-county, Bududa District
Contact: 0772438821

Source: Petitions records file, Bududa District Council, 2020

Figure 23: A sample of response by the Clerk to Council of Gulu District to Citizens' Petition



GULU DISTRICT LOCAL GOVERNMENT OFFICE OF THE CLERK TO COUNCIL

Tel: +256772003056 (Direct) P.O. Box 31
Gulu-Uganda

In correspondence to this subject please quote:

March 23rd, 2019

**The Community of Loyoboo Village
Angaya Parish
Unyama Sub-county**


**Attention
Mr. Uma Labeja
Lead Petitioner**

ACKNOWLEDGING RECEIPT OF PETITION ON LACK OF BRIDGE ON ANGAYA-COOPIL-OGUL ROAD

This is to acknowledge receipt of your petition dated **21st March 2019** regarding Lack of Bridge on Angaya-Coopil-Ogul road. It has been entered in the register of petition and registered as number **001/2019**.

I will forward it to the Speaker for necessary action as per the Rules of Procedure and the Local Governments Act.

Thank you
Yours faithfully,



Clerk To Council

23 MAR 2019

Lafim Walter Aliza Gulu District Council
Senior Assistant Secretary/Clerk to Council

CC: The Speaker of Council- Gulu DLC
CC: Chairman LCV-Gulu
CC: Chief Administrative Officer
CC: File

Source: Records of Council, Gulu District Local Government, 2019

5.4 Citizen Feedback on Service Delivery

This section presents citizens' perceptions about the quality of service delivery in various sectors within the Local Government set up. The decentralisation system in Uganda presents very many spaces and opportunities for citizen participation; for instance, in choosing their leaders in periodic elections, planning and budgeting for service delivery and providing feedback on quality of services. The CEMs are one such avenue through which citizens can voice their concerns about service delivery in their constituencies. During the scorecard assessment, 662 CEMs were held in 35 districts; and 447 petitions and letters were developed and submitted to Councils through the CEAP process. Citizens' discussions on service delivery during the CEMs focused mostly on five sectors of health, education, water, roads and agriculture.

5.4.1 Health Care Services

Health care services topped the citizens' discussions on service delivery during the Community Engagement Meetings (CEMs) that were conducted in 35 districts. One hundred thirty two out of the 425 petitions developed were on health related issues. The biggest issues of concern for the citizens in the health sector revolved around access to health care services and focused on staffing levels, quality of staffing at health centres, availability of health facilities, distance to health centres, drug stock-outs, and health infrastructures. Increasing access to quality and affordable health care services is at the core of UNDP's development agenda (SDG 3: Ensure healthy lives and promote well-being for all at all ages) and forms the basis of one of Uganda's aspirations for achieving its Vision 2040 (Uganda aspires to improve health and nutrition of the population).

During the Civic Engagement Meetings, citizens raised the issues of inadequate health workers in health centres which they said, affects access to health care services. Citizens noted that government needed to recruit and deploy more health workers in the facilities to meet the growing number of citizens seeking for health care services. The challenge of few health workers was noted across the 35 districts with some health facilities lacking the required number of staff. In some instances, citizens reported that non-professional staff in the health facilities had taken up the duties of technical staff like clerking and dispensing of drugs in response to the shortage of professional health workers. During a CEM in Buyengo Sub-county, Jinja district, it was reported that:

The staff at Kakaire HC III are not enough. It takes a very long time to get attended to and usually the people are many because this is the only

facility in the area and you find that there are only 3 or 4 people attending to all the patients.

The challenge of few health workers was further revealed during the CEM held in Bubyangu Sub-county, Mbale District when it was reported by the participants that:

Bumadanda HC III is understaffed, the services are slow and we stand in long queues waiting to be served.

In Pabbo Sub-county, Amuru district, the citizens noted that the number of health workers in Biira HC II did not match the growing population of patients. A participant in the CEM at Abera P7 School noted that:

Bira HC II has very few staff compared to the catchment population it serves, and this put a lot of pressure on the facility and the few existing staffs sometimes run away due to work load.

The human resources challenge in the health sector is exacerbated by the poor attitude of health workers which the citizens say is often repulsive; health workers are said to be rude and arrogant which turn away patients from seeking health care services. In Bungatira Sub-county, Gulu district citizens revealed that, *there is mistreatment of patients by the health centre staff and that the relationship between the nurses and the community was not a good one.* It was further revealed during a CEM in Aromo, Lira district that in addition to the human resource challenges, the staffs were also arrogant as a participant noted that:

Our complaint is that the health unit staffs are so arrogant and rude to patients which has made most people in the community to fear going to the health facility when sick and for those who can afford, they often resort to self-medication.

In Kucwiny Sub-county, Nebbi District, there were concerns that health workers segregated patients on the basis of their economic standards and standing in the society. A participant during the Civic Engagement Meeting noted that:

The staffs under look at us; they have a poor attitude; when you go the health facility at times you are chased away especially if you don't have relation to anybody influential.

Lack of health facilities and long distances to health centres were reported in some districts. Whereas the policy of government requires that travel distance to health facilities does not exceed 5 kilometres, some citizens reportedly trekked for over 10 kilometres either because their parishes lacked health facilities or the facilities were located far away from their homes. In Gulu, for instance, in Mede Central village, Mede Parish, Palaro Sub-county, citizens noted that, *“we have to go up to Labworomor health centre III or Oroko HC II which is 16kms away and if you have no transport you die from home”*. The challenge of distance to health facilities that affects access to health care services was also noted in Lira District where a participant during CEM noted that:

The problem facing this community is that the health center is very far, the closest being Amach health IV which is over three kilometers.

There were also cases of drug stock outs reported in most of the health centers in the districts that often limits citizens' access to medication. Citizens reported that they are forced to turn to private health care providers which are often expensive. In some cases, the drugs and medical supplies delivered by National Medical Store often do not resonate with the local needs of the citizens. In Nakapiripirit, Namata Sub-county citizens reported that, *“we are often frustrated each time we go to the health facilities and told by the health workers that there are no drugs, yet we would have waited for many hours in the queue”*.

Similarly, participants in Malungu trading center, Bamunanika Sub-county in Luwero District noted that they had become reluctant to go to Bamunanika HCIII because *“each time we go to the health center, we are told there are no drugs”*.

There are Local Governments in Uganda that are for instance located in rugged landscapes such as Bududa while other districts have lower Local Governments that are Islands such as Koome in Mukono and Bussi in Wakiso that often face unique challenges. In Bududa, for instance, the location of Bufuma HCIII was reportedly a major challenge for residents of Bumayoka Sub-county as described by one of the participants:

Health unit staff of Bufuma Health Centre III often report late for duty, sometimes as late as 11:00 am and depart early from work by 03:00 pm for fear of being trapped up the hills by rain... it impossible for any person to make their way down the slope; if the rains find you up in the hills It is difficult to find means of transportation because the commercial

motorcycle riders (boda-boda) don't go up the hills because of the bad state of the roads.

The community from Bumayoka Sub-county seek for health services from the nearby Bufuma Health Centre III in Bufuma Sub-county which serves the population of five Sub-counties, which include; Kushu Town Council, Bundesi, Mabono Sub-counties and parts of Bufuma Parts of Bushiyi Sub-county.

In the case of the island of Koome in Mukono District when a pregnant woman is referred to a health centre IV, they need to cross over to the main land. The woman Councillor described this situation thus:

Sometimes pregnant mothers with complications are referred from Koome Island to Ntenjeru HC IV which is located in the mainland in Mukono and are required to fuel the canoes/boats or risk not being transported. At times the journey has proved too long for the women who have complications and as a result, some women have died in the process of transportation. The cost of moving from Koome to Ntenjeru HC IV is approximately UGX 105,000 or USD 30 Koome has only three health centres; Kansambwe HC II, Damba HC II and Koome HC III.

5.4.2 Education Services

Suryosubroto (2010) in Nurkhin (2016, p. 44) stated that, 'the educational process can be seen with the frame of the system. As a process, learning requires something to be processed (input or input) and the results of the processing (output or output).'⁵⁷ UNESCO (2004, p.36) states five dimensions of education quality which include learner characteristics, context, enabling inputs, teaching and learning, and finally outcomes. Education was a focus of 92 petitions. From the CEMs a number of citizen voices that emerged emphasised the deficits in the context and enabling environment, access, quality and performance.

There were positive perspectives noted in the discussions of citizens in the education sector. Citizens were particularly impressed about the positive attitude of parents towards the education of their children. In Mpigi, for instance, a good practice was observed where parents regularly checked on the performance of their children as required by the school.

There is a fairly old head teacher at St Charles Maigigi primary school but he is very active. He calls us parents in the middle of the term to look at

⁵⁷ See Nurkhin Ahmad, 2016

the performance and behaviour of the learners – if a parent doesn't come to the school, the pupil is sent back home.

Citizens were concerned about the state of infrastructures; there were reports of lack of classrooms and staff quarters. In Jinja, Butagaya Sub-county, citizens said most government schools did not have staff houses. A female participant commented that:

Just like the health workers suffer, the teachers in Butagaya also suffer with the challenge of accommodation. I don't know if you have been to any of the UPE schools here, there are no houses for teachers. Government should construct for them houses because it is like going to dig without a hoe. Those teachers are paid very little salary and they need to be motivated... accommodation is one such thing that would motivate them. May be even that is why UPE schools perform poorly.

In Gulu, Laroo Division, the participants attributed the poor performance at Laroo P7 School to lack of staff quarters which they say affected the time of arrival to school by the teachers:

Poor performance in Laroo division is because of lack enough accommodation for teachers as most of the teachers come from far distance resulting into absenteeism especially when there is poor weather, late coming and inability to conduct extra lessons.

This was also found in Bududa district in Bumayoka Sub-county where citizens noted that the lack of staff houses in a number of schools dictated that the teachers move over long distances which meant that there would be a delay in the start of the lessons at school. A participant from Bumayoka Sub-county, Bududa district said:

Teachers travel for long distances to schools due to lack of staff quarters and thereby causing late arrival ... teachers don't reside in Bumayoka Sub-county.

There were also issues of staffing reported by citizens. Some schools lacked the required number of staff while in some cases, citizens reported that teachers transferred to new schools declined to report to their duty posts. In Mukono district, in Koome Sub-county, the female Councillor Koome Island said:

The government teachers that are posted don't want to report to their duty posts on the island. In some schools in the Island, the lack of staff

is caused by teachers refusing to be deployed in hard to reach areas; for instance there are schools with only three qualified teachers on the government payroll because teachers do not want to be transferred this side.

There were also reported cases of teachers preferring to concentrate more on their private businesses than on teaching. In the case of Lira district in Bar Abali Sub-county the residents complained that:

Most teachers are very busy cultivating rice together with the community members even during class time especially the ones who have overstayed in these schools that have acquired plots already while pupils are just playing without any lessons taking place and hence the failure to complete the syllabus says a female participant.

Similarly, cases of teacher absenteeism were observed in Lwengo district. When the team of ACODE researchers visited St. Matia Kolanolya primary school in Ndagwe Sub-county, only two out of six teachers were on duty. The learners informed the team that the head teacher had gone to catch grasshoppers.

5.4.3 Roads Sector

The road sector plays an important role of interconnectivity. A viable road network is essential for the development of other sectors like agriculture, education and health. Roads also link farmers to markets. Roads especially community access roads in the villages also influences security of persons and properties. The decade has seen a significant investment as government has prioritized the road infrastructures. This has seen a huge leap in the volume of the road network.

Citizens discussions during the CEMs on issues related to the road sector posted both positive and negative perceptions about the road sector. Overall, the discussions were skewed towards issues of access, maintenance and quality of the roads. Eighty-eight out of the 425 citizens' petitions were developed around the issues related to the road sector.

Findings from analysis of the citizens discussions revealed that there were significant level of citizens' satisfaction with the increase in the coverage of road networks in Akworo Sub-county, Nebbi district; Moroto in North Division and Gulu in Patiko Sub-county where new roads were constructed by the district Councils. In Nebbi, for example, a participant in CEM at Akworo Sub-county noted that; *“people are now connected to each other and incase of any problem people can reach each other easily”*.

This was also echoed in Moroto District, North Division where a participant said that:

We have two new roads; one leading through Bazaar village to Natumukasikou and, one leading to Naoi Catholic Church and Naoi technical institute.

In Gulu, Patiko Sub-county the participants noted that:

We have been maintaining Turlaliya-Olano-PawellLalem road since it was opened in 2008 by ACTED using Voucher for work. It has been the community doing maintenance that is why you see it still motorable.

Also, while responding to the citizens' demand for maintenance of Panyikworo Road during a CEM held at Coope Trading Center in Bungatira Sub-county, Gulu District, the LCV Councillor noted that, *"it is true that Panyikworo road is supposed to be cleared and now is being worked on basing on my visit with the resident district commissioner"* drawing applause from the participants.

During the CEM in Orum Parish, Lii Sub-county, the citizens were happy that the District Council responded to an earlier demand in a citizens' petition to rehabilitate Goro – Poli-St. Thomas road which had a lot of pot holes and a broken culvert on Oruwa Stream. However, there were concerns from the citizens in some districts about the sorry states of the roads which they said were narrow, without proper drainage and not well maintained. In Mukono District in Mpatta Sub-county, participants noted that:

Mubanda-Kisinzi-Buzindele road has not been maintained in a long time, the road was not enlarged and it has caused a lot of accidents. While, Ntenjeru-Bule road was not well maintained and culverts were not placed in the road; the other, day vehicles got stuck in the road and were very muddy. Even people are failing to move through it.

In Lira District, citizens reported that there was lack of maintenance of the road; some roads in the districts had become bushy, narrow and impassable during rainy season because of flooding. In Barr Sub-county for instance, it was reported that, *the road that connects from Ilwany to the center covering about 3kilometers is very bushy and this has affected school going children to abandon it and start using a longer route to school.* In the same CEM, a participant noted that:

The roads are being graded in Olilo parish but they are not putting murram which leads to rampant accidents due to slippery roads especially during

rainy season and most offshoots are being blocked by the community whose garden are near these roads causing flooding of the roads.

Similar concerns over the quality and maintenance of the road network were raised by citizens in Kanungu district in Rugyeyo Sub-county where citizens noted that, *the road through Kashojwa-Kinyamubya-Mukingo to Kanungu Town Council is in a bad state* and Hoima in Kahoora Sub-county where it was noted that; *whereas Bulera-Kibati road was recently rehabilitated, the bridge was not worked on.*

5.4.4 Water and Sanitation

Water is a vital element in sustainable development. Access to clean and safe water is recognised as a fundamental human right; increase to access to safe and clean water is global aspiration under the sustainable development goal 6 (clean water and sanitation), it is also one of the tenets of Uganda's Vision 2040 (to increase access to safe water in urban area to 95 per cent and national water and sewage cooperation areas to 100 per cent). Issues of water and sanitation were the focus of 87 petitions developed by citizens in the 35 districts. Most of the issues raised in the water sector revolved around access, quality, and functionality of the water sources.

In the water and sanitation sector, the challenge of quality of water was quite prevalent. In Mukono, Koome Sub-county, citizens reported that the water sources were often contaminated by faecal matters resulting from open defecation. The Female Councillor Koome and Mpunge Sub-counties commented that:

Often we use unsafe water which is drawn directly from the lake yet most landing sites do not have toilets. When toilets are dug the soil falls back into the hole that has been dug.

In Luwero District, Makulubita Sub-county, the challenge of water quality was also identified as citizens reported that the draw water from a nearby pond; a female participant during CEM noted that,

The borehole near Semyungu trading centre collapsed and we now draw water from a wetland pond excavated on the Kigozi's family land. We use the same water source for drinking and domestic use.

Functionality of water sources was noted as a major issue affecting access to water in many districts. In Nebbi district, Erussi Sub-county, it was established that there are several water sources that had broken down. A respondent noted that,

We have two community springs however one of them is nonfunctional and yet it cost over UGX 800,000 to install it.

A similar challenge of dysfunctional water sources was also identified in Bududa district, in Bushika Sub-county where citizens noted that the recurring landslides in the area had affected water sources. In the CEM, a participant noted that,

The sub county is highly populated coupled with the occurring landslides, the situation was worsened because the landslide polluted the available waters sources such as Tsutsu stream which burst its ranks causing landslides and also flooding.

It was also noted in some districts that water user committees were either non-existent or inactive. This was noted to have exacerbated the problem of dysfunctional water sources as the committees appeared to have abdicated their duties of managing the water sources. In Mbale district, Bungokho Sub-county, it was noted that water sources were in need of rehabilitation but there is no water source management committee to oversee the process. A participant in the CEM said:

Bungokho Sub-county is not doing badly in as far as water is concerned but some of the protected water springs are too old and need rehabilitation especially in Namutengeli Lower, Lwantubi, Namawanga village, Makambo village, Kasonko and Ishamoto village.

5.4.5 Agriculture Sector

Issues of agriculture were subject to 24 citizens' petitions, with the focus of the petitions being mostly about access to agricultural inputs and advisory services. Some of the citizens' voices were in appreciation of government's interventions in the agricultural sector. In Hoima District, Katoonya Sub-county, for instance, the citizens were appreciative of investment in value addition. A participant in the CEM noted that,

Government has done its part by giving us Katoonya Rice Mill but the mill is idle because we are not growing rice.

In Moroto, participants in the CEM were appreciative of the District Council's effort in procuring and distributing agricultural inputs such as seeds-Sorghum, maize, beans, hoes, water cans and wheel barrows.

On the other hand, there were issues of delays noted in the distribution of the inputs especially under the Operation Wealth Creation (OWC) programme. Citizens noted that most times, the inputs were distributed during off season which affected yields. In Kanungu, Kambuga Sub-county, participants in the CEM said that, *they are given small quantities of beans and maize during the off season around April and May and September and October.*

In Mukono, Mpatta Sub-county, citizens noted that when seeds were delivered late, most times they went to waste. A CEAP participant said:

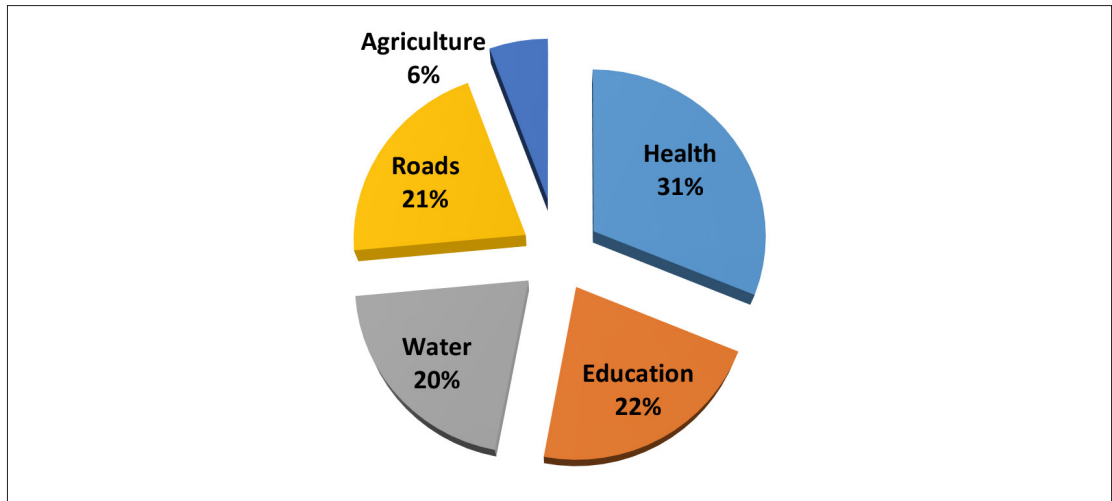
The seedlings provided by OWC are distributed during the dry season. They bring Mango, Orange and Coffee seedlings but we don't have enough land to plan on a big scale. We have small plots. The seedlings are brought and are just dumped at the district head quarter.

Citizens also noted that some middlemen were unscrupulous and were cheating the farmers. For instance, in Lira, in Adekokwok Sub-county, participants in the CEM said that whilst agro-input dealers sell seed inputs expensively, the farm gate prices were often determined by the produce buyers with links to these dealers.

The Government has given Private sectors opportunity to deal directly with the farmers to the extent that they set prices for farmers, for example Mukwano hybrid sunflower seeds goes for UGX 60,000 per Kilogram; Ngeta tropical holding hybrid goes for UGX 45,000 per Kg, however the two factories buy the sunflower from farmers at UGX 800 per Kilogram.

5.5 Citizens' Priorities for Service Delivery

This section focuses on what citizens prioritized in their demand for better public service delivery during the implementation of the CEAPs which were conducted in tandem with the Scorecard assessment for the FY 2018/19. From the figure 25, it is clear that the citizens' demand for service delivery were mainly inclined to the five sectors of health, education, water services, community access roads and agricultural extension services. Demand for Health care services topped the list of citizens' priorities for service delivery. Health related petitions were 132. This was followed by education services (92 petitions), community access roads (88 petitions), access to clean and safe drinking water (87 petitions) and agricultural extension services (24 petitions). Women and the mixed groups prioritized demands for health care services while the youths on their part prioritized demand for education services.

Figure 24: Citizen Demands per Sector

Source: ACODE CEM notes, 2019

5.6 Outcomes from CEAP Processes

This section provides evidence of the effectiveness of the CEAP methodology. It is also a demonstration of how empowered communities can effectively hold their leaders accountable for service delivery and how Councils and respective standing committees can be responsive and accountable. Indeed a lot can be achieved if these strategies - especially letters and petitions - find their way on the floor of Council and in their respective standing committees. The section provides highlights of key successes across the different sectors from the process of CEAPs since it was first piloted.

Basic Education

Case # 1: Citizens of Kinywamurara, Nsambya villages secure their rights to have a better school infrastructure.

Kinywamurara and Nsambya villages are located in Bikonzi parish, Bwijanga Sub-county in Masindi district. The Woman Councillor representing Bwijanga Sub-county is a resident of the same parish. The school in question had suffered from insufficient classroom blocks and teachers' quarters; the school had a population of 786 pupils with only 6 classroom blocks.

During a CEAP meeting held in the same parish in 2016, citizens got skills of engaging their leaders and holding them accountable to ensure improved service delivery. The former L.C.III Chairperson of Bwijanga was also a parent in the same school as three of his children studying there.

The Chairperson SMC together with L.C.I chairpersons mobilized the communities and engaged the two Councillors on the said subject matter with a lot of hopes of securing a better school infrastructure for the pupils. In November 2016, the community in these villages were excited when the directly elected Councillor for Bwijanga Sub-county led a delegation of the standing committee of the district Council on social services committee to visit the school and ascertain the challenges affecting the school. The officials together with the Head teacher of the school met and agreed to call for a Parents Teachers Association (PTA) general meeting so that the community is engaged on some issues affecting the school. In Jan 2017, the Head teacher together with Chairperson SMC again called for a PTA meeting that was attended by the two district Area Councillors and the District Inspector of schools among others. It was a day of joy since it was meant to draw action plans on how the situation at school could be solved. In the same meeting, the directly elected Councillor was tasked to lobby and give a feedback within a period of one month.

Feedback hits a snag

About 2 months from the date of meeting, the community did not receive any response from the district Councillor and yet the situation at the school was worsening with their children continuing to study under poor environment. A female participant narrated during the CEMs that during rainy season P.1 Class usually suffer from rains and this continued to raise eyebrows of the community members.

The community fights back for their right to get better services (classroom block)

On Friday April 28, 2017 the Chairperson L.C.I of Kinywamurara convened another consultative village meeting to resolve the matter since no feedback was coming from the district leadership. During the meeting, a committee was formed comprising the representatives from L.C.I Executives of four villages and 2 opinion leaders. In the meeting, it was resolved that a notification letter be written to CAO by the committee and be taken to the concerned office within a period of one week.

Hardly after two weeks the committee received a response letter from CAO's office instructing the Chairperson L.C.I in consultation with area Councillor to organize a general meeting where he promised to come along with the District Chairperson together with all the committee of the social services.

On May 24/ 2017, happiness and joy again comes back into the lives of the community as the District Chairperson, CAO, Social Services Committee, District Education Officer attend the meeting and the community was assured that a two-classroom block would be constructed at Kinywamurara Primary School in the FY 2017/18.

Conclusion

The parents' demand for action brought some hopes in peoples' lives and assurance of new classrooms was guaranteed by top decision-making body at the district. Civic education for communities and capacity building initiatives of LGCSCI have started paying dividends as citizens and their elected leaders play their roles to ensure improved service delivery.

Figure 25: Left - Children Study under a Tree. Right - Four Classroom Block at the School Constructed.



Source: ACODE digital library 2019

Health Care

Case #2: Gulu District Council embarks on the construction of a modern maternity ward at Lapeta HC II in Unyama Sub-county

On March 17th 2018, a team of researchers facilitated by ACODE mobilized the community of Lapeta Village in Unyama Sub-county to sensitize them about citizen's roles and responsibilities. The package also included roles of elected leaders (those at Council five) and strategies that citizens can use to engage with elected leaders at the District in addressing service delivery gaps. The citizens were further trained on National Minimum standards for delivery of services in sectors like education, health, water and sanitation, roads, agriculture and, environment and natural resources. At the meeting, reference was also made to the planning processes at Local Governments to buttress the citizens' appreciation of their need to be part and parcel of the planning process. The meeting that was held under the framework of CEAPs had the objective of amplifying citizens' legitimate voices on issues of service delivery and ensuring that their concerns inform the funding priorities of Gulu District Local Government.

During the meeting, a section of the citizens (women) identified the state of maternity unit at Lapeta HCII as the major service delivery issue that the District Council should address. The women noted that the maternity unit at Lapeta HCII had been turned into an OPD in which men, women and children were attended to. The women argued that; *"this has affected the privacy of women who come to attend ANC and other maternal services and we are inconvenienced so much; many women have shunned the facility as a result"*, and subsequently resolved to petition the District Council.

The group of women petitioned Gulu District Local Council on 19th March 2018 describing the state of the maternity unit at Lapeta HCII. The women noted in the petition that the maternity unit is too small and had been turned into an OPD saying; *"this inconveniences the mothers who come for ANC and delivery at the facility"* and that the condition *has forced many women to deliver from homes* thereby increasing the *rate of maternal deaths in the village*. The women also noted that there was no running water and source of light in the maternity unit exposing the mothers and newborn babies to risks of infection and also affecting health workers' response at night. In the petition, the women led by Ms. Laker Susan (Lead petitioner) demanded that the District Council allocates money in the budget of FY 2018/2019 to construct a new maternity unit at Lapeta HCII.

The petitioners also demanded that the District Council allocates money for water and power connections to the new maternity unit to be constructed.

The petition was deferred to the Committee of Social Services which submitted its recommendations to Council. On June 30th 2018, the District Council resolved to allocate UGX 70 million to construct a modern maternity unit at Lapeta HCII. On 10th September 2019, the research team visited the Assistant DHO to follow up on the progress of the petition and established that Council had embarked on the construction of a modern maternity unit at Lapeta HCII. In an interview with Mr. Yoweri Idiba, the Assistant DHO-Gulu, he noted that:

we are going to construct the maternity ward in two or three phases depending on availability of funds but what I can confirm that in this financial year, Council advanced UGX 70million to start the construction work which we have started.

The communities at Lapeta Village are excited at the prospect of a modern maternity unit in Lapeta HC II. When the research team interacted with some members during a visit at the facility on 30th September 2019, a female member noted that:

we are confident that when the construction is completed, the number of women delivering at the health center will increase, we also think that the new maternity unit will come with more services". Another female member said they were happy that ACODE came here and showed us the way and what to do, we are so glad.

Road Works

Case #3: Nwoya District rehabilitates Goro-Poli-St. Thomas Moore Road, in Lii Sub-County

On the November 22, 2018, a team of researchers facilitated by ACODE mobilized community members for a community engagement meeting to educate them about citizen roles and responsibilities. The Package also included methods that the community members can use to engage the Local Governments to address their service delivery challenges. This was done using the Civic Engagement Action Plan (CEAP) methodology that requires citizens to write letters, petitions, participate in call-in radio talk-shows among others. During the meeting a group of citizens identified the poor state of Goro-Poli-St. Thomas Moore Road to be a service delivery challenge that the district should address. The participants noted

among others that the road had become impassable, with many potholes, and part of it had been submerged by water because the culverts at Mafuta and Korobar streams had sunk in. They noted that it had become difficult to connect to the neighboring villages and for children to cross over and go to Goro P.7 Primary school.

On November 30, 2018, a group of men wrote a petitioned Nwoya District Council through the Speaker of Council decrying the poor state of the said road. In the Petition, they noted that the road had very many pot holes, lacked drainage and that culvert bridges at Mafuta and Korobar streams had broken down making the road impassable. They further noted that the road had caused many accidents and farmers were unable to transport their produce to the market. That the pregnant mothers and sick people were no-longer easily transportable to Lii and Koch Goma Health Centers.

In the petition, the petitioners led by Mr. Francis Lukiko (Lead Petitioner) and Mr. Ouma Geoffrey (LCI Chairperson, Korobar Village) requested the District Council to Grade the Road from Goro-Poli-St. Thomas Moore. And also install culvert bridges at Mafuta, Okumgoro and Korobar Streams.

In March 2019, the district Council started working on this Goro-Poli-St. Thomas Moore under force on account. On June 8, the research Team visited the community to check on the progress of works. It has been established that the road had been upgraded to a first-class murrum surface road, has been widened and culvert bridges have been installed at Mafuta, Okumgoro and Korobar Streams. While interacting with the members of the community during the verification visits, they revealed that:

When we submitted the petition to the clerk to Council, he said that he would get back to us. The district speaker came and met us and assured us that work on this road would start very soon. In March 2009 four months after submitting the petition, we saw a grader grading the road.

The members of the community are happy and excited about the well surfaced murrum. A resident of Korobar Village noted that, “We now take 20 Minutes to ride from Korobar Village to Koch Goma HCIII, a journey that would previously take 2 hours”.

Figure 26: Goro-Poli-St. Thomas Road Before and After Rehabilitation by the District Council



Source: ACODE digital library 2019

Conclusion

Since its inception in 2015, the CEAPs have reaped some notable dividends for citizens and Local Governments; when the demands were made by citizens, Local Governments responded by allocating money for and implementing the demands. Despite the demonstrable gains from the CEAPs, there are still some challenges with the process arising from perceptions of Local Government leaders. There is a significant level of discomfort amongst some Local Governments who view the CEAPs process as putting unnecessary pressure on them while others say Local Governments do not have the required financial prowess to adequately meet the demands of the citizens presented in the petitions and letters.

Civil societies need to continuously engage Local Governments to become more responsive to the demands of citizens but also manage the expectations of citizens through continuous civic education on how government works. On the other hand, Local Governments should consider prioritizing the implementation of the Local Economic Development (LED) policy to improve their revenue base to become more responsive to citizen demands; while Central Government should increase the proportion of discretionary funds to Local Governments to empower the latter to address service delivery gaps.

Road maintenance along Manafwa - Bududa Road, using Bududa District road equipment.

There is need to provide adequate resources to finance local government operations.



CHAPTER SIX

LOCAL GOVERNMENT FINANCING

This chapter examines the financing of Local Governments over the FY 2018/19 as a way of providing context to performance of the local Councils on their mandates in terms of resource endowment. The data used in this chapter is drawn from several sources including budget documents accessed from the Ministry of Finance Planning and Economic Development (MoFPED) online budget library such as approved estimates of revenue and expenditure and annual/Q4 budget performance reports. Other data used specifically on the effects of public financial management reforms on Local Government financing is from ACODE's Quarterly Budget and Service Delivery Monitoring Exercises (BSDME). The BSDME are part of ACODE's mandate under the Budget Transparency Initiative under the auspices of the MoFPED.

The quality of decentralized public services in Uganda remains a point of major concern in development circles. Despite a highly decentralized framework, Local Governments remain highly dependent on transfers from the central government through a system dominated by conditional grants. At the same time, the grants transfer system proliferated from just 10 in 1997/98 to over 46 in 2014/15 and became highly complex and fragmented. At the same time, there was a marked reduction in local revenues in the 2000s after the abolition of graduated tax. It is widely acknowledged that the transfer system is not in line with the spirit of decentralization. The system provides little discretion to Local Governments, may reinforce the vertical relations between sector ministries and Local Government departments and imposes a significant administrative burden on Local Governments (World Bank, 2017)⁵⁸.

The government in 2002 introduced the Fiscal Decentralisation Strategy (FDS) with the aim of streamlining the transfer system and increase Local Government discretion. However, the implementation of the FDS was constrained by the shift towards prioritization of economic infrastructure away from spending on basic service delivery in the national budget. However, the Second National Development Plan (NDP II - 2015/16 to 2019/20) renewed the impetus of the FDS agenda. The Intergovernmental Fiscal Transfer Reform Program (IFTRP) under the Ministry of Finance Planning and Economic Development (MoFPED) anchors the FDS as well as the NDP II.

⁵⁸ Uganda Intergovernmental Fiscal Transfers Program. Program Appraisal Document.

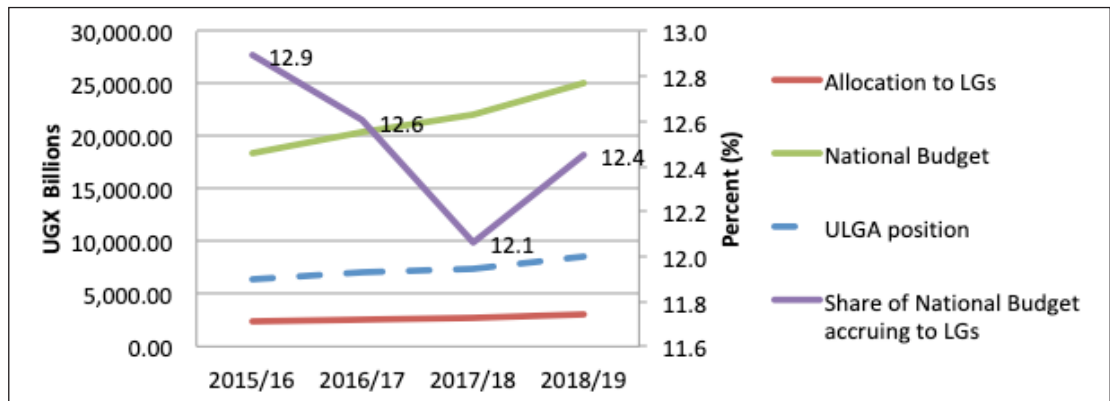
The process of reforming transfers under the program is guided by four objectives, namely,

- i. To allow existing and new national policies to be financed via the transfer system, at the same time avoiding future fragmentation of transfers and increasing discretion to ensure services are delivered in line with local needs;
- ii. To shift the focus away fragmented input-based conditions towards accountability for allocation decisions, expenditures and results;
- iii. To use the transfer system to provide incentives to improve institutional and service delivery performance; and
- iv. To restore adequacy and equity in the allocation of funds for infrastructure and service delivery.

The reform process involved four phases. The first phase was the interim consolidation of LG transfers by collapsing the number of Sector Grants from 53 in FY 2013/14 to 13 in 2015/16 and setting out the interim grant conditions for sectoral transfers. The second phase was reforms to transfers, which took place in FY 2016/17 and it involved consolidating and redesigning discretionary transfers, revising the allocation formulae and principles for grants to LGs redesign of sector transfers and establishing budgeting requirements. The third phase which is still on-going is reforming frameworks for accountability and strengthening incentives through, strengthening mechanisms for transparent and accountable grant management and introducing performance conditionality to leverage institutional and service delivery improvements. The fourth phase, which has also registered the least progress so far, is reform of fiscal decentralisation architecture and share of transfers. It will involve reviewing of LG mandates and estimating the cost of adequately financing those mandates relative to the overall budget, and the overall legal and policy framework for Local Government revenues and expenditures and recommending changes.

6.1 Resource Envelope and Intergovernmental Transfers

The resource envelope expanded by 14 per cent to UGX 25.09 Tn in FY2018/19 from UGX22 Tn in FY2017/18. The allocation to Local Governments also increased by 18 per cent to UGX 3.12 Tn over the same period as shown in Figure 27. The share of the national budget allocated to LGs increased by 0.3 per cent to 12.4 per cent in FY 2018/19. This allocation remains far below the 38 per cent (net of interest payments) demanded by LGs through the Local Government Association (ULGA). This would bring the allocation to LGs to UGX 8.6Tn thereby alleviating the severe underfunding facing LGs.

Figure 27: Resource Envelope and Transfers to Local Governments

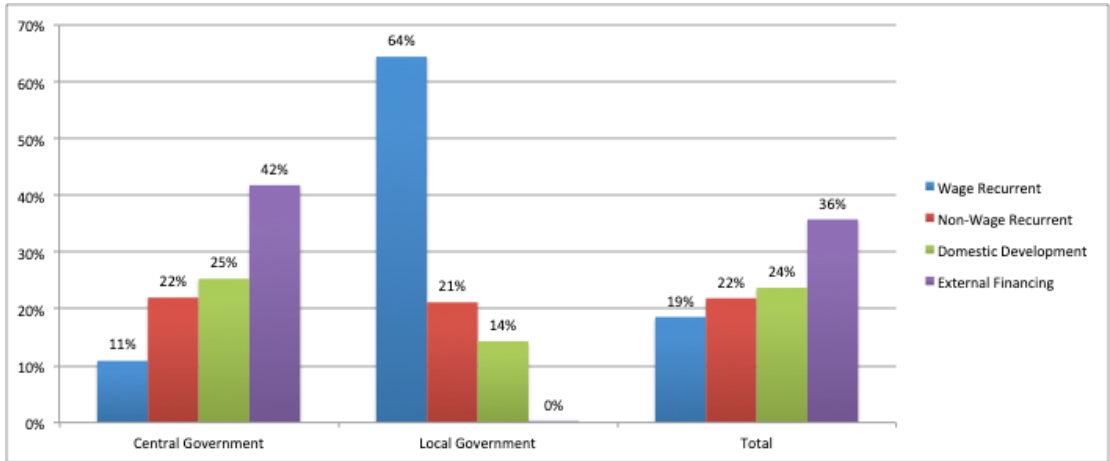
Source: MOFPED Approved estimates of revenue and expenditure FY2015/16 to FY 2018/19

A study by Ggoobi and Lukwago (2018) found that up to UGX 1 Tn meant for LGs was retained by central government MDAs. Freeing up these funds would substantively increase funding to LGs. The MOFPED in the first budget call circular for FY 2020/21 admonished central government MDAs to relinquish control over such funds. It remains to be examined as to whether the MDAs heeded this call (Ramathan Ggoobi, 2019).

6.2 Composition of the National Budget by Function

The national budget for FY 2018/19 constituted 36 per cent external financing. Domestic resources contributed 24 per cent domestic development, 22 per cent non-wage recurrent and 19 per cent wage recurrent. The composition of allocations to the central government followed a similar pattern as shown in Figure 28. External financing accounted for 42 per cent while domestic resources contributed 25 per cent, domestic development, 22 per cent non-wage recurrent and 11 per cent wage recurrent. The pattern of allocations to Local Governments was the reverse. Wage recurrent accounted for 64 per cent followed by non-wage recurrent (21 per cent), domestic development (14 per cent). Contribution of external financing to Local Government budgets was minuscule (MoFPED, 2019).

Figure 28: Composition of the Budget for FY 2018/19 by Function

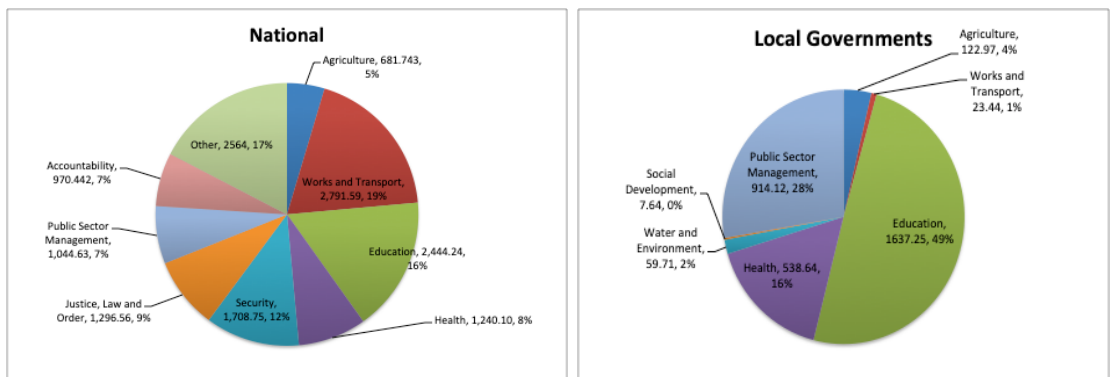


Source: MOFPED Approved estimates of revenue and expenditure FY2015/16 to FY 2018/19

6.3 Budget Allocation by Sector

The allocation of the budget for FY2018/19 by sector depicts a continued dominance of infrastructure in the national budget. Works and transport claimed 18 per cent followed by education (15 per cent) and security (11 per cent) as shown in Figure 29. The allocation to Local Governments was dominated by education, which claimed 49 per cent of the budget. This was followed by Public sector management and health at 28 per cent and 16 per cent respectively. The share allocated to agriculture, which is the mainstay of Uganda’s economy, was just 5 per cent of the national budget and 4 per cent of the Local Government budget.

Figure 29: Sector Allocation of Budget for FY 2018/19

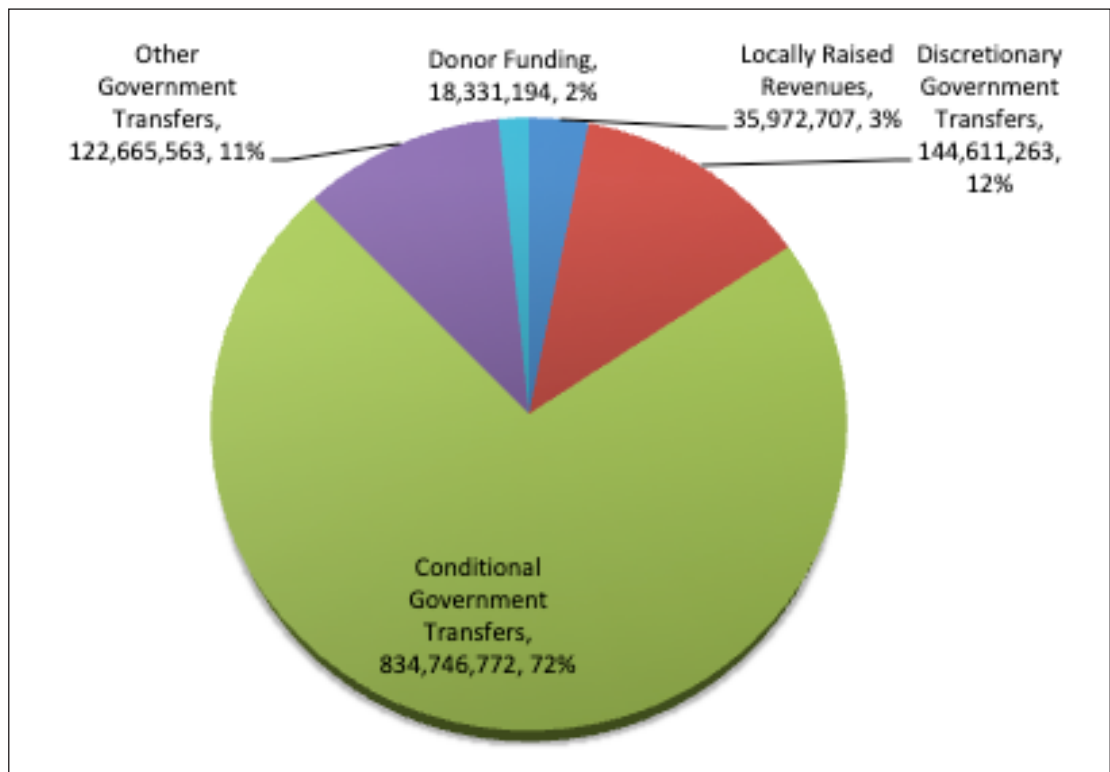


Source: MOFPED Approved estimates of revenue and expenditure FY 2018/19

6.4 District Resource Envelope and Performance

The district resource envelope is an aggregation of central government transfers, donor funding and local revenue. Nationally aggregated information on local revenues and donor funding to Local Governments is not readily available. The information presented under this section, therefore, is limited to the 35 districts covered by this assessment only. For FY 218/19, the total resource envelope of all the 35 districts amounted to UGX 1,156,327,499. The total resource envelope was dominated by central government transfers including, conditional transfers (72 per cent), discretionary transfers (12 per cent) and other government transfers (11 per cent). Donor funding and locally raised revenue accounted for 2 per cent and 3 per cent respectively as shown in Figure 30. It could be deduced from the figure that the districts covered had discretion over up to 15 per cent of their budgets for that year, 3 per cent of which was locally raised revenue and 12 per cent of which was discretionary transfers. The utilization of these discretionary funds is examined in sub-section 6.7.

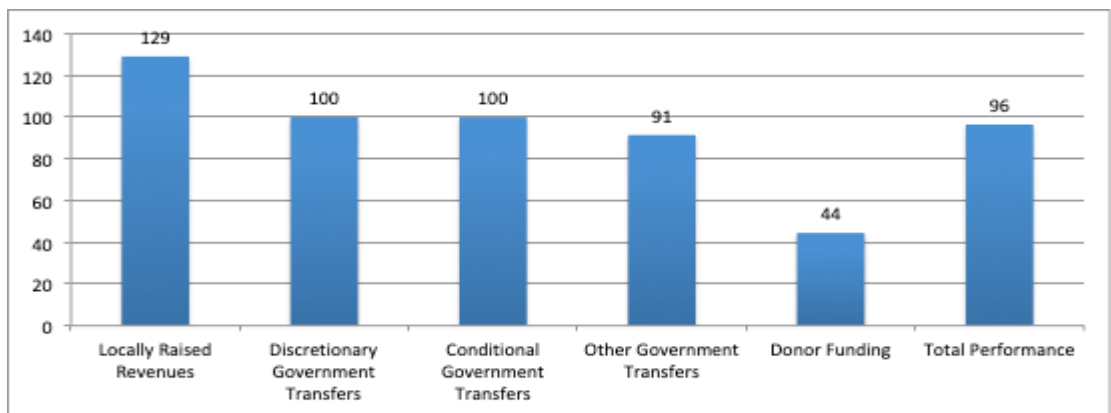
Figure 30: Revenue Sources for Select Districts for 2018/19



Source: Quarter 4/Annual performance reports 2018/19 Source: MOFPED multiple districts

The performance of the revenue sources compares the out turns with the approved budget. The data from the performance reports show that locally raised revenue over performed by 29 per cent (129 per cent) as shown in Figure 31. This over performance may be an indicator of poor revenue forecasting by the districts. Donor funding under performed by 56 per cent (44 per cent). This could signal the un-predictability of donor funding to Local Governments. Performance on central government transfers was far better than the rest at 100 per cent for discretionary and conditional government transfers and 91 per cent for other government transfers. This is an indicator of improved transfer systems in Uganda's public financial management. That said, for purposes of improving accountability, the Local Governments should be tasked to explain performance, which is currently missing from the reports.

Figure 31: District Revenue Performance



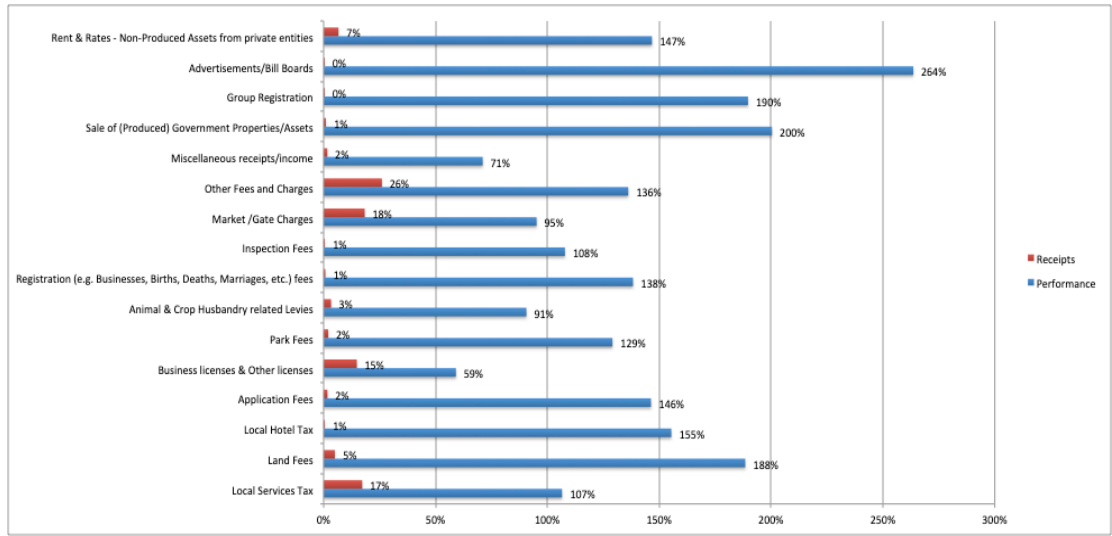
Source: Quarter 4/Annual performance reports 2018/19 Source: MOFPED multiple districts

6.5 Local Revenue Performance

Only 12 out of 35 districts had their performance reports for Q4/ annual for FY 2018/19 from which use of local revenue data by the districts was extracted. The reports show that the main sources of revenue for FY 2018/19 included user charges including market/ gate charges (18 per cent) and other fees and charges (18 per cent) as shown in Figure 32. Business licenses too accounted for a substantive portion of local revenues (15 per cent). In terms of performance, most local revenues were off the approved mark by a large gap. It is clear that while the biggest gaps were in respect to revenue sources that are not easy to predict, forecasts can be extrapolated from

historical performance. Poor forecasting of local revenues by districts meant poor planning and consequently collection, which further undermined local revenue. There is, therefore, urgency for building capacity of Local Governments to collect local revenue data and forecast.

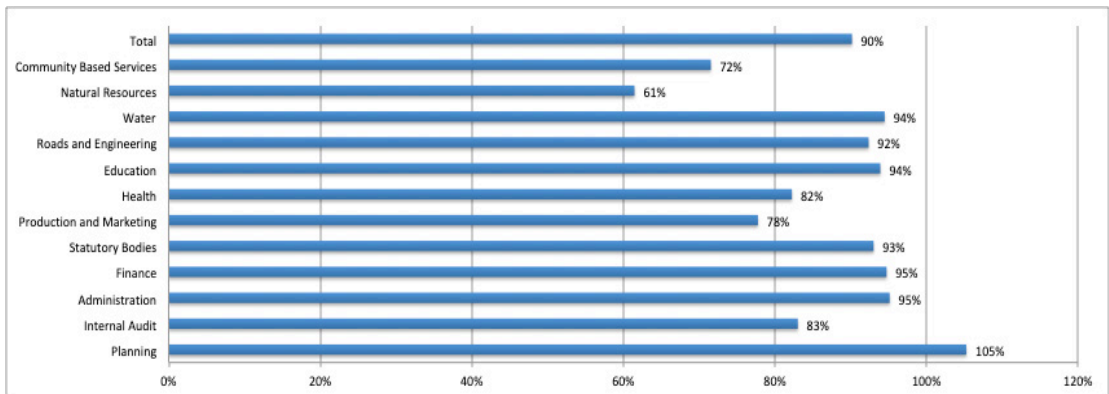
Figure 32: Local Revenue Performance



Source: Quarter 4/Annual performance reports 2018/19 Source: MOFPED multiple districts

6.6 District Budget Performance by Sector

On the expenditure side, the overall performance on the aggregation of the budgets of the 35 districts for FY 2018/19 was good at 93 per cent as shown in Figure 33. There are however sectors/departments whose out turns were off the approved budget by more than 20 per cent. They included Community Based Services at 72 per cent, Natural Resources at 61 per cent and Production and Marketing at 78 per cent. Under performance was reportedly due to budget cuts for central government transfers and failure to raise expected local revenue by the districts.

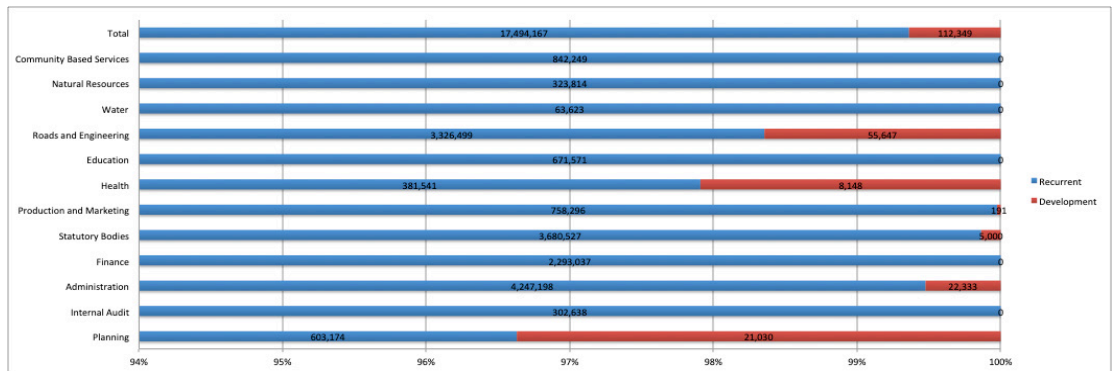
Figure 33: District Budget Performance by Sector

Source: Quarter 4/Annual performance reports 2018/19 Source: MOFPED multiple districts

6.7 Utilization of Local Revenue and Discretionary Transfers by Districts

The utilization of discretionary funds (including local revenue and DDEG) by districts is a point of interest for a couple of reasons. First is that districts are expected use such funds to address service delivery challenges which is a key tenet of decentralisation. Secondly, districts should be able to use discretionary funds to invest in strategic areas that would widen their local revenue base. Performance reports for FY 2018/19 showed that for the 35 districts covered by this assessment, administration accounted for 24 per cent and 31 per cent of the budgets for local revenue and DDEG respectively. The districts covered raised a total of UGX 17,606,516 for FY 2018/19 of which UGX 17,494,167 was used for recurrent expenditure. Development expenditure accounted for less than 1 per cent. In terms of sectors/departments, most of the funds were spent on administration, statutory bodies, Roads and Engineering, and Finance as shown in Figure 34.

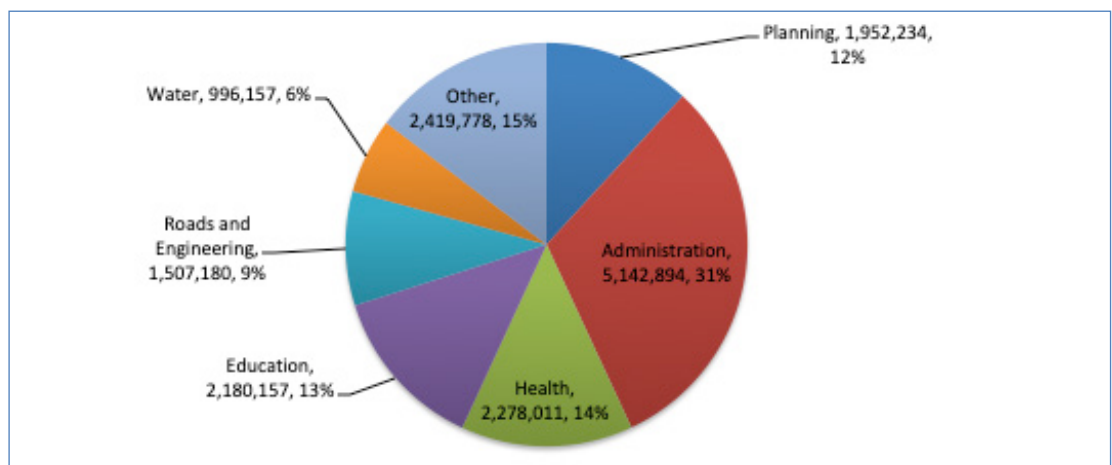
Figure 34: Utilization of local revenue by districts (UGX'000)



Source: Quarter 4/Annual performance reports 2018/19 Source: MOFPED multiple districts

The total allocation for Discretionary Development Equalization Grant (DDEG) for all the 35 districts covered by this assessment was UGX 16,476,411 for FY 2018/19 all of which was allocated to development. Administration accounted for the biggest share at 31 per cent followed by health (14 per cent), Education (13 per cent), Planning (12 per cent), Roads & Engineering (9 per cent) and water (6 per cent) as shown in Figure 35. This pattern is not in line with the DDEG guidelines, which require a minimum of 70 per cent of the grant to be used for social infrastructure in sectors such as education, health, water and social development. The guidelines indicate

Figure 35: Allocation of DDEG Grants by Sector



Source: Quarter 4/Annual performance reports 2018/19 Source: MOFPED multiple districts

that administration, which claims the biggest share DDEG is supposed to be limited to a maximum of 15 per cent. These mis-alignments raise twin questions on the extent to which the budgeting guidelines are adhered to by Local Governments and the measures in place to ensure compliance in the budget system.

6.8 Effect of Public Financial Management Reforms on Local Government Financing

The MoFPED has been implementing several reforms as indicated at the beginning of this chapter. This section highlights some of the effects of these reforms on Local Government financing and accountability at the district level. This section largely uses information garnered through ACODE's Quarterly Budget and Service Delivery Monitoring Exercise (BSDME). The undertaking focuses on the display of budget information at service delivery units, time lag of receiving funds from the beginning of the quarter, perspectives of frontline staff on systems and policies as well as perspectives of service users. Usually, the BSDME covers 24 to 25 of the 35 districts covered by this assessment.

6.9 Timeliness of receipt of funds

The MOFPED committed to releasing funds by the 10th of the first month per quarter to allow enough time for the Local Governments to implement activities. The findings of ACODE's BSDME for Q4 FY 2018/19 showed that that the time lag had reduced tremendously. On average, most of the administrative units received funds within the first two weeks of Q4 FY 2018/19 as shown in Table 8. There are, however, districts that received funds five to nine weeks after the beginning of the quarter. It is important to establish the factors responsible for this delay so that districts may be helped to improve. The MoFPED had in the past cited failure of Local Governments to fulfill accountability and budgeting requirements for this delay. The districts in some instances blamed the delay on challenges related to the newly introduced online budgeting tools presented in sub-section 6.10.

Table 8: Number of Weeks Grants took to Reach the District Accounts

Type of Grant	Minimum transfer time (in weeks)	Maximum Transfer time (in weeks)	Average Number of weeks
District/ Urban unconditional recurrent grants	0	9	3
Discretionary Development Equalization Grant (DDEG)	1	5	2
Conditional Production and Marketing Grants	0	8	2
Conditional Works and Transport Grants	0	8	3
Conditional Trade and Industry Grants	1	5	2
Conditional Education Grants	0	8	2
Conditional Health Grants	0	8	2
Conditional Water and Environment Grants	0	8	2
Conditional Social Development Grants	0	8	3
Conditional Public Sector Management Grants	0	6	3
Total Grants (if specific grant information is not available)	1	5	2

Source: ACODE BSDME Q4 FY 2018/19

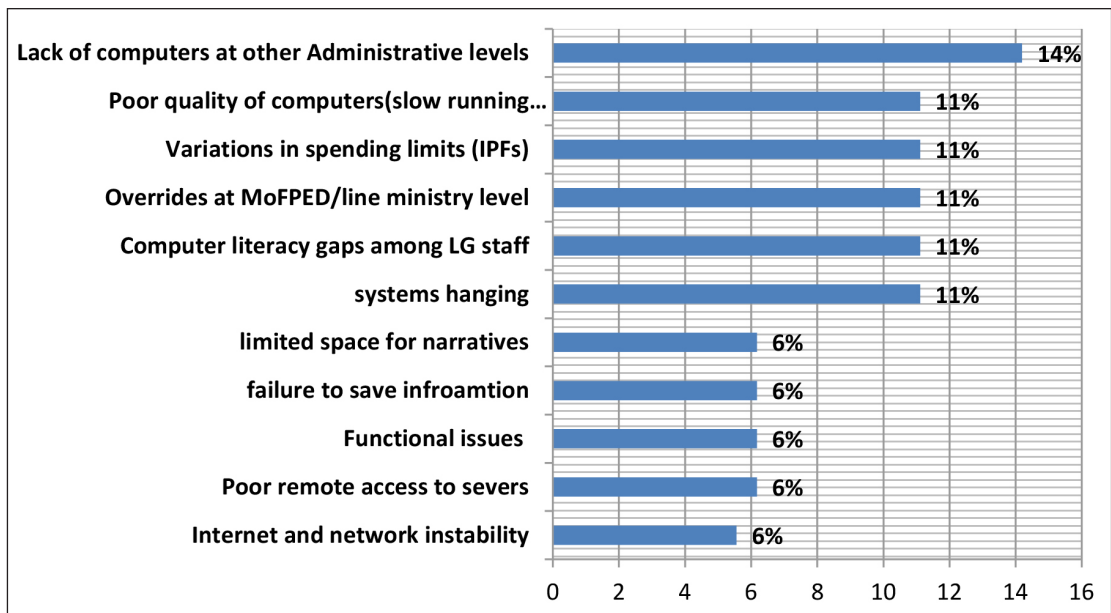
6.10 Perspectives of District Staff on Program Based Budgeting System (PBS)

The MOFPED introduced Program Based Budgeting System (PBS) in 2016 with three major aims. Firstly, strengthening the link between budgets and results of Ministries Departments and Agencies (MDAs) including LGs. Secondly, enhance security with access based on user profiles. Thirdly, facilitate the consolidation of budget documents and reports by MOFPED. Fourthly, improve efficiency in preparation of budget documents. However, the system has faced several challenges since its commissioning including, internet and network instability, poor remote access to serves by the technical team off-site, system functional issues and computer literacy gaps among others. Despite efforts by MoFPED and National Information Technology Authority (NITA) to address these challenges, there are indications that they persist. The situation is compounded by district specific factors.

Whereas the MoFPED trained most of the district staff that manages the PBS, the findings from ACODE's monitoring revealed that only 20 per cent of the respondents reported that they could use the system with ease. While majority (60 per cent)

reported that they found it moderately easy to use, 20 per cent attested that they found it difficult to use. The most common challenges encountered in using the PBS in the last 12 months as reported by the district personnel that manage the system included lack of computers at other administrative levels, functionality issues e.g. failure to capture and save relevant information and limited space for narratives, internet and network instability, computer literacy gaps among Local Government staff, overrides at MoFPED/line ministry level, poor remote access to servers and poor quality of computers (slow running computers) as shown in Figure 36. It is important to note that those that found it difficult to use indicated that they had low levels of computer literacy, which made navigation of the system difficult. There is a need to provide continuous support to the districts on the use and functionality of the PBS.

Figure 36: Main Challenges Faced by PBS Users



Source: ACODE BSDME Q4 FY 2018/19 Data

Conclusion

Inadequate funding of Local Governments remains a big challenge to decentralization in Uganda. Efforts to improve the level of funding to Local Governments and their discretion over their budgets have not yet yielded significant results. The low level of funding continues to weigh down the quality of services provided by Local Governments. The situation is compounded by capture of resources for delivery of devolved services by central government MDAs. Low levels of funding also impacts on the functioning of district Councils by constraining the level of supervision and monitoring.

**A functional water source in
Namabasa 'A' Parish, Namabasa
Sub county, Mbale district.**

Empowering community structures
to maintain service delivery points
ensures ownership, accountability
and sustainability of quality services.



CHAPTER SEVEN

CONCLUSION AND POLICY RECOMMENDATIONS

7.1 Conclusion

As we usher in the third National Development Plan (NDP III – 2020/21 to 2024/25) there are high expectations that the newly created Local Government sector will drive the process of reviving decentralisation and the realization of its promise to the Ugandan people. Calls have been made for review of the PFMA as well as the LGA as a means of revitalizing decentralisation. The findings of this assessment demonstrate that the district could be used to increase citizen participation in planning, accountability (particularly social accountability), citizen mobilization, improving capacities of lower Local Governments, and ultimately service delivery. They also show that it is imperative that the laws, policies and institutional framework are reviewed to ensure adequate funding, greater discretion of LGs in planning and budgeting, for strong oversight by Local Councils. Therefore, bold steps should be undertaken to address both operational and systemic challenges as identified in this assessment report.

7.2 Policy Recommendations

The recommendations from this study are as follows:

- 1. Local Government Financing:** There is need to prioritise financing for Local Governments as mandated by the Constitution. Article 176(2) (d) of the Constitution provides that: “There shall be established for each Local Government unit, a sound financial base with reliable sources of revenue”. Article 191 provides for LGs to levy and appropriate taxes, while Article 193 provides for three types of grants to Local Governments to run decentralized services i.e. unconditional grants, conditional grants, and equalization grants (GOU, 1995). It should be noted that:
 - Financing Local Governments by the Central Government remains insufficient.
 - Local revenue in districts remains meagre (about 3-5 per cent of the total Local Government budgets) and has been so for nearly 15 years.
 - Local Governments remain constrained and unable to provide adequate services to the population as expected in volume and quality (GOU, 2019).

In a study conducted by ACODE in 2019, it was established that approximately UGX 1.06 trillion meant for devolved local government functions is still held by MDAs. The local government sector thus need to strategically engage these sectors to ensure that these monies are released to the local governments just like the Ministry of Finance has advised in the first and second budget call circulars for financial year 2020/21.

2. Research: The Local Government Sector should play a greater role in spearheading and championing policy reforms that impact on the functioning of local governance through conducting targeted research focusing on the following:

- Reforms needed to look into the deficits in local governance performance in relation to other government MDAs;
- The Local Government sector should spearhead scoping studies to inform local governance reforms, facilitate stakeholder consultations, draft pieces of legislation, evaluate and document the impact of policies and laws on the functioning of Local Governments;
- The Local Government sector urgently needs to follow-up with the MoFPED on the implementation of the Uganda Public Finance Management Reform Strategy, the Fiscal Decentralisation Strategy and the Inter-governmental Fiscal Transfer Reforms.
- The Ministry of Local Government (MoLG) together with Ministry of Finance, Planning and Economic Development (MOPPED) should institute a review of the Public Finance Management Act (PFMA) and other Local Government public financial management legislation and regulations. In so many ways the PFMA re-centralises many powers of Local Governments, duplicates functions and creates confusion within accountability relationships among Local Government institutions.

3. Strengthening Social Accountability: The Ministry of Local Government and other stakeholders should focus on strengthening social accountability and oversight at the Local Government level for improved service delivery. This can be achieved through:

- Continuous training and mentorship of Local Government leaders and structures of local Councils on their roles and responsibilities;
- Establishing clear service delivery standards and institute rewards and sanctions for performance of public officials;
- Build capacity of existing structures within local governments including youth councils, women councils, councils for PWDs, associations for the elderly and service delivery unit management committees.

4. **Sharing Resources:** There need for design of arrangements for sharing resources including expertise, information and machinery between central government and Local Governments and among Local Governments. This will: fill capacity gaps faced by Local Governments; and make information about some MDAs' potential to aid Local Governments in revenue forecasting, natural resource conservation and use, planning and budgeting for service delivery to be readily available for use by Local Governments.
5. **Intergovernmental Relations:** Review intergovernmental relations to ensure proper coordination, cooperation and minimizing conflict. The key relationships that require scrutiny include the relationship between the Central Government MDAs and the district, the district and the sub-counties, districts and municipalities.
6. **Smart Partnerships:** There is need for local governments to establish smart partnerships with other stakeholders to attract financial resources, technical expertise, and other forms of support need by local governments to effectively deliver services to the people. Therefore, the legal framework should provide sound basis for partnerships between Local Governments and non-state actors including development partners, CSOs, and the private sector.
7. **Rationalise LG Responsibilities:** Rationalise the Local Government responsibilities to bring them in line with the existing Local Government structure (134 Districts Councils, one (1) City Council and 5 City Divisions, 41, Municipalities and 124 Municipal Divisions, 425 Town Councils and 1,671 sub counties)⁵⁹ and technological advancements. The newly introduced systems could potentially increase efficiency thereby making it possible for the district to effectively manage service delivery at a lower cost as opposed to sub-counties.
8. **Local Revenue:** Revive the intergovernmental revenue sharing system, which would incentivize Local Governments to collect local revenue as well as foster cooperation among different levels. There is need for a mechanism for monitoring and reporting on implementation of LG audit recommendations nation-wide. It is not clear to what extent the recommendations are implemented, which weakens accountability.
9. **Citizen Participation and Engagement:** There is need to strengthening frameworks for citizen participation by rationalizing approaches and costs involved and leveraging advancements in information communications technology. The Local Governments need to be given clear guidelines on citizen participation in planning and budgeting. Currently, the convening of citizen participation events is at the discretion of the Local Governments with little latitude to influence policy decisions at that level. It is also important that citizen participation is accompanied by civic education of citizens. There is need for deliberate effort from the Ministry of Local Government to support citizen engagement to demand better services

⁵⁹ Ministry of Local Government (2019)

through increasing citizen voice, and engagement with government to improve quality of service delivery.

- 10. Conflict Resolution in Local Governments:** There is need for deliberate conflict resolution arrangements to minimize the adverse impact of skirmishes on functioning of the district bodies. The findings show that conflicts greatly impact on performance of Councils and ultimately service delivery.
- 11. Capacity Strengthening of Local Government Structures:** The Ministry of Local Government and Stakeholders ought to focus on strengthening accountability and oversight at the Local Government level for improved service. This can be achieved through a number of interventions including: continuous training and mentorship of Local Government leaders and structures of local Councils on their roles and responsibilities; deepening public participation and oversight within Local Governments by improving leadership and accountability for results; strengthening the standards, reward and sanctions systems for public officials, challenging the norms, attitudes and behaviours that fuel poor performance; enhancing key systems, standards and accountability institutions at the national and sub-national level and strengthening accountability processes within Local Governments
- 12. Empower Local Structures:** Empowering existing local structures within the Local Government set up to be drivers for accountability at the local level. This would facilitate regular service delivery-related engagements between Local Governments, the various committees (Youth Councils, Women Councils, Associations for Older persons, SMCs, WUMCs and HUMCs) and administrative units to spur development and promote accountability.
- 13. Public Finance Management:** Strengthen the role of the district Council in Public Financial Management by clarifying the role of LGPACs in audit and reporting. It is not un-common to find that the district budget approved by Council is at variance with that which is reported during periodic reporting to the MoFPED by the technical arm of the district.
- 14. Monitoring Compliance:** The ministry of Local Government needs to develop a mechanism for monitoring compliance with guidelines including budgeting, rules of procedure among others and provide support services to assist Local Governments that are not meeting the minimum standards. Absence of such a mechanism makes it possible to flaunt procedures with impunity.

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ANNEXES

Annex 1: Local Government Scorecard Researchers and Research Assistants

Region	District	Lead Researcher	Researcher Assistant
Northern Uganda	1. Gulu	Walter Akena Independent Researcher Choice FM, Gulu.	Babra Nighty Lamwaka Field Researcher Trocaire Uganda Gulu office
	2. Nwoya	Nelson Obol Project Manager for Health and outreaches Gulu Mission Initiative.	Miriam Gabriella Abalo Independent Researcher
	3. Lira	Claudia Apio Acting Executive Director, Lira NGO Forum.	Chealcious Angom Project Officer, Ama Cradle for Development – Lira.
	4. Agago	Walter Akena Independent Researcher Choice FM, Gulu.	Lilly Achayo Independent Researcher
	5. Amuru	Kenneth Rubangakene Independent Researcher	Ronald Ogwanh Independent Researcher
	6. Apac	Angela Opai Independent Researcher,	Arum Felix George Ojok The Apac Anti-Corruption Coalition (TAACC)
West Nile Sub region	7. Arua	Lillian Driwaru Executive Director, Youth Development Initiative – West Nile (YDI-WN).	Liberia Munduru Program Officer RICE – West Nile.
	8. Nebbi	Robert Ronnie Rupiny Branch Focal Person - EPR Uganda Red Cross Society-Nebbi Branch	George Okot Onegi Programme Officer, Caritas – Nebbi.
	9. Moyo	Charles Mawadri Director of Programmes, Global Aim	Chris Asigaci Independent Researcher,

Region	District	Lead Researcher	Researcher Assistant
Teso Sub Region	10. Soroti	Paul Okiring Programme Coordinator; Teso Anticorruption Coalition (TAC)	Dinah Atai M&E Officer Teso Anti-corruption Coalition (TAC).
	11. Amuria	Michael Epiangu Programme Coordinator; Amuria Child and Family Integrated Development Organisation (ACFID).	Teddy Atingo Independent Researcher,
	12. Tororo	Judith M. Nagginda Independent Researcher.	Stephen Jean Oppong Tutor Communication Skills - Bake For Life College Tororo
Bugisu Sub Region	13. Mbale	Amuza Wamono Programme Manager; Bugisu NGO Forum.	Steven Masiga Administrator; MUK Mbale study centre.
	14. Bududa	Amuza Wamono Rathe Consult International Ltd (RCI)	Sarah Watsemba Catherine Independent Researcher
Busoga Region	15. Kamuli	Abdu Evra Muyingo Independent Researcher.	Geoffrey Namukoye Team Leader; Uganda Development Service – Kamuli.
	16. Jinja	Emmanuel Engoru Partner & Legal officer; <i>iOrsusN Co. Ltd,</i> Kampala, Uganda.	Daniel Samuel Luba Independent Researcher.
	17. Kaliro	Abdu Evra Muyingo Independent Researcher.	Geoffrey Wabuda Independent Researcher
Karamoja Sub Region	18. Moroto	Stephen Abura Programme Manager; Karamoja Agro- Pastoral Development Programme.	Agnes Lolem Administrative Assistant; Karamoja Teachers College
	19. Nakapiripirit	Simon Alasco Kiru Project Officer/ Livelihoods; Institute for International Cooperation and Development (C&D).	Jenifer Auma

Region	District	Lead Researcher	Researcher Assistant
Central Region	20. Mukono	Stephen Ssemakula Chief Executive Officer; Community Development Concern, Mukono, Uganda.	Deoson Kigoonya Lead Partner; Lasmotec Consults, Mukono, Uganda.
	21. Wakiso	Ronah Ainembabazi Independent Researcher.	Martin Kikambuse Independent Researcher.
	22. Luwero	John Segujja Executive Director; Community Development and Child Welfare Initiative (CODI).	Christopher Musisi Field Operations Manager; Nakaseke Community Child Care (NCCC)
	23. Lwengo	Stephen Ssemakula Chief Executive Officer Community Development Concern, Mukono, Uganda.	Joseph Ddamba Operations Manager Nakawuuka Water Supply & Sanitation.
	24. Mpigi	Daniel Samuel Luba Independent Researcher.	Christopher Musisi Field Operations Manager Nakaseke Community Child Care (NCCC)
Western Region	25. Rukungiri	Assumpta Tumuramye Independent Researcher.	Sunday Silver Muhwezi Programmes Coordinator Rukungiri Civil Society Forum.
	26. Kanungu	Rogers Ampumaza Head of Programme Mend the Broken Hearts Uganda (MBHU).	Apollo Twinamatsiko Executive Director Baptist Agency for Development Uganda (BAD).
	27. Mbarara	Geoffrey Rukyamuzi Independent Researcher	Edinah Nuwasasira Coordinator Greater Mbarara Civil Society Forum, Mbarara, Uganda.
	28. Sheema	Elias Mwine Muhairwe Project Manager; Advocate for Environment Conservation.	Ahabwe Edmund Projects Support Officer (P.S.O) Kanaama Interactive Community Support Organisation (KICS)

Region	District	Lead Researcher	Researcher Assistant
	29. Kabale	Moses Bahati Assistant Lecturer in the department of business studies, Kabale University.	Benja Twinomuhwezi Programs Officer - Kick corruption out of Uganda.
	30. Kisoro	Bernard Mbereyinka Programs Coordinator - Ubuntu Community Empowerment Foundation (UCEF).	Teddy Iratwibutse Executive Director, CODECA
	31. Ntungamo	Geoffrey Rukyamuzi Independent Researcher	Flavia Ninsiima Lecturer; Management Training and Advisory Center [MTAC]
Mid-Western	32. Kabarole	David Mugarra Kabarole Research And Resource Center	Richard Tusiime Kabarole Research and Resource Centre
	33. Hoima	Robert Rukahemura Assistant Programs Officer African Centre for Trade and Development (ACTADE), Hoima.	Kevin Nakiranda Child Sponsorship Development Assistant - Buhimba ADP World Vision – Uganda.
	34. Buliisa	Micah Asiku Executive Director Community Development and Conservation Agency (CODECA).	Richard Kajura Program Coordinator Lake Albert Children Women Advocacy and Development Organization (LACWADO).
	35. Masindi	Micah Asiku Executive Director Community Development and Conservation Agency (CODECA).	Albert Mwesigwa Independent Researcher

Annex 2: Performance of District Councils

Performance		Legislation										Accountability				Planning and Budgeting				Monitoring Service Delivery											
District	2016/17	2018/19	Rules of Procedure	Membership to ULGA	Committees of Council	Motions passed by the Council	Ordinances	Conflict Resolution Initiatives	Public Hearings	Legislative Resources	Petitions	Capacity Building	Sub Total	Fiscal Accountability	Political Accountability	Administrative Accountability	Involvement of CSO	Principles of Accountability	Sub Total	Plans, Vision and Mission	District Budget	Local Revenue	Sub Total	Education	Health	Water	Roads	Agriculture	FAL	ENR	Sub Total
Max Score	100	100	2	2	3	3	3	1	2	4	2	3	25	4	8	8	2	3	25	5	4	11	20	5	5	4	4	4	4	4	30
Kabarole	73	87	2	2	3	3	1	0	2	4	2	3	19	4	6	8	2	1	21	5	4	11	20	5	5	4	4	4	4	4	27
Gulu	82	86	2	2	3	3	1	2	4	1	3	22	4	8	6	2	2	2	22	5	4	9	18	5	3	4	4	2	2	4	24
Mpigi	73	80	2	0	3	3	1	2	2	1	3	20	3	6	7	2	1	1	19	5	4	9	18	5	5	4	4	0	1	23	
Nebbi	37	79	2	1	2	1	3	1	0	4	1	3	18	4	5	8	2	1	20	5	4	11	20	5	5	0	4	0	3	21	
Soroti	55	76	2	2	3	3	1	1	1	4	1	1	18	3	5	8	2	1	19	5	4	7	16	5	5	3	3	1	3	23	
Jinja	52	73	2	1	3	3	1	1	3	1	3	1	21	4	6	3	2	0	15	5	4	7	16	5	5	3	4	0	0	21	
Wakiso	73	72	2	0	3	3	0	0	3	2	3	16	4	5	6	2	1	1	18	4	4	9	17	3	5	3	4	0	3	21	
Amuria	64	71	2	0	0	3	3	1	1	2	2	16	4	7	1	2	0	0	14	5	4	9	18	5	5	3	4	0	2	23	
Kanungu	57	71	2	1	3	2	0	1	0	3	1	2	15	3	7	6	2	3	21	5	4	7	16	4	4	3	3	1	2	19	
Agago	64	70	2	2	1	3	3	1	2	3	2	3	22	4	5	2	0	0	16	5	4	2	11	4	4	3	3	0	4	21	
Ntungamo	64	70	2	0	2	3	1	1	0	4	2	3	18	1	6	8	2	0	17	5	3	7	15	5	3	0	4	0	4	20	
Apac	40	68	2	0	2	2	3	1	0	3	1	3	17	4	5	3	2	0	14	5	4	2	11	3	5	4	4	2	4	26	
Bulisa	46	68	2	1	1	3	3	1	0	3	2	0	16	4	6	4	2	0	16	5	3	4	12	5	5	3	3	2	3	24	
Kaliro	36	68	2	2	2	3	0	1	0	2	2	16	4	4	4	3	2	1	14	5	4	9	18	3	5	3	3	0	3	20	
Lwengo	56	68	2	1	0	3	3	1	2	3	2	3	20	4	5	7	2	0	18	5	4	7	16	4	4	3	3	0	0	14	
Lira	59	66	2	1	3	2	3	0	1	4	2	2	20	3	5	3	2	0	13	5	4	4	13	4	4	3	3	0	3	20	
Mbarara	37	65	2	2	3	3	1	1	0	3	1	17	3	3	5	2	0	0	13	5	4	6	15	3	3	4	2	2	4	20	
Luwero	64	64	2	1	3	2	0	1	0	2	1	3	15	3	4	3	2	0	12	4	4	9	17	3	3	4	4	0	2	20	
Mbale	64	64	2	1	1	3	0	0	0	2	2	12	4	3	4	2	0	0	13	5	4	4	13	5	4	4	4	2	2	26	
Mukono	50	64	2	1	1	3	3	1	0	2	1	1	17	3	3	6	2	0	14	5	4	9	18	4	4	3	3	1	1	17	
Arua	29	63	2	1	2	2	3	1	2	1	2	1	15	3	5	7	2	0	17	5	3	2	10	3	3	3	3	1	3	19	
Amuru	49	61	2	2	2	2	3	1	0	3	1	3	19	3	6	3	2	1	15	5	4	4	13	5	3	2	0	0	4	14	
Moyo	52	61	2	1	0	3	3	1	0	3	2	3	18	4	4	3	2	0	13	5	3	2	10	4	4	3	3	0	3	20	
Nwoya	44	61	2	1	1	3	3	1	2	3	2	3	21	3	6	8	2	0	19	5	4	2	11	2	1	1	1	0	1	10	
Kabale	36	55	2	2	2	2	3	0	0	4	0	3	15	4	5	4	2	0	15	5	4	0	9	5	5	4	2	0	0	16	
Kamuli	41	55	2	0	2	2	3	1	0	2	0	1	13	2	3	6	2	0	13	5	4	2	11	4	4	2	3	2	0	3	18
Masindi	55	50	2	0	1	3	3	1	0	3	2	3	18	4	5	6	2	0	17	5	4	6	15	0	0	0	0	0	0	0	
Moroto	40	50	2	1	0	1	3	1	0	2	2	3	15	4	5	3	2	1	15	5	4	2	11	2	0	2	1	1	0	3	9
Rukungiri	54	50	2	1	3	2	3	1	0	4	2	2	20	2	4	6	2	1	15	5	4	4	13	0	0	0	0	1	0	1	

Performance		Legislation										Accountability					Planning and Budgeting				Monitoring Service Delivery											
District	2016/17	2018/19	Rules of Procedure	Membership to ULGA	Committees of Council	Motions passed by the Council	Ordinances	Conflict Resolution	Initiatives	Public Hearings	Legislative Resources	Petitions	Capacity Building	Sub Total	Fiscal Accountability	Political Accountability	Administrative Accountability	Involvement of CSO	Principles of Accountability	Sub Total	Plans, Vision and Mission	District Budget	Local Revenue	Sub Total	Education	Health	Water	Roads	Agriculture	FAL	ENR	Sub Total
	Max Score	100	100	2	2	3	3	3	1	2	2	4	2	3	25	4	8	8	2	3	25	5	4	11	20	5	5	4	4	4	4	4
Hoiima	59	48	2	1	3	1	0	1	0	2	2	1	1	12	2	6	3	2	0	13	5	5	0	9	1	5	4	2	1	0	1	14
Sheema	27	46	0	0	3	0	1	0	3	0	3	0	1	8	0	3	2	2	1	8	5	4	2	11	5	5	4	2	0	1	2	19
Kisoro	38	41	2	0	0	2	0	1	2	2	2	1	2	12	2	5	5	2	0	14	5	4	2	11	0	0	0	4	0	0	4	
Nakapiripiri	48	40	2	1	0	2	1	0	2	3	2	1	1	14	1	5	6	2	1	15	5	4	2	11	0	0	0	0	0	0	0	
Tororo	34	38	2	1	2	1	0	1	0	2	1	0	1	10	3	3	2	2	0	10	5	4	2	11	2	2	0	0	0	3	7	
Bududa	40	25	2	0	1	2	0	1	0	3	0	1	1	8	2	2	2	1	0	7	4	4	2	10	0	0	0	0	0	0	0	
Average	51	62	2	1	2	2	2	1	1	3	1	3	1	16	3	5	5	2	0	15	5	4	5	14	3	2	2	2	1	2	17	

Annex 3: Performance of District Chairpersons

Name	Identifiers		Scores 2016/17 & 2018/19	Political Leadership						Legislative Role			Contact with Electorate		Initiation of Projects			Monitoring Service Delivery															
	Gender	District		Terms	DEC	Monitoring Admin	State of Affairs	Oversight Civil Servants	Commissions/Boards	Central Govt	Sub Total	Council	Motions Executive	Sub Total	Meetings Electorate	Issues by Electorate	Sub Total	Projects Initiated	Communal Projects	NGOs	Sub Total	Agriculture	Health	Schools	Roads	Water Sources	FAL	Environment	Sub Total				
Richard Rwabuhinga	M	Kabarole	NRM	2	90	96	100	3	5	2	4	2	4	20	2	8	5	15	5	10	3	2	5	10	7	7	7	7	5	45			
Martin Ojara Mpenduzi	M	Gulu	FDC	2	91	94	94	3	5	2	4	2	4	20	0	4	5	9	5	10	3	2	5	10	7	7	7	7	5	45			
Alex Orengo Alot	M	Lira	UPC	2	71	84	84	3	4	2	3	2	4	18	2	4	3	9	5	10	3	1	5	9	6	7	7	7	0	38			
Sam Wadri Nyakua	M	Arua	NRM	2	36	84	84	3	4	2	4	2	4	19	2	6	3	11	4	2	6	3	2	5	10	7	7	7	0	38			
Tumusiime J.B. Barnaturaki	M	Mbarara	NRM	1	59	83	83	3	5	2	2	2	4	18	2	4	3	9	4	2	6	3	2	5	10	7	7	7	0	5	40		
Wycliffe Ibanda	M	Kaliro	NRM	2	64	81	81	3	5	2	2	1	4	17	2	6	0	8	5	2	7	3	2	5	10	5	7	7	5	3	39		
Ronald Ndatwala	M	Luwero	NRM	2	79	80	80	1	5	1	4	2	3	16	2	2	5	9	5	10	3	1	5	9	7	7	7	7	0	5	36		
Josephine Kasya	F	Kanungu	NRM	4	69	80	80	3	4	2	2	2	4	17	2	6	3	11	5	10	3	1	5	9	5	6	7	7	3	0	33		
Patrick Okello Oryema	M	Nwoya	IND	2	84	78	78	3	5	2	4	2	2	18	2	6	3	11	5	10	3	2	5	10	3	7	7	7	3	3	29		
Bob Okae	M	Apac	UPC	2	48	77	77	3	4	2	0	4	15	0	4	0	4	5	10	3	2	5	10	7	5	4	7	5	5	3	38		
Titus Kisambira Mutanda	M	Jinja	NRM	1	36	77	77	3	4	2	4	2	4	19	2	6	3	11	2	4	3	2	4	3	2	5	10	7	7	5	0	2	33
George Mutabaazi	M	Lwengo	NRM	2	78	76	76	1	4	2	3	2	3	15	0	4	3	7	5	10	3	1	5	9	7	4	6	6	4	4	35		
Simon Agaba Kinene	M	Bullisa	IND	1	70	76	76	2	5	2	3	2	3	17	2	6	0	8	5	10	3	1	5	9	6	7	6	6	2	3	32		
Bernard Mujasi	M	Mbale	NRM	4	0	76	76	0	5	2	3	2	2	14	2	4	0	6	5	10	3	1	5	9	7	7	7	5	3	5	37		
Maita Lwanga Bwanika	M	Wakiso	DP	2	80	75	75	0	2	2	3	1	3	11	2	6	0	8	5	10	1	1	5	7	7	6	6	6	2	5	39		
Denis Simpson Singahache	M	Ntungamo	NRM	2	71	75	75	2	5	1	4	2	4	18	2	4	0	6	2	4	0	2	0	2	7	7	7	7	5	5	45		
Michael Lakony	M	Amuru	FDC	1	31	74	74	3	5	2	2	2	2	16	2	4	0	6	5	10	3	2	5	10	3	7	3	7	0	5	32		
Patrick Kehwa	M	Kabale	NRM	2	67	72	72	1	4	2	2	2	4	15	2	4	3	9	2	5	7	3	1	5	9	6	6	3	7	2	3	32	
Cosmas Byaruhanga	M	Masindi	NRM	1	70	71	71	1	5	2	3	2	4	17	2	6	3	11	5	10	3	1	5	9	3	7	7	7	0	0	24		
David Kabigumira	M	Sheema	NRM	1	50	71	71	0	4	0	2	2	4	13	2	6	0	8	5	10	3	1	5	9	7	7	7	2	3	0	31		
Thomas Kategere	M	Kamuli	NRM	1	83	70	70	0	5	0	4	2	3	14	2	6	7	15	3	2	5	10	3	2	5	4	6	6	2	2	4	26	
Leonard Opio Ojok	M	Agago	NRM	1	77	68	68	3	5	2	4	2	4	20	2	6	3	11	5	10	3	2	5	10	2	2	6	6	2	0	4	22	
George Egunyru	M	Soroti	NRM	2	54	68	68	3	4	2	0	1	1	11	2	4	3	9	2	4	3	1	5	9	5	7	7	6	6	0	4	35	
Andrew Keem Napaja	M	Moroto	NRM	1	63	66	66	1	5	2	3	1	3	15	2	2	0	4	3	5	8	0	2	5	7	6	6	2	6	4	2	32	
John Nangiro	M	Nakapiripit	IND	1	52	66	66	3	5	2	3	2	4	19	2	6	0	8	5	10	3	2	5	10	6	2	7	0	0	2	19		
Robert Okitoi Erisat	M	Amuria	UPC	1	88	63	63	1	4	2	4	2	4	17	2	6	0	8	5	10	3	1	5	2	3	2	7	3	3	0	2	23	
Peter Claver Mutuluza	M	Mpigi	NRM	1	75	63	63	2	4	1	4	1	4	16	2	4	0	6	5	10	3	1	5	9	2	6	6	6	2	0	0	22	

Name	Identifiers				Scores 2016/17 & 2018/19		Political Leadership						Legislative Role			Contact with Electorate			Initiation of Projects				Monitoring Service Delivery								
	Gender	District	Political Party	Terms	2016/17	2018/19	DEC	Monitoring Admin	State of Affairs	Oversight Civil Servants	Commissions/Boards	Central Gov't	Sub Total	Council	Motions Executive	Bills by Executive	Sub Total	Meetings Electorate	Issues by Electorate	Sub Total	Projects Initiated	Communal Projects	NGOs	Sub Total	Agriculture	Health	Schools	Roads	Water Sources	FAL	Environment
Andrewson C. Kateebire	M	Rukungiri	NRM	1	71	63	3	4	2	4	2	4	19	2	6	0	8	3	2	5	3	1	3	7	6	6	2	2	0	2	24
Williams Anyama	M	Moyo	NRM	1	58	61	3	4	2	3	2	4	18	2	6	0	8	4	5	9	3	1	5	9	7	6	0	0	0	4	17
Kadiri Kirungi	M	Hoima	NRM	1	61	58	0	4	2	2	3	13	0	4	0	4	4	5	9	1	0	5	6	0	7	5	7	4	0	3	26
Wilson Watira	M	Bududa	NRM	2	57	56	1	4	1	2	2	4	14	2	2	0	4	5	10	3	2	5	10	2	6	2	2	2	2	2	18
Andrew Ssenyonga	M	Mukono	NRM	1	32	56	2	5	2	0	1	2	10	2	4	3	9	5	5	10	3	1	5	9	2	6	2	2	0	4	18
Abel Bizimana	M	Kisoro	NRM	1	32	34	1	4	2	2	1	3	10	2	6	0	8	2	5	7	3	1	5	9	0	0	0	0	0	0	0
Average Score					62	72	2	4	2	3	2	3	16	2	5	2	9	4	4	8	3	1	5	9	5	5	5	4	2	3	29

Annex 4: Performance of Speakers Of Council

Name	Political Party	Identifiers		Performance			Presiding over Council						Contact Electorate		LLG	Monitoring NPPAs												
		Constituency	District	Gender	Terms Served	2016/17	2018/19	% Change	Chairing Council	Rules of Procedure	Business Committee	Records Book	Record of Motions	Special Skills		Sub Total	Meetings Electorate	Coordinating Centre	Participation in LLG	Health	Education	Agriculture	Water	Roads	FAL	Environment	Sub Total	
Maximum Scores						100	92	2	3	9	3	2	3	5	25	11	9	10	7	7	7	7	7	5	5	45		
Stella Kyorampe	NRM	Kabende/Kijura	Kabarole	F	1	90	92	2	3	9	3	2	3	0	20	11	9	20	10	7	7	7	7	5	2	42		
Charles Beshesya	NRM	Kirima	Kanungu	M	2	72	77	7	3	9	3	2	3	0	20	8	9	17	2	7	3	7	7	2	5	38		
George Opio Rashid	UPC	Ojwina Div	Lira	M	3	49	75	53	3	7	3	2	3	0	18	8	9	17	4	7	3	7	7	0	5	36		
Ongan Kizito	NRM	Nyaravur	Nabbi	M	2		75		3	9	3	2	3	0	20	8	9	17	6	7	0	6	7	0	5	32		
James Turyamubona	NRM	Kebisoni	Rukungiri	M	1	52	75	44	3	9	3	2	0	0	17	7	9	16	4	7	3	7	7	2	5	38		
John Okeka	NRM	PWD	Tororo	M	2	43	74	72	3	7	2	2	3	0	17	11	9	20	10	5	5	7	4	2	0	4	27	
Peter Obong Acuda	UPC	Akokoro	Apac	M	1		73		2	9	3	2	3	0	19	11	9	20	8	7	5	5	4	1	0	4	26	
Mafabi Muhammed	IND	Bubyangungu	Mbale	M	3	94	73	-22	3	9	3	2	3	0	20	7	9	16	6	7	7	3	7	3	2	2	31	
Elijah Atuhaire	NRM	Rushenyi	Ntungamo	M	5	75	73	-3	3	9	2	2	3	0	19	11	9	20	10	5	5	4	1	1	4	4	24	
Stephen Olebe	UPC	PWD	Soroti	M	2	42	73	74	3	9	2	2	3	0	19	11	9	20	10	3	3	1	5	5	3	4	24	
Onduma Sulaiman	NRM	Katirini	Arua	M	1	44	72	64	3	9	3	2	3	2	22	1	9	10	10	7	5	5	5	4	3	1	30	
Nathan Isingoma	NRM	Busisi	Hoima	M	2	57	69	21	3	9	3	2	0	0	17	1	9	10	6	7	1	7	7	2	5	36		
John Bosco Olwoch	NRM	Lokole	Agago	M	1	52	67	29	2	7	1	2	3	0	15	10	5	15	4	5	5	5	5	4	4	33		
Tonny Okello	NRM	Lii	Nwoya	M	1	59	67	14	3	7	2	2	0	0	14	11	9	20	4	3	7	3	7	7	0	2	29	
Michael M. Nyende	NRM	Buyengo	Jinja	M	1	39	66	69	3	8	2	2	0	0	15	10	9	19	10	6	5	0	5	5	0	1	22	
Dithan Kikabi Mayanja	NRM	Kikyusa	Luwero	M	2	55	66	20	3	6	2	2	3	0	18	11	6	17	4	3	7	7	3	0	0	27		
John Okwonga	FDC	Unyama	Gulu	M	2	63	65	3	3	9	2	2	3	0	19	7	5	12	4	3	6	1	7	7	0	2	30	
Bwiriire Sanon Nadeeba	NRM	Youth	Kaliro	M	2	18	64	256	3	9	0	2	3	3	20	10	6	16	0	2	0	7	4	5	5	28		
Rose Adero	NRM	Nadunget	Moroto	F	4	69	62	-10	3	7	2	2	3	0	17	11	9	20	4	5	5	1	5	1	0	4	21	
Richard Ssejamba	NRM	Nkozi	Mpigi	M	1	45	62	38	2	9	2	2	3	0	18	0	9	9	6	5	5	5	5	0	4	29		
Geofrey Natubu	NRM	Buluheke	Bududa	M	4	59	61	3	3	4	2	0	3	0	12	11	9	20	6	3	7	3	1	5	2	2	23	
William Matovu Saitoti	NRM	Kisekka	Lwengo	M	2	51	61	20	2	7	1	2	3	0	15	8	5	13	4	5	5	5	5	0	4	29		
Richard Lochoto	NRM	Namalu	Nakapiripirit	M	1	84	54	-36	2	7	2	0	0	0	11	6	9	15	8	5	5	0	5	0	5	0	20	
Baram Ndyaguma Baram	NRM	Youth	Mbarara	M	1	57	53	-7	3	2	3	2	3	0	13	7	9	16	0	3	3	3	3	7	0	5	24	
Moses Kiriya	NRM	Karu	Masindi	M	2	41	52	27	3	9	3	2	3	0	20	8	9	17	0	5	0	0	5	0	0	15		
Simon Nsubuga	DP	Wakiso T/C	Wakiso	M	2	67	51	-24	2	7	3	2	3	0	17	8	9	17	4	1	1	5	0	1	1	4	13	
Denis Rom	IND	Lamogi	Amuru	M	2	62	51	-18	2	7	2	2	3	0	16	8	9	17	0	2	2	3	3	0	3	0	5	18
Charles Otim	NRM	Morungatuny & Olwa	Amuria	M	1		50		2	9	1	2	3	0	17	11	5	16	0	3	3	1	1	3	2	4	17	

Name	Political Party	Constituency	District	Gender	Terms Served	Performance		Presiding over Council						Contact Electorate			LLG	Monitoring NPPAs											
						2016/17	2018/19	% Change	Charing Council	Rules of Procedure	Business Committee	Records Book	Record of Motions	Special Skills	Sub Total	Meetings Electorate	Coordinating Centre	Sub Total	Participation in LLG	Health	Education	Agriculture	Water	Roads	FAL	Environment	Sub Total		
Maximum Scores						100	100	35	3	9	3	2	0	0	0	0	6	25	11	9	20	10	7	7	7	7	5	5	45
Dennis Lyada	NRM	Bugulumba	Kamuli	M	1	77	50	-35	2	4	0	0	0	0	0	6	5	10	9	19	0	5	5	1	5	1	4	4	25
Martin Chaiga	NRM	Moyo	Moyo	M	3	57	47	-18	3	7	2	2	3	0	17	7	9	16	0	5	5	1	1	1	1	0	1	1	14
Ermanuel Mbonye	NRM	Mpatta	Mukono	M	1	61	47	-23	3	7	2	2	3	0	17	10	9	19	0	5	1	1	1	1	1	1	1	1	11
Loy Zikampereza	NRM	Butanda	Kabale	F	5	52	43	-17	2	7	2	2	3	0	16	0	9	9	4	0	4	5	0	1	0	4	14		
Amos Hakizimana	NRM	Murora	Kisoro	M	2	24	41	71	3	7	1	2	3	0	16	8	9	17	0	5	0	1	1	0	0	1	0	8	
Nicholas Kwarija	NRM	Youth	Sheema	M	1	56	39	-30	1	4	1	0	3	0	9	11	2	13	6	0	1	0	1	7	1	1	1	11	
Robert Kirungi	IND	Buliisa TC	Buliisa	M	1	51	23	-55	3	4	2	2	3	0	14	0	9	9	0	0	0	0	0	0	0	0	0	0	0
Average						57	61	18	3	7	2	2	2	0	17	8	8	16	4	5	4	3	4	4	4	1	3	24	

Annex 5: Councillors' Performance

Agago

Name	Identifiers		Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs											
	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills		Sub Total	Meeting Electorate	Office	Sub Total	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	7	7	7	7	7	5	5	45	
James Cosmas Okidi	NRM	Lamiyo	M	1	62	86	39	8	8	0	0	16	11	9	20	7	7	7	7	0	0	5	40	
Morrish Ocana	NRM	Wol	M	1	51	84	65	8	8	5	0	21	11	9	20	4	7	7	7	2	2	2	39	
John Bosco Oloya	NRM	Omiya Pacwa	M	1	69	82	19	8	8	5	0	21	7	9	16	6	7	7	7	2	2	2	39	
John Kennedy Anywar	FDC	Kalongo TC	M	2	78	71	-9	8	8	5	0	21	11	9	20	4	7	7	3	3	1	2	26	
Joel Ogal	IND	Lapono	M	2	80	71	-11	8	0	5	0	13	8	9	17	4	7	7	1	5	5	5	37	
Aldo Okwera*	NRM	Patongo	M	1	74	64	-14	8	0	5	1	14	10	5	15	10	5	5	5	5	0	0	25	
Charles Bright Ongaya*	IND	Paimol	M	1	22	63	186	8	8	2	0	18	10	5	15	10	5	5	5	5	0	0	20	
Samuel Ojok Kitang*	NRM	Lira Palwo	M	2	71	61	-14	8	8	5	0	21	10	5	15	4	5	5	0	5	1	0	21	
Paska Akello Opio*	NRM	Lamiyo/Lira Palwo	F	1	47	52	11	8	0	5	0	13	10	5	15	4	5	5	0	5	0	0	20	
San Santo Ongom	NRM	Adilang	M	1	36	49	36	8	0	5	0	13	7	5	12	4	5	5	0	1	5	0	4	20
Aquilino Lukoch Okello*	NRM	PWD	M	2	24	49	104	8	8	5	1	22	3	5	8	4	5	5	0	5	0	0	15	
John Risto Eleki Okeny*	IND	Parabongo	M	1	48	46	-4	8	8	5	0	21	3	5	8	10	1	1	0	5	0	0	7	
Nighty Alaro Olwoch*	NRM	Patongo/ Katomor	F	2	46	46	0	8	8	2	0	18	3	5	8	0	5	5	0	5	0	0	20	
Berna Achuma*	NRM	Adilang	F	1	83	41	-51	1	0	0	0	1	7	5	12	4	5	5	0	5	0	4	24	
Charles Kidega*	FDC	Arum	M	1	47	41	-13	8	8	2	0	18	0	9	9	4	5	5	0	0	0	0	10	
Teddy Lalam	NRM	Patongo TC	F	1	25	40	60	8	0	2	0	10	10	5	15	4	5	5	0	0	0	1	11	
Deogratious Menyua*	NRM	Patongo TC	M	1	40	33	-18	8	8	2	0	18	0	5	5	0	5	5	0	0	0	0	10	
Rosemary Akumu*	NRM	Kalongo TC	F	1	51	32	-37	1	8	0	0	9	3	5	8	4	5	1	0	5	0	0	11	
Denis Bua*	UPC	Kotomor	M	2	30	32	7	8	8	0	0	16	0	5	5	4	5	1	0	0	1	0	7	
Florence Lamunu Komakech	IND	Older Persons	F	4	51	31	-39	8	0	2	1	11	0	9	9	4	7	0	0	0	0	0	7	
Charles Okidi Anikiton*	NRM	Youth	M	1	25	31	24	8	0	5	0	13	0	5	5	4	0	0	5	0	0	4	9	
Santo Opoka*	IND	Agago TC	M	1	28	29	4	8	8	2	0	18	0	5	5	0	1	5	0	0	0	0	6	
Anna Grace Apio	NRM	Agago TC	F	1	42	27	-36	8	0	0	0	8	3	5	8	10	0	0	0	1	0	0	1	

Identifiers			Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs											
Name	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	LLG	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10		7	7	7	7	7	5	5	45
James Opio*	NRM	Older Persons	M	1	3	24	700	1	8	0	0	9	0	5	5	0		5	5	0	0	0	0	0	10
Scovia Vento Akoi*	NRM	PWD	F	2	25	19	-24	8	0	2	0	10	0	5	5	4		0	0	0	0	0	0	0	0
Mary Akello Ojera*	FDC	Lapono	F	1	42	14	-67	1	8	0	0	9	0	5	5	0		0	0	0	0	0	0	0	0
Joseph Opang Ongwech*	FDC	Omot	M	1	42	14	-67	1	8	0	0	9	0	5	5	0		0	0	0	0	0	0	0	0
Pamela Denish Akur *	FDC	Paimol/Omiya Pacowa	F	1	17	13	-24	8	0	0	0	8	0	5	5	0		0	0	0	0	0	0	0	0
Anna Florence Alanyo*	NRM	Wol	F	1	45	13	-71	8	0	0	0	8	0	5	5	0		0	0	0	0	0	0	0	0
Pamela Ayot Ocan*	NRM	Youth	F	1	22	13	-41	8	0	0	0	8	0	5	5	0		0	0	0	0	0	0	0	0
Rose Mary Akoi*	NRM	Omot/ Arum	F	1	38	5	-87	0	0	0	0	0	0	5	5	0		0	0	0	0	0	0	0	0
Average					44	41	20	7	4	2	0	13	4	6	10	4		4	3	1	2	2	0	1	14

*Assessed Using Secondary Data

Amuria

Name	Political	Constituency	Gender	Terms Served	Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs																
					2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate		Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total						
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	7	7	7	7	7	7	7	5	5	45
Moses Emabu	UPC	Ogolai	M	1	82	90	10	8	7	5	0	20	11	9	20	8	7	7	7	7	7	7	7	7	7	7	7	7	2	5	42
David Ewayu	IND	Kuju & Abia	M	2	84	84	0	8	2	5	1	16	11	9	20	10	7	7	3	7	7	7	7	7	7	7	7	2	5	38	
Silver Omer Ecomu	UPC	Asamuk	M	2	83	81	-2	8	0	5	0	13	11	9	20	10	7	7	7	7	7	7	7	7	7	7	2	1	38		
Kokas Erusu	NRM	Akeriau	M	1	68	76	12	3	8	2	0	13	11	9	20	8	7	7	7	7	7	7	7	7	7	7	1	5	35		
Sebbi Okwi	NRM	Amuria T/C	M	1	86	73	-15	8	0	5	0	13	11	9	20	10	3	7	3	7	3	7	3	7	3	7	2	5	30		
Simon Etwonu	FDC	Orungo	M	1	58	70	21	8	7	0	0	15	11	9	20	6	5	5	5	5	5	5	5	5	5	5	0	4	29		
Paul Esogu Ebrilish	UPC	Apeduru	M	1	54	66	22	8	7	5	0	20	11	9	20	10	5	5	1	4	1	0	0	16							
Emmanuel Aule	UPC	Abariela	M	1	71	64	-10	8	7	5	0	20	8	9	17	0	5	5	5	5	5	1	1	27							
Beatrice Ayano Jennipher	NRM	Morungatuny, Ogolai & Olwa	F	1	41	64	56	8	0	5	0	13	11	9	20	10	5	5	3	0	1	5	2	21							
Irene Ilalu	FDC	Asamuk Apeduru	F	1	80	67	-16	8	8	5	0	21	11	9	20	0	5	5	5	5	5	1	0	26							
Martha Apio	NRM	Amuria T/C	F	1	77	54	-30	1	0	0	0	1	11	9	20	2	3	7	7	3	2	2	31								
Judith Amedo	NRM	Akeriau, Ogongora, Orungo	F	2	61	46	-25	3	8	0	0	11	0	9	9	4	5	5	7	0	1	0	4	22							
Charles Engoru Echemu	NRM	PWD	M	2	29	45	55	8	0	5	0	13	0	9	9	8	5	5	1	1	1	1	15								
Mary Arotin	NRM	PWD	F	1	47	33	-30	8	0	5	0	13	1	9	10	0	5	5	0	0	0	0	10								
Peter Eregu Opolot*	IND	Willia	M	1	29	14	-52	8	0	5	0	13	0	0	0	0	0	0	0	0	0	0	1								
Joseph Collins Obwalinga*		Workers	M	1		13		8	0	5	0	13	0	0	0	0	0	0	0	0	0	0	0								
Agnes Abeda	UPC	Kuju/Willia / Abia	F	1	61	30	-51	8	0	0	0	8	0	9	9	11	1	1	0	0	0	0	0	2							
Eugene Amodoi Okoubong*	NRM	Older Persons	M	1		8		8	0	0	0	8	0	0	0	0	0	0	0	0	0	0	0	0							
Elizabeth Anyait Oriokot*	NRM	Older Persons	F	1		8		8	0	0	0	8	0	0	0	0	0	0	0	0	0	0	0	0							
Margaret Etulu	NRM	Youth	F	1	34	6	-82	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6								
Margaret Idiamat*	NRM	Abariela	F	1	34	1	-97	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1								
Average					60	47	-21	6	3	3	0	12	6	6	12	4	4	4	3	3	3	1	2	20							

*Assessed Using Secondary Data

Amuru

Name	Identifiers			Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs							
	Political	Constituency	Gender	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores				100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	5	5	45
John Bosco Ocan	FDC	Atiak S/C	M	73	80	10	8	8	5	0	21	11	9	20	6	7	7	7	3	0	2	33
Apollo Kagwa Okello	FDC	Amuru S/C	M	54	62	15	1	8	2	0	11	8	9	17	6	7	7	3	1	3	2	28
Catherine Apio Oywa	FDC	Pabbo S/C	F	65	56	-14	3	8	2	0	13	8	9	17	10	0	7	7	0	0	0	16
Richard Abola Lacaka	FDC	Pabbo S/C	M	31	54	74	3	0	2	0	5	8	9	17	6	3	7	3	7	1	0	26
Lucy Adong	FDC	Amuru S/C	F	40	45	13	1	0	0	0	1	8	9	17	6	7	7	0	0	2	5	21
Alice Akello Ekanya	FDC	Atiak S/C	F	39	44	13	8	0	2	1	11	7	9	16	6	0	1	3	3	0	0	11
Martine Akera	NRM	Amuru TC	M	66	42	-36	7	8	2	0	17	3	6	9	0	0	1	0	7	3	0	16
Jennifer Adoch	FDC	Lamogi S/C	F	25	40	60	3	8	0	0	11	0	2	2	0	7	3	3	7	0	0	27
Jane Naku*	NRM	Youth	F	23	21	-9	8	8	5	0	21	0	0	0	0	0	0	0	0	0	0	0
Santo Lawrence Okumu*	NRM	PWD	M	19	19	0	8	2	1	19	0	0	0	0	0	0	0	0	0	0	0	0
Denish Ojok Mapenduzi	NRM	Youth	M	5	16	220	3	8	5	0	16	0	0	0	0	0	0	0	0	0	0	0
Pamela Abwot*	NRM	Amuru TC	F	39	9	-77	1	8	0	0	9	0	0	0	0	0	0	0	0	0	0	0
Tom Okello Airi	NRM	Older Persons	M	24	9	-63	1	8	0	0	9	0	0	0	0	0	0	0	0	0	0	0
Nighty Aparo*	NRM	PWD	F	3	9	200	1	8	0	0	9	0	0	0	0	0	0	0	0	0	0	0
Caroline Monica Aber*	NRM	Workers	F	1	9		1	8	0	0	9	0	0	0	0	0	0	0	0	0	0	0
Rose Lapor*	NRM	Older Persons	F																			
Average				34	32	22	4	6	2	0	11	3	4	7	3	2	2	2	1	0	2	11

*Assessed Using Secondary Data

Apac

Name	Identifiers		Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs										
	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Susan Achola Engola	UPC	Chegere	F	1	68	73	7	8	8	5	0	21	7	9	16	10	4	5	5	5	1	1	5	26
Odongo Asanti	UPC	Ibuje	M			73		8	8	5	0	21	10	9	19	10	7	7	3	3	0	0	0	23
Tonny Jasper Odongo	UPC	Apac S/C	M	2	89	70	-21	8	8	5	0	21	8	9	17	2	1	1	7	7	2	5	30	
David Odora	NRM	Chegere	M	1	38	67	76	8	8	2	0	18	8	6	14	10	5	5	5	5	1	0	4	25
Opur De Apac	UPC	Older Persons	M	1		63		8	8	0	1	17	8	9	17	0	1	5	5	5	4	4	4	29
Andrew Awany	UPC	Atik Div	M	1		60		8	8	2	0	18	11	9	20	4	0	5	1	0	7	1	4	18
Monica Amono	UPC	Apac S/C	F	1		59		8	8	5	0	21	1	9	10	10	5	5	1	1	5	0	1	18
Susan Atomorac	UPC	Akokoro	F	1		53		8	8	0	0	16	7	2	9	10	5	5	1	1	5	0	1	18
Dorcus Otim Angwec	UPC	Arocha& Atik	F	3		53		8	8	5	0	21	8	9	17	6	1	3	1	3	0	0	1	9
Florence Acuma	IND	Youth	F	2	23	52	126	8	8	2	0	18	7	9	16	6	0	5	1	0	5	0	1	12
Geoffrey Otim Malakwang	UPC	Arocha Div	M	1		47		8	8	5	1	22	1	5	6	2	5	5	1	0	1	0	5	17
Caroline Adong Jobal	UPC	Ibuje	F	3		47		8	8	0	0	16	7	9	16	0	5	4	5	0	1	0	0	15
Veronica Opimo	UPC	Akere & Agulu Div	F	1		43		1	8	0	0	9	11	5	16	0	1	1	1	5	5	1	4	18
Christopher Agum	IND	Youth	M	1	37	33	-11	8	8	2	0	18	10	2	12	0	0	0	1	0	1	0	1	3
Sarah Alem Acheng*	NRM	PWD	F		21	32	52	3	8	5	0	16	0	9	9	0	7	0	0	0	0	0	0	7
Fred Odur Ojok	UPC	Akere Div	M	1		31		8	8	2	0	18	0	2	2	0	0	1	0	5	5	0	0	11
Gilbert Egwel Opyene	NRM	Agulu Div	M	3	40	26	-35	8	8	5	0	21	0	5	5	0	0	0	0	0	0	0	0	0
Neilson Abili*	NRM	PWD	M		26	26	0	8	8	0	0	16	0	9	9	0	0	1	0	0	0	0	0	1
Margaret Ewany	IND	Older persons	F	1	44	19	-57	1	8	0	0	9	4	5	9	0	0	0	0	0	0	0	1	1
Average					43	49	15	7	8	3	0	18	6	7	13	4	2	3	2	2	3	0	2	15

*Assessed Using Secondary Data

Arua

Name	Political	Identifiers		Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs									
		Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub Total		Meeting Electorate	Office	Sub Total	Health	Education	Agriculture	Water	Roads	FAL	ENR
Maximum Scores					100	100	8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Lujji Candini	NRM	Arivu	M	3	48	80	67	8	5	1	22	11	9	20	0	7	7	3	7	2	5	5	38
Kamillo Sabo	NRM	Aroi	M	5	42	80	90	8	5	0	21	4	9	13	10	7	7	5	7	1	2	36	
Patrick Eguma	IND	Pajulu	M	2	21	75	257	8	0	0	16	11	9	20	10	5	5	5	0	4	29		
Cosmas Ayikobua	NRM	Ajia	M	2	24	72	200	1	8	0	10	11	9	20	10	5	7	5	5	1	4	32	
Moses Amat	NRM	Dadamu	M	2	34	71	109	8	8	0	16	11	9	20	10	5	5	1	5	0	4	25	
Joyce Lekuru Draguma	NRM	Manibe/Aroi	F	3	42	70	67	8	5	1	22	8	9	17	10	5	4	5	1	0	21		
Michael Wena Bayo	NRM	All-VU	M	1	51	67	31	8	8	0	16	11	9	20	10	5	5	5	0	1	21		
Augustine Vuni	NRM	Odupi	M	1	27	62	130	8	5	0	21	10	9	19	10	5	0	1	0	5	0	1	12
Peter Thonyek	NRM	Pawor	M	2	35	59	69	8	0	1	17	11	9	20	10	5	5	0	0	1	0	1	12
Boniface O Allioni	NRM	Logiri	M	2	16	58	263	8	0	5	0	13	3	9	12	4	5	4	5	5	1	4	29
Joyce Amaguru	NRM	Oluoko	F	1	51	52	2	1	0	0	2	4	9	13	0	7	5	7	5	7	5	1	37
Alfred R Mawa	IND	Rhino Camp	M	1	41	52	27	1	0	0	1	11	9	20	10	7	7	0	1	3	2	1	21
Regina Paricia	NRM	Oluoko/Dadamu	F	1	40	50	25	8	1	0	9	4	9	13	10	5	3	1	5	0	0	4	18
Emily Abaru Edema	NRM	Uriama/Odupi	F	1	45	50	11	8	0	0	8	1	9	10	10	5	5	1	4	5	1	1	22
Night Asara Eyoru	FDC	Arua Hill Div	F	2	30	47	57	8	8	5	0	4	9	13	4	0	0	0	5	0	0	4	9
Natalia Drateru	NRM	Arivu/Ajia	F	4	9	46	411	8	8	5	1	22	4	9	13	0	5	0	0	1	0	1	11
Luke Asua	NRM	Adumi	M	2	28	45	61	1	8	0	0	9	11	20	10	1	1	1	0	1	1	1	6
Joyce Dezu	NRM	Older Persons	F	1	27	42	56	1	8	0	0	4	9	13	0	7	3	1	0	5	0	4	20
Faustine Yikita*	NRM	Ayivuni	M	2	32	39	22	8	2	0	18	0	9	9	10	1	1	0	0	0	0	0	2
Grace Munduru*	NRM	Pawor/Ogoko/Rhino Camp	F	1	21	38	81	8	8	0	0	16	0	9	10	1	1	0	0	1	0	0	3
Reuben Michael Candia	NRM	Rigbo	M	1	25	38	52	8	8	0	0	16	0	9	10	1	1	0	0	1	0	0	3
Victoria Candiru	NRM	Omugo	F	1	43	36	-16	1	0	0	1	1	9	10	10	5	4	1	0	4	0	1	15
Cyрил Eriku	NRM	Older Persons	M	1	29	32	10	1	8	0	0	9	0	9	6	1	1	1	4	0	0	1	8
Geoffrey Opima*	FDC	Bileafe	M	3	8	31	288	8	8	0	0	16	0	9	4	1	1	0	0	0	0	0	2
Jesca Candiru Abedi*	NRM	All-VU	F	2	49	29	-41	1	8	0	0	9	1	9	10	0	0	0	0	0	0	0	0

Name		Political		Constituency		Identifiers		Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs									
								2016/17	2018/2019	% Change	Penalty	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores								100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Josephine Candiru*	NRM						F	8	28	250	1	8	0	0	9	0	9	9	10	0	0	0	0	0	0	0	0
Bernard Murozi*	NRM						M	54	28	-48	8	0	0	0	8	1	9	10	10	0	0	0	0	0	0	0	0
Faima Letiru*	NRM						F	24	27	13	1	8	0	0	9	0	9	9	6	1	1	0	1	0	0	0	3
Stella Aletiru*	NRM						F	27	27	0	8	8	2	0	18	0	9	9	0	0	0	0	0	0	0	0	0
Peter Bosses Arubaku*	NRM						M	68	26	-62	1	8	0	0	9	0	9	9	6	1	1	0	0	0	0	0	2
Mayor O.S Buga*	FDC						M	19	25	32	8	8	0	0	16	0	9	9	0	0	0	0	0	0	0	0	0
Sam Zablon Ezama	NRM						M	33	25	-24	0	1	0	0	1	0	9	9	10	1	1	1	0	0	1	5	
Genesis Acema Dria*	NRM						M	32	22	-31	8	0	5	0	13	0	9	9	0	0	0	0	0	0	0	0	0
Edward Akua*	NRM						M	28	22	-21	1	8	2	0	11	0	9	9	0	1	1	0	0	0	0	0	2
Sam Onzia Olema*	NRM						M	12	19	58	1	8	0	0	9	0	9	9	0	1	0	0	0	0	0	1	
Ben Atanzio Aligooa*	NRM						M	45	18	-60	1	8	0	0	9	0	9	9	0	0	0	0	0	0	0	0	
Pariyo Anguyo*	NRM						M	10	18	80	1	8	0	0	9	0	9	9	0	0	0	0	0	0	0	0	
Jully Anikuru*	NRM						F	11	12	9	1	1	0	0	2	0	9	9	0	1	0	0	0	0	0	1	
Muzamil Onzima*	NRM						M	12	11	-8	1	1	0	0	2	0	9	9	0	0	0	0	0	0	0	0	
Jerry Omba*	NRM						M	12	11	-8	1	1	0	0	2	0	9	9	0	0	0	0	0	0	0	0	
Sunday Linse Lenia&	NRM						F	8	10	25	1	0	0	0	1	0	9	9	0	0	0	0	0	0	0	0	
Beatrice Candiru*	NRM						F	19	10	-47	1	0	0	0	1	0	9	9	0	0	0	0	0	0	0	0	
Mary Adakuru*	NRM						F	6	10	67	1	0	0	0	1	0	9	9	0	0	0	0	0	0	0	0	
Sam Eribo*	NRM						M	42	9	-79	0	0	0	0	0	0	9	9	0	0	0	0	0	0	0	0	
Stanley W Odipio*	NRM						M	16	9	-44	0	0	0	0	0	0	9	9	0	0	0	0	0	0	0	0	
Lydia Juria*	NRM						F	7	9	29	0	0	0	0	0	0	9	9	0	0	0	0	0	0	0	0	
Hamza A Manzu	FDC						M	Deceased																			
Afsa Abbas Candiru	NRM						F	Deceased																			
Christine Debo	NRM						F	Deceased																			
Average								29	37	53	4	5	1	0	10	3	9	12	5	2	2	1	1	2	0	1	10

*Assessed Using Secondary Data

Bududa

Name	Political	Constituency	Gender	Terms Served	Performance		Legislation				Contact Electorate		LLG	Monitoring NPPAs										
					2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub Total		Meeting Electorate	Office	Sub Total	Sub country Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR
Maximum Scores					100	100	8	8	5	4	25	11	9	20	10	7	7	7	7	7	7	5	5	45
Patrick Meru Kuloba	NRM	Bubiita	M	3	41	67	63	1	8	0	0	9	10	9	19	6	5	5	5	5	4	4	33	
Yonasani Bululu	NRM	Bududa	M	1	67	66	-1	8	0	5	1	14	6	9	15	6	7	7	3	5	0	4	31	
Koloto Wekhola Mukhwana	NRM	Bukigai	M	2	47	57	21	1	0	5	0	6	6	9	15	6	5	5	5	5	1	4	30	
Ben Makomu	NRM	Nabweya	M	1	41	56	37	1	0	5	1	7	3	9	12	10	5	5	1	5	1	5	27	
Stephen Musuto	NRM	Bukalasi	M	2	28	49	75	1	8	0	0	9	6	6	12	6	5	5	5	1	4	1	22	
Teopista Nabusaito	NRM	Nangako	F	1	46	47	2	8	8	5	0	14	3	9	12	10	1	5	1	0	5	0	13	
Aidah Nambuya Mukuwa	NRM	Bukigai/Nabweya	F	1	46	47	2	8	8	5	0	21	3	9	12	6	1	0	1	5	0	1	8	
David Musene Mayeku	NRM	Bumayoka	M	2	47	47	0	1	8	0	0	9	6	9	15	6	5	5	1	1	0	4	17	
Benjamin Kimaswa	NRM	Nakatsi	M	1	36	47	31	8	0	5	1	14	6	9	15	6	1	5	5	0	1	0	12	
Florence Muyama Wakooba	NRM	Bukalasi	M	1	21	46	119	1	0	0	0	1	10	9	19	6	5	5	3	1	5	0	20	
Annet Namono	NRM	PWD	F	3	45	46	2	0	0	0	0	0	10	9	19	6	5	5	5	5	1	0	21	
Zaituni Ngati Makhame	NRM	Bumayoka	F	1	44	45	2	1	0	0	0	1	6	9	15	10	5	1	5	1	5	1	19	
James Masika	NRM	PWD	F	3	28	45	61	1	0	2	1	4	6	9	15	10	1	5	5	0	1	0	16	
Agatha Muyama	NRM	Bududa T/C	F	1	35	42	20	1	0	0	0	1	7	9	16	10	1	5	1	5	1	1	15	
Joseph Mubuku Simuya	NRM	Bushika	M	1	44	42	-5	0	8	0	0	8	6	6	12	4	5	5	1	5	1	0	18	
Rachael Nabulo Martha	NRM	Youth	F	1	60	41	-32	1	0	0	1	2	7	9	16	6	5	5	1	5	0	0	17	
Sylvia Kutosi Khainza	NRM	Nakatsi/Bushika	F	1	40	40	0	1	0	2	0	3	6	9	15	4	5	1	5	5	1	0	18	
Phares Maasa	IND	Workers	M	1		40		0	0	0	0	0	7	6	13	6	5	5	1	5	0	0	21	
Joseph Kaferi Walakira	IND	Naiwanza	M	1	33	38	15	1	8	0	0	9	6	6	12	4	5	1	1	1	1	0	13	
Eriasa Weboya	NRM	Bududa TC	M	2	58	36	-38	1	0	0	1	2	6	6	12	4	1	7	1	5	3	1	18	
Andrew Khauka	NRM	Nangako TC	M	1		35		0	0	0	0	0	11	9	20	6	1	5	0	1	1	0	9	
Solomon Tingu Wamuwaya	NRM	Buwalli	M	2	21	31	48	1	0	0	0	1	6	9	15	6	0	1	0	1	5	1	9	
Billah Wesuta Wataka	NRM	Older Persons	F	1	19	31	63	1	0	0	0	1	3	9	12	10	1	5	1	0	1	0	8	
Penimah Watenga Buwenje	IND	Workers	F	1		30		1	0	0	0	1	3	9	12	2	5	5	1	1	1	1	15	

Identifiers			Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs											
Name	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Robert Wangusi	NRM	Bushiyyi	M	2	18	29	61	1	0	0	0	1	6	6	12	0	5	0	1	1	5	0	4	16
Moris Welishe*	NRM	Bukibokolo	M	1	37	24	-35	1	8	0	0	9	0	0	0	10	5	0	0	0	0	0	0	5
Tereza Mukhwana	NRM	Buwali/Bubiita/Naiwanza	F	1	16	24	50	0	8	0	0	8	6	6	12	4	0	0	0	0	0	0	0	0
Alice Nabuloli	NRM	Bushiyyi & Bulucheke	F	1	36	23	-36	0	0	0	0	0	3	9	12	2	5	1	0	1	1	0	1	9
Dison Nabushisa	NRM	Bushigayi TC	M	1		22		0	0	0	0	0	6	6	12	2	1	0	1	1	1	0	4	8
Zefania Kurto	NRM	Older Persons	M	1	13	22	69	1	0	0	0	1	7	2	9	2	1	5	1	1	1	0	1	10
Bennah Rebecca Namono*	NRM	Bushiribo	F	2	28	11	-61	1	1	0	0	2	6	2	8	0	1	0	0	0	0	0	0	1
Abubaker Wambalo*	NRM	Bumasheti	M	1	23	9	-61	0	0	0	0	0	7	2	9	0	0	0	0	0	0	0	0	0
Sarah Nandutu Kutosi*	NRM	Bukibokolo/Bumasheti	F	1	38	8	-79	1	0	0	0	1	0	0	0	6	1	0	0	0	0	0	0	1
Aidah Kasisi Masika*	NRM	Bududa	F	1	58	5	-91	1	1	0	0	2	0	2	2	0	1	0	0	0	0	0	0	1
James Silver Masolo*	NRM	Bushiribo	M	1	44	2	-95	1	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	1
Moses Wambete*	NRM	Youth	M	1		1		1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Average					37	35	7	1	2	1	0	5	5	7	12	5	3	3	2	2	2	0	1	13

*Assessed Using Secondary Data

Bulisa

Identifiers		Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs								
		2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office		Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores		100	100		8	8	5	4	25	11	9	20	10	7	7	7	5	5	5	45	
Godfrey Byahuka Matongo	NRM	87	81	-7	8	3	5	1	17	11	9	20	6	7	7	7	5	2	2	38	
Gilbert Tibasima	NRM	13	74	469	8	8	5	0	21	11	9	20	10	7	7	0	5	4	0	23	
Teddy Joy Vusia	NRM	35	53	51	1	8	5	1	15	1	9	10	0	7	7	3	1	5	0	28	
Richard Kisebo	IND	39	36	-8	8	8	5	0	21	0	9	9	0	5	1	0	0	0	0	6	
Evelyne Nyakato	NRM		31		1	8	0	0	9	7	9	16	0	1	1	1	1	0	1	6	
Joyce Mbabazi Kadogoli	NRM	82	26	-68	8	8	5	0	21	0	5	5	0	0	0	0	0	0	0	0	
Yofesi Mukonyezi	NRM	79	24	-70	1	8	5	0	14	0	9	9	0	0	1	0	0	0	0	1	
Robina Mulimba	NRM	52	23	-56	8	8	2	0	18	0	5	5	0	0	0	0	0	0	0	0	
Magadelen Narmutebi Mbihya	IND	11	23	109	8	8	2	0	18	0	5	5	0	0	0	0	0	0	0	0	
Julius Manyireki*	NRM	14	23	64	8	8	5	0	21	0	2	2	0	0	0	0	0	0	0	0	
Doreen Akugizibwe	NRM	42	21	-50	1	8	2	0	11	0	9	9	0	0	1	0	0	0	0	1	
Deogratius Kakura	NRM	37	20	-46	3	8	5	0	16	0	2	2	0	1	1	0	0	0	0	2	
Molly Batagancwa	IND	26	20	-23	3	8	2	0	13	0	5	5	0	1	1	0	0	0	0	2	
Margaret Kagole	IND	18	18	0	8	8	0	0	16	0	2	2	0	0	0	0	0	0	0	0	
Jackson Byaruhanga Nandikwa	IND	33	15	-55	1	0	0	0	1	0	9	9	0	1	1	1	0	0	1	5	
Alice Atimango*	NRM	28	15	-46	3	8	2	0	13	0	2	2	0	0	0	0	0	0	0	0	
Didan R. Amama*	NRM	11	13	18	1	8	2	0	11	0	2	2	0	0	0	0	0	0	0	0	
Dison Balikagira*	NRM	14	13	-7	1	8	2	0	11	0	2	2	0	0	0	0	0	0	0	0	
Faith Mugume*	NRM	19	13	-32	1	8	2	0	11	0	2	2	0	0	0	0	0	0	0	0	
Moses Businge*	NRM		13		1	8	2	0	11	0	2	2	0	0	0	0	0	0	0	0	
Average		36	28	14	4	7	3	0	14	2	5	7	1	2	1	0	1	0	1	0	6

*Assessed using Secondary Data

Gulu

Name	Political	Constituency	Gender	Terms Served	Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs										
					2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate		Office	Sub Total	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total	
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	7	5	5	45
Rose Abili Amono	FDC	Bungatira	F	2	80	85	6	8	8	5	0	21	11	9	20	10	7	7	7	7	3	3	2	5	34
Walter Tootika	NRM	Youth	M	1	74	75	1	8	8	5	0	21	11	9	20	0	7	7	3	7	3	2	5	34	
Lillian Stella Lalam	FDC	Awach/ Patiko/Palato	F	2	70	70	0	8	8	5	0	21	11	9	20	0	2	7	3	7	3	2	5	29	
Simon Peter Oola	FDC	Pece Div	M	1	41	62	51	7	8	5	1	21	0	6	6	0	3	6	7	7	7	0	5	35	
Hellen Aber Uma	FDC	Unyama/Paicho	F	1	44	57	30	1	8	5	0	14	3	9	12	2	7	7	7	3	1	2	2	29	
Amos Opgi P'Lakidi	FDC	Bungatira	M	1	41	56	37	8	8	0	0	16	10	2	12	10	5	5	1	5	1	0	1	18	
Patrick Kinyera	FDC	Palato	M	1	46	50	9	1	8	0	0	9	8	9	17	0	3	2	1	7	7	2	2	24	
Denis Ocen Lakwonyero	NRM	PWD	M	1	43	50	16	8	8	0	0	16	0	9	9	0	7	7	5	1	1	2	2	25	
Christopher Opiyo Ateker*	NRM	Awach	M	2	12	48	300	8	8	5	1	22	3	5	8	4	5	5	0	0	0	0	4	14	
Beatrice Aloyo	FDC	Laroo/ Bardege	F	1	37	48	30	1	8	0	0	9	7	2	9	2	7	7	3	1	3	5	2	28	
Justine Simpleman Obol	DP	Laroo Div	F	1	35	45	29	8	8	0	0	16	8	9	17	2	0	0	0	1	7	0	2	10	
Santa Oketta	NRM	Layibi Div	F	3	60	44	-27	8	8	0	0	16	7	2	9	6	0	0	1	5	5	1	1	13	
George Ogwette	IND	Layibi Div	M	1	51	42	-18	8	8	0	0	16	7	5	12	2	0	0	1	5	1	1	4	12	
Richard Maxwell Ocen	FDC	Patiko	M	1	36	42	17	1	8	0	0	9	1	6	7	0	6	4	7	3	0	4	2	26	
Francesca Amony	DP	Pece Div	F	1	43	40	-7	8	8	5	0	21	0	0	0	4	0	0	5	1	5	0	4	15	
Teddy Aciro Luwar	NRM	PWDs	F	1	33	40	21	1	8	0	0	9	0	9	9	0	4	0	7	5	1	0	5	22	
Evelyn Gloria Ploya	IND	Paicho	F	1	36	31	-14	8	8	5	0	21	3	2	5	0	1	0	1	1	1	0	1	5	
Lamech Lambart Akena	NRM	Workers	M	1		29		8	8	2	0	18	0	6	6	0	0	1	1	1	1	0	1	5	
Nancy Akello	NRM	Youth	F	1	30	27	-10	1	8	0	0	9	7	6	13	0	0	0	0	1	1	2	2	5	
Betty Acan Tino*	NRM	Older Persons	F	1	10	18	80	8	8	0	0	16	0	2	2	0	0	0	0	0	0	0	0	0	0
Latigo Okwonga*	NRM	Older Persons	M	1	17	11	-35	3	8	0	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0
Johnny Ben Okello*	FDC	Bardege Div	M	1	9	9	0	1	8	0	0	9	0	0	0	0	0	0	0	0	0	0	0	0	0
Evelyn Lakop	NRM	Workers	F	1		8		1	1	0	0	2	0	2	2	0	0	0	1	1	1	1	1	1	4
Average					40	43	25	5	8	2	0	15	4	5	9	2	3	3	3	3	3	2	1	2	17

*Assessed Using Secondary Data

Hoima

Identifiers		Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs								
		2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office		Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores		100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	5	5	45	
Name	Political																				
		Gender	Terms Served																		
Bernadette Plan	NRM	F	3	Kahora S/C																	
Fredrick B. Kakoraki	NRM	M	2	Kitoba S/C																	
Naume Koojo	NRM	F	2	Kitoba & Buseruka																	
Ashah Kabaramagi	NRM	F	2	Mparo S/C																	
Benson Chiche	NRM	M	1	Buhanika S/C																	
Gerald Crystal Tulinde	NRM	M	1	Kigoroba T/C																	
Swaibu Nyangabyaki	NRM	M	1	Kyabigambire S/C																	
Geofrey Kumakech	NRM	M	2	PWD																	
Joyce Nyakato	NRM	F	1	Kigoroba T/C																	
Jackson Mulindambura Mugenyi	NRM	M	4	Kigoroba S/C																	
Samuel Muganzi	NRM	M	1	Workers																	
Doreen Komukyeya Muhairwe	NRM	F	2	Kyabigambire & Buhanika S/C																	
George J. Mwisigwa	NRM	M	1	Kahora S/C																	
Edward Kusiima	NRM	M	2	PWD																	
Brenda Bridget Kaahwa	NRM	F	1	Workers																	
Joab Kunihira*	NRM	M	2	Mparo S/C																	
Flossy Ayesiga	NRM	F	1	PWD																	
Jane Mugenyi Tunaise	NRM	F	2	Bujumbura/Busisi																	
Geofrey Murungi	NRM	M	1	Youth																	
William Kyahura*	NRM	M	1	Older Persons																	
Joshua Byenkya*	NRM	M	1	Bujumbura S/C																	
Agnes Nyangoma Mukooto*	NRM	F	1	Older Persons																	
Irene Ahtaisibwe*	NRM	F	1	Youth																	
Average			47	42	15	8	8	1	0	17	3	7	11	3	2	2	1	2	1	1	11

*Assessed Using Secondary Data

Jinja

Name	Identifiers		Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs										
	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	5	5	45
Mohammed K. Mbentyo	FDC	Jinja Central Div	M	2	51	70	37	8	8	5	0	21	11	9	20	6	7	1	1	5	1	1	23
Fred Nakyoma	NRM	Mafubira B	M	1	54	66	22	8	8	5	1	22	10	9	19	4	5	5	5	0	0	1	21
Alex Batte Mugisha	NRM	Kakira TC	M	1	43	60	40	8	8	5	0	21	10	9	19	0	4	5	1	1	0	4	20
Juliet Mutesi	NRM	Bugembe T/C	F	2	51	57	12	8	8	5	0	21	6	9	15	6	5	0	0	5	0	0	15
Muzamil Segujja	NRM	Buwenge TC	M	1	27	56	107	8	8	5	0	21	3	9	12	8	7	1	0	0	0	0	15
Fazira Kauma	NRM	PWD	F	2	36	55	53	8	8	5	0	21	11	9	20	4	5	0	0	0	0	0	10
Florence Asio	NRM	Jinja West	F	3	43	54	26	8	8	5	0	21	0	9	9	4	5	5	0	5	0	0	20
Sylvia Mpabulungi	IND	Busedde S/C	F	2	33	54	64	8	8	5	0	21	6	6	12	0	5	0	5	5	0	1	21
Edith Namaganda	NRM	Budondo S/C	F	1	38	53	39	1	8	5	0	14	3	9	12	6	1	5	1	5	0	4	21
Fredrick Muryinwa	NRM	Butagaya S/C	M	1	43	51	19	8	8	2	0	18	0	9	9	4	0	5	4	5	0	1	20
Rose Mukama	NRM	Mafubira S/C	F	3	40	52	30	8	8	2	0	18	3	9	12	10	5	5	0	1	0	0	12
Joshua Bagoole	FDC	Workers	M	1		50		1	8	5	0	14	6	9	15	4	5	5	0	1	0	1	17
Saidi Maaka	FDC	Mpumudde Div	M	1	19	46	142	8	8	5	0	21	11	0	11	4	5	0	0	5	0	0	10
Mohammed Ntuyyo	NRM	Youth	M	1	48	46	-4	8	8	2	0	18	0	9	9	0	5	0	5	0	0	4	19
Charles Kanabi	FDC	Busedde S/C	M	1	50	45	-10	1	8	0	0	9	3	9	12	0	0	5	5	5	0	4	24
Noah M. Kawumba	NRM	Older persons	M	1	25	45	80	8	8	5	0	21	10	6	16	4	0	4	0	0	0	0	4
Resty Naigaga	NRM	Youth	F	1	23	43	87	8	8	2	0	18	0	9	9	6	5	0	0	0	0	0	10
Richard Mbazira	NRM	Walukuba Masese	M	1	33	43	30	8	8	5	0	21	4	2	6	0	5	1	0	1	0	4	16
Aisha Nabudo Bagole	NRM	Butagaya S/C	F	1	42	42	0	1	8	5	0	14	0	9	9	0	0	5	5	5	0	4	19
Immaculate A. Pajjibo	NRM	Workers	F	1	40	40		1	8	2	0	11	10	9	19	0	1	5	0	0	0	4	10
Proscovia Mutibwa	NRM	Buyengo/Buwenge	F	1	23	39	70	8	8	5	0	21	0	9	9	2	5	1	0	1	0	0	7
Baale Bwoya	IND	Budondo S/C	M	1	48	39	-19	6	3	0	0	9	3	9	12	0	4	0	4	5	0	1	18
Neison Byakatonda	NRM	Buwenge S/C	M	4	57	36	-37	3	8	0	0	11	3	9	12	2	0	5	1	1	0	4	11
Jennifer K. Kongo	NRM	Jinja Mun. East	F	1	13	35	169	8	8	5	0	21	3	6	9	0	5	0	0	0	0	0	5
Juliet Agnes Kadama	FDC	Kakira T/C	F	1	21	33	57	3	8	5	0	16	4	6	10	4	0	0	1	0	1	0	3

Identifiers			Performance		Legislation				Contact Electorate			LLG	Monitoring NPAs											
Name	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Patrick Mutaasa*	NRM	PWD	M	3	26	26	0	8	8	5	0	21	0	5	5	0	0	0	0	0	0	0	0	0
David Aga Isabirye*	FDC	Bugembe S/C	M	1	29	21	-28	8	8	0	0	16	0	5	5	0	0	0	0	0	0	0	0	0
Atanansi T. Wantimba*	NRM	Matubira A	M	1	19	18	-5	8	8	0	0	16	0	2	2	0	0	0	0	0	0	0	0	0
Jailia Kito	NRM	Older Persons	F	Deceased																				
Average					36	46	38	6	8	4	0	18	4	7	12	3	3	4	2	2	2	0	1	13

*Assessed Using Secondary Data

Kabale

Name	Identifiers		Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs											
	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub Total		Meeting	Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	7	5	5	45
Johnson Baguma	NRM	Buhara S/C	M	2	50	67	34	8	8	5	0	21	8	5	13	6	7	7	1	7	1	7	0	4	27
Eric Kigunzu Tumwesigye	NRM	Butanda S/C	M	2		63		8	8	5	0	21	8	6	14	4	0	5	5	5	0	4	0	4	24
Ali Karama	NRM	Central Div	M	4		53		1	8	5	0	14	0	9	9	6	5	5	5	0	0	4	0	4	24
George Saturday	NRM	Youth	M	1	16	51	219	8	8	0	0	16	11	6	17	0	5	5	1	5	1	0	1	0	18
Bridget Asiinga Tumwesigye	NRM	Kyanamira	F	1	45	47	4	1	8	0	0	9	3	2	5	8	5	5	5	5	0	0	0	0	25
Christine Tuyakira	NRM	Kitumba S/C	F	1		44		1	8	0	0	9	6	9	15	6	1	1	1	5	5	0	1	14	
Pius Tumuranze Rwakimari	NRM	Kyanamira S/C	M	1	36	44	22	1	8	0	0	9	8	5	13	6	5	0	5	5	1	0	0	0	16
Anne Kobusingye	NRM	PWD	F	5	16	42	163	1	8	0	0	9	10	9	19	4	3	7	0	0	0	0	0	0	10
Elson Twinamatsiko	NRM	Maziba s/c	M	1		40		1	8	0	0	9	3	9	12	0	1	1	5	5	1	1	1	1	19
Caroline Peace Rutarimara Murungi	NRM	Kitumba/Kamuganguzi/ Katuna T/C	F	3	35	39	11	8	8	0	0	16	0	2	2	6	1	0	5	5	4	0	0	0	15
Evas Kenasi Mugabi	NRM	Northern / Southern Div	F	2	16	38	138	1	8	2	0	11	3	9	12	0	0	0	5	5	5	0	0	0	15
Herbert katungi	NRM	PWD	M	1	23	36	57	8	8	0	0	16	8	9	17	0	0	0	1	1	0	0	1	3	
Louis Bazirakye	NRM	Older persons	M	1	18	35	94	8	8	0	0	16	3	9	12	0	1	0	0	2	0	0	4	7	
Gracious Kabeth Tumwine	NRM	Kaharo S/C	M	2	27	34	26	1	8	0	0	9	6	0	6	6	5	1	5	1	1	0	0	0	13
Boaz March	NRM	Rubaya	M	1	20	34	70	1	8	5	0	14	3	6	9	4	0	0	5	1	1	0	0	0	7
Norah Twenda	NRM	Maziba / Kaharo	F	1	29	32	10	3	8	0	0	11	7	9	16	0	0	1	1	1	1	1	1	0	5
John Paul Ahabwe	NRM	Southern Div	M	1	57	31	-46	8	8	0	0	21	3	0	3	0	1	1	5	0	0	0	0	0	7
Emmy Arinaitwe	NRM	Kitumba	M	2	32	28	-13	8	8	0	0	16	0	9	9	0	0	0	1	1	1	0	0	0	3
Innocent Abariho	FDC	Workers	M	1		28		8	8	0	0	16	1	9	10	0	0	0	1	0	0	0	1	2	
Julius Barusya Arinaitwe*	IND	Kamuganguzi	M	2	42	27	-36	8	8	0	0	16	0	0	0	10	1	0	0	0	0	0	0	0	1
Annet Kabagambe	NRM	Buhara S/C	F	1		22		1	8	0	0	9	1	9	10	2	0	0	0	0	0	0	1	1	
Catherine Kyomugisha*	IND	Youth	F	1	45	21	-53	0	8	5	0	13	0	0	0	0	1	0	0	0	0	7	0	0	8
Nicholas Mwesigwa*	NRM	Katuna TC	M		17	20	18	1	8	0	0	9	0	0	0	10	1	0	0	0	0	0	0	0	1
Verah Tuyizere Tumuheki	IND	Central Div	F	1	20	19	-5	8	8	0	0	16	0	0	0	2	0	0	0	0	1	0	0	0	1

Identifiers				Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs									
Name	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Florence Musimenta	NRM	Workers	F	1		17		1	6	0	0	7	0	9	9	0	1	0	0	0	0	0	0	1
Teo Mugumya	NRM	Older Persons	F	3		14		1	8	0	0	9	0	0	0	0	1	0	1	1	1	0	1	5
Margaret Ahimbisibwe	NRM	Rubaya S/C	F	1		13		1	8	0	0	9	0	2	2	0	1	0	0	1	0	0	0	2
Christopher Mulenga*	NRM	Northern Div	M	5	25	11	-56	1	8	0	0	9	0	2	2	0	0	0	0	0	0	0	0	0
Average					30	34	35	4	8	1	0	13	3	5	8	3	2	1	2	2	2	0	1	10

*Assessed Using Secondary Data

Kabarole

Name		Political		Constituency		Gender		Terms Served		Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs										
										2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total		
Maximum Scores										100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	7	5	5	5	45
Gedion Ruta Bujara	NRM	Kasenda	M	1	76	85	12	8	8	5	1	22	11	9	20	10	5	5	5	5	5	5	5	5	5	5	5	4	4	33	
Robert Tumwine	NRM	Bukuuku	M	1	36	84	133	8	8	5	0	21	11	9	20	10	5	5	5	5	5	5	5	5	5	5	4	4	33		
Mathew Koojo	IND	Kiko T/C	M	1	57	80	40	8	8	5	0	21	11	9	20	10	5	5	5	5	5	5	5	5	5	0	4	29			
Margaret Kinika Mugisa Kabasweeka	NRM	East Division	F	1	70	78	11	8	8	5	0	21	11	9	20	10	5	5	5	5	5	5	5	5	5	5	1	1	27		
Stellan Kemigabo	NRM	Mugusu/ Karambi	F	2	52	78	50	1	8	5	1	15	11	9	20	10	5	5	5	5	5	5	5	5	5	5	4	4	33		
Tom Kamara	NRM	Busoro	M	1	72	76	6	8	8	5	1	22	10	9	19	6	7	7	1	5	5	0	4	29							
Peter Daudi Bazira	NRM	Kiwamba	M	1	75	76	1	8	8	0	1	17	11	9	20	10	5	5	5	5	5	0	4	29							
Edward Asimwe	IND	Hakibale	M	1	72	75	4	0	8	2	4	14	11	9	20	10	7	5	5	5	1	4	4	31							
Augustine Kisembo	NRM	Mugusu T/C	M	1	71	75	6	8	8	5	0	21	10	9	19	2	5	5	5	5	5	4	4	33							
Francis Karubata	NRM	Older Persons	M	1	43	73	70	8	1	0	1	10	11	9	20	10	5	5	5	5	5	4	4	33							
Timothy Ruhweza	NRM	Youth	M	1	75	72	-4	0	8	5	4	17	11	9	20	6	5	5	5	5	0	4	29								
Barnabas Nyesiga	NRM	Kabende	M	1	48	70	46	8	8	5	0	21	7	9	16	0	5	5	5	5	5	4	4	33							
Moses Atuhaire	NRM	Karago TC	M	1	59	69	17	8	8	2	0	18	7	9	16	6	5	5	1	5	5	4	4	29							
Aoron Byakutaga	NRM	Karangura	M	1	71	68	-4	8	8	5	0	21	11	9	20	6	5	5	1	4	1	4	21								
Stephen Nyakana	NRM	Workers	M	1		68		8	8	5	1	22	11	9	20	0	5	5	5	1	1	4	26								
Charles Kallija Rutakinwa	NRM	Harugongo	F	2	75	67	-11	1	8	2	0	11	11	9	20	6	5	5	5	5	0	5	30								
Gertrude Keenema	IND	Karangura	F	1	44	66	50	1	8	0	1	10	11	2	13	10	5	5	5	5	4	4	33								
Clovice B. Mugabo	NRM	Mugusu	M	1		65		8	8	0	1	17	4	9	13	10	5	1	5	1	5	4	25								
Florence Kahunde Rusoke	NRM	Ruteete& Kiko T/C	F	1	58	64	10	1	0	0	1	11	9	20	10	7	7	5	5	5	0	4	33								
Clovice Mukonjo	NRM	West Div	M	1		64		8	8	0	0	16	10	9	19	0	5	5	5	5	0	4	29								
Saidat Saif Kaganda	NRM	West Div	F	1	73	63	-14	8	3	0	0	11	8	9	17	6	5	5	5	5	0	4	29								
Rosemary Kabona Kibagwa	NRM	PWD	F	4	44	62	41	1	8	0	0	9	11	9	20	0	5	5	5	5	4	4	33								
Lillian Bagonza	NRM	Karambi S/C	F	1		61		8	8	0	1	17	11	9	20	6	1	5	5	5	1	0	1	18							
Jimmy Balinda	NRM	Ruteete	M	1	63	61	-3	1	0	2	0	3	11	9	20	10	5	5	1	5	7	1	4	28							

Identifiers		Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs								
		2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores		100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	5	5	5	45
Hassan Galib	NRM	55	57	4	1	8	0	0	9	11	9	20	4	5	5	5	5	0	4	4	24
Ednah Tusime Mukarwiza	NRM	66	55	-17	8	0	0	3	11	3	9	12	2	7	7	1	5	5	1	4	30
Resty Balinda Mboijana	NRM	61	53	-13	8	2	1	19	8	8	9	17	10	1	1	1	1	1	1	1	7
Mary Rwakyaka Kenyana*	NRM	69	53	-23	8	2	0	18	7	7	9	16	0	0	1	0	5	4	4	19	
Phoebe Kusiima	NRM		51		6	8	2	3	19	11	2	13	6	5	0	5	0	1	1	1	13
Joseph Mashuhuko Kiiza*	NRM	56	50	-11	8	8	2	0	18	7	9	16	0	5	1	0	1	5	0	4	16
Richard Tatiina	NRM	65	47	-28	6	8	0	0	14	11	9	20	6	1	1	1	1	1	1	1	7
Florence Kadoma	NRM	75	45	-40	3	8	2	0	13	11	9	20	2	1	3	1	3	1	0	1	10
Margaret Kabaiwara	NRM	41	42	2	1	0	0	0	1	11	9	20	0	5	5	0	1	4	1	4	21
Joram Bitamanya*	FDC	35	33	-6	8	8	2	0	18	0	9	9	0	0	1	0	1	0	0	4	6
Average		61	64	11	6	7	2	1	15	10	9	18	6	4	4	4	4	2	3	25	

*Assessed Using Secondary Data

Kalro

Name	Political	Identifiers	Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs										
			2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office		Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total	
Maximum Scores																								
Tom Mukisa			100	100	38	8	8	5	4	25	11	9	20	10	7	7	7	7	7	7	5	5	45	
Ivan Musasizi	NRM	Bumanya S/C	M	1	61	84	1	8	0	0	9	9	20	10	7	7	7	7	7	5	5	45		
Robert Swaga Ibanda	NRM	Nawaikoke T/C and Nansololo SC	M	1	75	80	7	8	5	1	22	10	9	19	10	7	7	5	4	5	0	1	29	
Edward Kyeyune	NRM	Narwiwa S/C and T/C	M	3	76	76	3	8	5	0	16	10	9	19	10	5	7	5	4	5	1	4	31	
Harriet Nanyanga	NRM	PWD	M	2	21	70	233	8	8	5	0	21	11	9	20	6	5	5	1	2	4	23		
Sarah Nabirye Kyaiikoba	NRM	Bumanya S/C	F	1	14	67	379	8	8	5	0	21	10	9	19	2	5	5	0	5	4	1	25	
Matayo Balondemu	NRM	Nawaikoke/Nansololo s/c	F	4	46	66	43	8	1	0	0	9	10	9	19	6	5	7	5	5	1	4	32	
Amina Kaudha Mujubu	NRM	Gadumire/Kisinda S/C	M	2	30	60	100	8	0	2	0	10	10	9	19	0	5	4	5	4	4	4	31	
Joy Naisikwe	IND	Namugongo S/C	F	1	56	56		1	0	5	0	6	10	9	19	10	5	5	1	4	5	0	21	
Simon Waiswa	NRM	Buyinda S/C	F	1	55	55		1	0	0	0	1	10	9	19	0	5	5	5	5	5	5	35	
Joyce Kabejja	NRM	Bukamba S/C	M	1	51	51		3	0	0	0	3	0	6	6	10	5	5	4	5	4	4	32	
Florence Naigaga	NRM	Gadumire/Kisinda S/C	F	3	34	48	41	1	1	2	0	4	10	9	19	4	5	0	5	4	1	5	21	
Brenda Namukuta	NRM	Buyinda S/C	F	2	47	47		8	0	5	0	13	0	9	9	6	5	4	1	0	5	0	19	
Eseza Naudo	IND	Workers	F	1	46	46		3	3	2	0	8	4	6	10	0	5	5	4	5	0	4	28	
Sarah Judith Naujo	NRM	Youth	F	1	11	41	273	1	8	2	0	11	0	9	9	0	5	1	1	5	0	4	21	
Brenda Mudondo	NRM	Budomero S/C	F	1	38	38		3	0	2	0	5	0	9	9	0	5	5	4	1	0	4	24	
Muhammad Mukakya Sheike	NRM	Bukamba/ Nawaikoke	F	1	38	38		1	0	2	0	3	3	9	12	0	5	4	5	4	5	0	23	
Enos Wakabi	NRM	Older persons	M	1	20	38	90	1	8	0	0	9	3	9	12	4	0	5	0	4	0	0	13	
Rebecca Jannifer Mutono	NRM	Budomero S/C	M	1	37	37		3	2	2	0	7	4	6	10	0	5	5	1	4	0	4	20	
James Naita	IND	Kalro T/C and Namugongo S/C	F	1	15	36	140	3	0	2	0	5	1	9	10	6	1	4	0	5	0	0	15	
Gladys Lwaze Nabirye	NRM	Kasokwe S/C	M	2	34	34		1	8	0	0	9	1	9	10	0	5	0	0	1	5	0	15	
Robert Muwanguzi	NRM	Older persons	F	1	11	27	145	1	3	0	0	4	0	9	9	0	5	0	1	4	0	0	14	
Prossy Mwebaza	FDC	Workers	M	1	24	24		1	0	0	0	1	0	9	9	0	0	0	5	0	5	0	14	
Charles Wambuzi Kuluya*	NRM	PWD	F	1	6	23	283	3	0	0	0	3	0	6	6	0	0	4	0	5	0	0	14	
Average	NRM	Nansololo S/C	M	1	29	48	148	3	3	2	0	9	5	8	13	4	4	4	3	3	4	1	3	23

* Assessed Using Secondary Data

Kamuli

Name	Political	Identifiers		Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs										
		Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub Total	Meeting		Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	5	45
Christine Owagage Kaguna	NRM	Namasagali	F	1	70	81	16	3	8	0	0	11	11	9	20	10	5	7	7	7	5	5	4	4	40
Moses Muwangala	IND	Bulopa	M	2	59	76	29	8	8	2	0	18	10	9	19	6	5	5	5	5	4	4	4	4	33
Vincent Galisansana	NRM	Kagumba	M	2	82	75	-9	8	8	5	0	21	7	9	16	10	5	5	5	4	5	0	4	4	28
Samuel Barnwole	NRM	Nawanyago	M	4	86	63	-27	8	8	2	0	18	4	9	13	6	7	3	3	3	3	2	5	2	26
Ronald Ntaawu	NRM	Wankole	M	1	49	59	29	8	8	5	1	22	4	9	13	2	5	5	5	5	1	0	1	0	22
Sarah Rose Nabirye	IND	Kamuli Mun.	F	1	72	57	-21	8	8	2	0	18	3	9	12	6	5	4	5	0	5	1	1	1	21
Dorothy Mbatule Tuhumwire	NRM	Nabwigulu	F	1	43	57	33	8	8	5	0	21	7	9	16	0	4	5	0	5	5	0	1	20	20
Joshua Balondemu Kisuule	NRM	Southern Div	M	1	35	57	63	8	8	2	0	18	7	6	13	2	5	4	5	4	5	0	1	24	24
Moses Kabaale	NRM	Namasagali	M	4	61	55	-10	0	8	0	0	8	3	9	12	0	5	7	0	6	7	5	5	5	35
Moses Andrew Mutasa	NRM	Mbulamuti	M	2	59	54	-8	1	8	2	0	11	4	9	13	0	7	5	0	6	7	0	5	30	30
Peter Balinaire	NRM	Namwendwa	M	2	42	53	26	1	8	0	0	9	10	9	19	0	5	5	5	4	5	0	1	25	25
Charles Mpalabule Kisule	NRM	Megogo	M	3	52	52		8	8	2	1	19	7	9	16	0	5	5	1	5	0	0	1	17	17
Saici Muwanika	NRM	Northern Div	M	1	81	52	-41	3	8	2	1	14	10	9	19	2	5	5	1	1	5	0	0	17	17
Emmanuel Kitimbo	IND	Nabwigulu	M	1	68	50	-26	1	8	0	0	9	3	9	12	6	4	4	5	5	5	0	0	23	23
Monic Mukasa Nabirye	NRM	Butansi	F	2	86	49	-43	1	8	0	0	9	4	9	13	4	5	5	1	5	5	1	1	23	23
Monica Dongo	NRM	Balawoli	F	2	47	47		1	8	2	0	11	0	9	9	6	5	5	1	5	1	0	4	21	21
Ruth Baitanunga	NRM	Kitayunja	F	1	62	46	-26	1	8	2	0	11	10	9	19	0	5	5	0	1	0	0	0	16	16
Alfred Kintu Lwamusayi	NRM	Kitayunja	M	2	68	36	-47	8	8	0	0	16	0	9	9	0	5	5	1	0	0	0	0	11	11
Diphas Tiruasi Katongole	NRM	Older persons	M	6	46	34	-26	1	8	0	0	9	10	2	12	0	1	1	5	5	0	0	0	13	13
Julius Samanya	IND	Youth	M	1	44	33	-25	3	8	0	0	11	7	9	16	6	0	0	0	0	0	0	0	0	0
Hadijah Mutesi Kasiri	NRM	Wankole/Nawanyago	F	1	43	30	-30	1	8	0	0	9	0	9	9	0	5	5	1	0	1	0	0	12	12
Victoria Apili*	NRM	Bugulumbya	F	1	84	28	-67	8	8	2	0	18	0	0	0	0	5	5	0	0	0	0	0	10	10
Edinansi Twanza Kaguma	NRM	Older persons	F	1	9	26	189	1	8	0	0	9	0	6	6	0	5	1	5	0	0	0	0	11	11
Julius Wakibi Tigawalana	NRM	PWD	M	3	68	26	-62	1	8	0	0	9	4	6	10	0	1	0	5	0	0	0	1	7	7
Joyce Nyago Namugere	NRM	PWD	F	2	47	22	-53	1	8	0	0	9	3	9	12	0	0	0	1	0	0	0	0	1	1

Identifiers			Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs											
Name	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total	
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	5	45
Wilber Wambi	NRM	Workers	M	1		22		3	8	0	0	11	0	6	6	0	4	0	1	0	0	0	0	0	5
Fredrick Robert Alibaumulamu*	IND	Butansi	M	1	75	20	-73	1	8	5	0	14	0	0	0	0	1	5	0	0	0	0	0	0	6
Sarah Mariam Mutesi*	NRM	Namwendwa/ Bulopa	F	1	39	19	-51	1	8	0	0	9	0	0	0	0	5	5	0	0	0	0	0	0	10
Rachael Bakakyi	NRM	Workers	F	4		17		1	8	0	0	9	0	6	6	0	0	0	0	0	1	0	1	0	2
Jimmy Kiwule*	IND	Kisozi	M	1	81	14	-83	1	8	0	0	9	0	0	0	0	5	0	0	0	0	0	0	0	5
Jesca Kanakutanda Namukasa*	NRM	Kisozi/ Mbulamuti/Magogo	F	2	55	14	-75	1	8	0	0	9	0	0	0	0	5	0	0	0	0	0	0	0	5
Peter Kaluuba*	FDC	Balawoli	M	1	67	9	-87	1	8	0	0	9	0	0	0	0	0	0	0	0	0	0	0	0	0
Rachel Nabirye*	NRM	Youth	F	1	77	9	-88	1	8	0	0	9	0	0	0	0	0	0	0	0	0	0	0	0	0
Average					61	41	-20	3	8	1	0	13	4	6	10	2	4	3	2	2	2	1	1	1	16

*Assessed Using Secondary Data

Kanungu

Name	Identifiers		Performance			Legislation				Contact Electorate			Monitoring NPPAs											
	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub county Meetings	LLG	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Christopher Kamara	NRM	Kanyatorogo S/C	M	1	86	88	2	8	8	5	1	22	11	9	20	10	7	7	7	7	7	1	0	36
Allen Athuiraie	IND	Kihithi TC	F	1	64	82	28	8	8	2	0	18	3	9	12	10	7	7	7	7	4	5	5	42
Emmanuel R.Bizimana	NRM	Katete S/C	M	1	47	81	72	8	8	5	1	22	10	9	19	4	7	7	1	7	7	2	5	36
Joseph Akankwasa	NRM	Rugyeyo S/C	M	1	57	80	40	8	8	5	0	21	3	9	12	8	7	7	6	7	7	0	5	39
Elias Mugenyi	NRM	Rutenga S/C	M	1	66	80	21	8	8	0	0	16	11	9	20	4	7	7	7	7	7	0	5	40
Mariam Asimwe	NRM	Kanyantoro S/C	F	3	64	77	20	8	8	5	1	22	10	9	19	6	7	7	3	4	3	1	5	30
Beatrice T. Turyatunga	FDC	Kanungu T/C & Kirima S/C	F	1	62	76	23	3	8	5	1	17	10	9	19	10	7	7	3	3	3	5	2	30
John Bosco Kahigi	NRM	Kambuga S/C	M	1	56	70	25	8	8	5	0	21	3	9	12	4	7	7	1	7	7	0	4	33
Peninah Tibeereba	NRM	Nyarima & Nyakinoni S/C	F	1	82	63	-23	8	8	5	0	21	6	9	15	8	3	3	3	7	3	0	0	19
Prudence Kyarimpa	NRM	Kihithi-Nyanga S/C	F	1	59	61	3	8	8	2	0	18	0	9	9	4	7	5	1	5	7	0	5	30
Bonny Christopher Byaruhanga	NRM	Kinaaba S/C	M	1	43	61	42	3	8	0	0	11	10	9	19	4	3	3	3	7	7	2	2	27
Henry Mwangera	NRM	Kambuga TC	M	1	33	60	82	8	8	2	0	18	0	9	9	4	3	7	3	7	7	1	1	29
Fulgence Karate Karanda	NRM	PWD	M	1	60	56	-7	1	8	2	1	12	3	9	12	4	7	7	1	4	3	2	4	28
Lydia Mugisha	NRM	Katete S/C	F	2	67	54	-19	8	8	5	0	21	7	9	16	0	3	3	3	3	2	0	0	17
Medius Kiconco	NRM	Mpungu S/C	F	1	57	52	-9	1	6	5	0	12	0	9	9	0	7	7	5	7	1	0	4	31
George Eric Mugisha	NRM	Nyanga S/C	M	1	74	53	-28	8	8	0	0	16	0	9	9	10	3	7	1	1	3	0	3	18
Diana Mukarwengo Kakobwa	NRM	Kayonza/Butogota T/C	F	1	52	51	-2	8	8	2	0	18	6	9	15	10	3	1	1	1	1	0	1	8
Yeremiah Agaba Kyomukama	NRM	Older persons	M	1	34	50	47	8	8	2	0	18	11	5	16	0	5	1	7	1	1	0	1	16
Francis Byarukama	NRM	Kayonza S/C	M	1	77	49	-36	8	8	2	0	18	3	9	12	0	5	1	1	5	5	1	1	19
Ben Stanley Tumwesigye	NRM	Butogota TC	M	1	54	46	-15	8	8	0	0	16	0	9	9	2	3	3	3	0	7	2	1	19
Eliab Nasasira	NRM	Youth	M	1	53	44	-17	8	8	2	1	19	0	9	9	2	3	3	1	3	3	0	1	14
Serina Tumuhairwe	NRM	Kinaaba/ Rutenga S/C	F	1	66	42	-36	3	8	2	0	13	10	9	19	2	3	2	0	0	1	2	0	8
Ezra Kabeera	NRM	Nyamirama S/C	M	1	58	42	-28	8	8	2	0	18	10	9	19	0	1	0	1	1	1	0	1	5
Rosette Katenesi	NRM	PWD	F	1	55	39	-29	1	8	5	0	14	3	9	12	0	3	3	3	0	0	0	4	13

Identifiers		Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs											
Name	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Shamillah Nyiramahoro	NRM	Youth	F	1	47	37	-21	8	8	5	0	21	0	9	9	0	3	1	0	0	3	0	0	7
Lawrence Byaruhanga	NRM	Nyakinoni S/C	M	3	78	34	-56	8	8	0	0	16	1	9	10	0	1	1	1	1	3	0	1	8
Julia Iribangiza	NRM	Older Persons	F	1	53	34	-36	8	8	0	0	16	0	9	9	0	3	3	1	0	1	0	1	9
Gad Byomuhangi	NRM	Kihhi S/C	M	1	58	33	-43	8	8	5	0	21	0	5	5	0	3	1	0	1	1	0	1	7
Aggrey Ahimbisibwe Kajjo	NRM	Kanungu TC	M	1	60	30	-50	8	8	5	0	21	0	9	9	0	0	0	0	0	0	0	0	0
Frank Byaruhanga*	NRM	Mpungu S/C	M	4	47	30	-36	8	8	0	0	16	0	0	0	4	3	0	0	0	7	0	0	10
Jacinta Kataba	NRM	Kambuga SC& T/C	F	1	47	27	-43	1	1	2	0	4	0	9	9	0	3	3	3	0	3	2	0	14
Ezra Arititwe	NRM	Kihhi T/C	M	1																				
Average					58	53	-7	7	7	3	0	17	4	8	12	3	4	4	2	3	4	1	2	20

*Assessed Using Secondary Data

Kisoro

Name		Political		Constituency		Gender		Terms Served		Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs								
										2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub Total	Meeting	Office	Sub county	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores										100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
	Aidah Mugenga	NRM		Nyakinama		F	1	35	50	43	8	8	5	0	21	3	9	12	0	7	7	3	0	0	0	0	0	0	17
	John B. Musabyimana	NRM		Busanza		M	1	45	44	-2	3	8	0	0	11	3	2	5	0	7	5	3	5	5	2	1	28		
	Joseph Habyarimana	NRM		Older Persons		M	1	50	36	-28	8	8	0	0	16	8	9	17	0	0	1	1	0	0	1	0	3		
	Rose Manirakiza	NRM		Older Persons		F	1	25	32	28	1	8	0	0	9	8	9	17	0	0	0	3	1	0	0	2	6		
	Izidol Tumusiime	NRM		Nyundo		M	1	35	31	-11	8	8	0	1	17	0	9	9	0	1	1	1	1	0	0	1	5		
	Judith M.Bagaragaza	NRM		Southern		F	1	28	29	4	8	8	0	0	16	0	9	9	0	1	1	1	1	0	0	0	4		
	Emmanuel Ntibanuuye	NRM		Kanaba		M	1	22	28	27	6	8	0	0	14	0	2	2	0	0	0	1	0	1	5	1	4	12	
	Wilson Kazimili	NRM		Chahi		M	1	47	27	-43	8	8	0	0	16	0	5	5	0	1	0	0	5	0	0	0	6		
	Grace Kyarikunda	NRM		Nyundo& Bukimbiri		F	1	31	26	-16	8	8	0	0	16	0	9	9	0	0	0	1	0	0	0	0	1		
	Alex Nambajimana*	IND		Central Div		M	1	23	25	9	8	8	0	0	16	0	5	5	4	0	0	0	0	0	0	0	0		
	Elizabeth Tereraho	NRM		Muramba		F	2	30	25	-17	8	8	0	0	16	0	5	5	4	0	0	0	0	0	0	0	0		
	Henry Mugisha	NRM		Nyarubuye		M	1	23	25	9	1	8	0	0	9	0	5	5	4	0	1	0	1	4	0	1	7		
	Enid Akanyana*	NRM		Youth		F	1	36	23	-36	8	8	5	0	21	0	2	2	0	0	0	0	0	0	0	0	0		
	Florence Nkuranga	NRM		Nyakabande		F	2	48	22	-54	8	8	0	0	16	0	5	5	0	1	0	0	0	0	0	0	1		
	Expedito Byensi*	NRM		Nyakabande		M		29	21	-28	8	8	0	0	16	0	5	5	0	0	0	0	0	0	0	0	0		
	Joseph Muhozi	NRM		Nyakinama		M	1	34	21	-38	1	8	0	0	9	0	9	9	0	1	1	0	0	1	0	0	3		
	Festus Bahinyuza	NRM		Nyabwishenya		M	1	28	20	-29	8	8	0	0	16	0	2	2	0	1	1	0	0	0	0	0	2		
	Joseph Rukema	NRM		Workers		M	1		20		8	8	0	0	16	0	2	2	0	1	1	0	0	0	0	0	2		
	James Agaba	NRM		Southern Div		M	1	37	19	-49	8	8	0	0	16	0	2	2	0	0	1	0	0	0	0	0	1		
	Cossum Kakyiga	IND		Kirundo		M	1	21	18	-14	0	8	0	0	8	0	5	5	0	5	0	0	0	0	0	0	5		
	Imelda Kwizera	NRM		PWD		F	3	26	18	-31	0	8	0	0	8	3	2	5	0	0	1	1	0	1	0	1	5		
	Peter Ntwari	NRM		Nyaruziza		M	1	39	17	-56	1	8	0	0	9	3	5	8	0	0	0	0	0	0	0	0	0		
	Peninah Habyara	NRM		Northern/ Central		F	1	20	16	-20	1	8	0	0	9	0	5	5	0	0	0	1	1	0	0	0	2		
	Feresta Kampire	NRM		Nyarubye Busanza		F	1	32	16	-50	1	8	2	0	11	0	2	2	0	1	0	1	0	0	0	1	3		
	Norah Nyiramahoro	NRM		Nyabwishenya& Kirundo		F	2	25	15	-40	1	8	0	0	9	0	5	5	0	0	0	0	0	0	1	0	1		

Identifiers			Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs										
Name	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Innocent Kwizera	NRM	Muramba	M	1	36	14	-61	1	8	0	0	9	0	2	2	0	0	1	1	0	0	0	1	3
Epaphura Nsabyera	IND	Bukimbiri	M	1	16	13	-19	3	8	0	0	11	0	2	2	0	0	0	0	0	0	0	0	0
Jenipher Nsaba	IND	Workers	F	1		13		1	8	2	0	11	0	2	2	0	0	0	0	0	0	0	0	0
Edson Mbyariyehe	NRM	Kisoro Municipality	M	1	12	12	0	1	8	0	0	9	0	2	2	0	0	0	0	0	1	0	0	1
Mary S. Mbonigaba	IND	Nyarusiza/ Chhi	F	1	51	11	-78	1	8	0	0	9	0	0	0	0	0	1	0	1	0	0	0	2
Annet Kansime*	NRM	Kanaba Murora	F	1	26	0	-100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average					31	22	-24	4	8	0	0	13	1	4	5	0	1	1	1	1	1	0	0	4

*Assessed Using Secondary Data

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Identifiers		Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs									
				Penary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office		Sub Total	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total	
Name	Political	2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores		100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Thomas Jefferson Obalim	UPC	90	97	8	8	8	5	1	22	11	9	20	10	7	7	7	7	7	5	5	45
Martin Okite	UPC	79	92	16	8	8	5	0	21	11	9	20	10	3	7	7	7	7	5	5	41
George Okello Ayo	UPC	79	90	14	8	8	5	0	21	11	9	20	6	7	7	7	7	7	4	4	43
Moses Otim	UPC	48	86	79	8	8	5	0	21	3	9	12	10	7	7	7	7	7	4	4	43
Moses Okwel Orech	UPC	60	82	37	3	8	0	0	11	11	9	20	10	7	7	7	7	5	4	4	41
Denis Francis Oweru	UPC	80	80	0	1	8	0	0	9	11	9	20	6	7	7	7	7	7	5	5	45
Mathew Okello Omara	UPC	64	78	22	8	8	0	0	16	11	9	20	10	7	7	7	7	7	5	4	32
Kevin Aduk	DP	50	74	48	1	8	0	0	9	11	9	20	10	7	7	7	7	7	0	0	35
Watson John Olet	NRM	55	74	35	1	8	0	0	9	11	9	20	0	7	7	7	7	7	5	5	45
Raymond Odong*	NRM	78	73	-6	1	8	0	0	9	10	9	19	10	7	7	7	7	7	0	0	35
Vincent Olaka	UPC	29	72	148	1	8	0	0	9	11	9	20	0	7	7	7	7	7	4	4	43
Caro Gloria Acan	UPC	66	71	8	1	8	0	0	9	8	9	17	6	7	7	7	5	5	4	4	39
Lilly Okwir	NRM	52	70	35	1	8	2	0	11	1	9	10	10	7	7	5	3	7	5	5	39
Concy Alum Ogwal	UPC	57	64	12	1	8	0	0	9	7	9	16	0	7	7	7	7	7	5	5	39
Milly Atim Opio*	UPC	20	62	210	1	8	0	0	9	1	9	10	2	7	7	7	7	7	1	5	41
Richard Omara Awio*	NRM	40	60	50	8	8	5	0	21	0	9	9	0	1	7	7	5	5	5	0	30
Margaret Ogwang	UPC	28	59	111	1	8	0	0	9	8	6	14	0	7	5	4	7	7	1	5	36
James Omara Elem*	IND	50	56	12	8	8	5	0	21	11	9	20	0	7	7	0	1	0	0	0	15
Anthony Ojuka*	UPC	20	55	175	8	8	5	0	21	0	9	9	0	5	5	5	1	5	0	4	25
Serina Otim Apio	NRM	41	54	32	1	8	0	0	9	8	9	17	2	1	7	3	6	7	1	1	26
Jennet Rita Apolo Ecir	UPC	42	52	24	1	8	0	0	9	8	9	17	0	5	7	0	3	7	4	0	26
Medina Akello Okeng	UPC	74	50	-32	0	8	0	0	8	8	9	17	6	1	3	3	7	3	1	1	19
Angela Santa*	UPC	31	49	58	3	8	0	0	11	0	5	5	10	5	5	5	5	3	0	0	23
Lawrence Emmy Egoie*	NRM		48		1	8	5	0	14	0	9	9	0	7	7	7	7	1	3	0	25

Identifiers			Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs								
Name	Political	Constituency	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores			100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Patrick Ongom	NRM	Agweng S/C	21	47	124	1	8	0	0	9	0	5	5	0	7	3	3	7	2	4	4	33
Patrick Enyiema Ogwal	NRM	Agali S/C	45	41	-9	1	8	0	0	9	1	5	6	0	0	7	7	7	0	0	5	26
Stella Bua Adlong	UPC	Workers		41		1	8	0	0	9	4	9	13	0	5	1	7	5	1	0	0	19
Judith Ateng*	IND	Ojwina Div	46	35	-24	1	8	2	0	11	7	2	9	0	3	3	0	1	3	0	5	15
Average			52	65	46	3	8	2	0	13	7	8	15	4	6	6	5	5	5	3	3	33

*Assessed Using Secondary Data

Luwero

Name	Identifiers		Performance			Legislation				Contact Electorate		LLG	Monitoring NPPAs											
	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills		Sub Total	Meeting Electorate	Office	Sub Total	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Hussein Kato	NRM	Bombo TC	M	1	92	88	-4	8	8	5	4	25	11	9	20	2	7	7	5	5	7	5	5	41
Patrick Kisekwa Ssonko	NRM	Maklubita	M	2	70	76	9	8	8	5	0	21	11	9	20	4	5	7	5	5	5	0	4	31
Boniface Ssentongo	IND	Bamunanika	M	1	57	75	32	8	8	0	2	18	11	9	20	10	5	7	5	5	0	0	27	
Herbert Kiggo	NRM	Kalagala	M	1	56	75	34	8	8	0	0	16	11	9	20	8	3	7	5	7	5	0	4	31
Ibrahim Muwonge Matovu	NRM	Butuntumula	M	1	43	69	60	8	8	5	0	21	11	9	20	4	5	5	0	5	5	0	4	24
Patrick Mwesigye	NRM	Kamira	M	1	39	69	77	8	8	5	0	21	11	9	20	8	7	5	1	5	1	0	1	20
Flavia Nakitende	IND	Kalagala	F	1	59	67	14	8	8	5	0	21	11	9	20	6	7	1	1	5	5	0	1	20
Abdul Kalemera	NRM	Nyimbwa	M	2	84	66	-21	8	8	5	1	22	11	6	17	6	5	5	1	1	0	4	21	
Joseph Sserugo	NRM	Older Persons	M	1	30	65	117	8	8	5	0	21	11	9	20	0	3	3	5	5	0	5	24	
Isha Kayaga Shamim	NRM	Butuntumula	F	3	51	64	25	8	8	5	0	21	7	9	16	6	5	4	5	5	1	0	1	21
Harriet Namugambe	NRM	Zirabwe	F	1	47	64	36	8	8	0	0	16	11	6	17	4	7	1	5	5	0	4	27	
Abbey Ssozi Bakisula	NRM	Wobulenzi TC	M	1	62	61	-2	1	8	0	0	9	11	9	20	4	7	7	7	5	1	0	1	28
Geoffrey Musoke	NRM	Zirabwe	M	1	48	57	19	8	8	0	0	16	10	2	12	0	5	5	5	5	0	4	29	
Scolar Nabukalu	NRM	Bamunanika	F	2	68	53	-22	8	8	0	0	16	10	9	19	2	5	4	0	5	1	0	1	16
Rosette Katende	NRM	Luwero SC&TC	F	3	60	52	-13	8	8	5	0	21	11	6	17	0	5	7	0	1	1	0	0	14
Doreen Annie Nabukenya	NRM	Wobulenzi/Katikamu	F	1	42	50	19	8	8	0	1	17	10	2	12	0	5	5	0	5	5	0	1	21
Herbert Sekabira	NRM	PWD	M	1	44	49	11	1	0	2	0	3	10	5	15	10	5	5	5	5	0	0	1	21
Victor Noerine Nabukenya	IND	Youth	F	2	53	47	-11	8	8	0	0	16	11	6	17	0	4	0	0	5	5	0	0	14
Joy Namulindwa	NRM	Luwero S/C	F	2	39	46	18	8	0	0	0	8	11	9	20	0	0	4	0	5	5	0	4	18
Vincent Kalumba Ssebayinga	IND	Luwero T/C	M	1	52	46	-12	1	8	5	0	14	8	9	17	0	1	7	1	1	0	0	5	15
Alli Zena Merrycillar	NRM	Nyimbwa/Bombo	F	2	62	39	-37	3	8	0	0	11	4	2	6	2	5	3	5	1	5	0	1	20
Deborah Malubega	NRM	PWD	F	3	52	39	-25	1	0	2	0	3	10	6	16	0	5	5	0	5	1	0	4	20
Ishahak Mugema	IND	Youth	M	1	47	39	-17	3	8	0	0	11	10	9	19	0	5	1	1	0	1	0	1	9
Umar Kasule	NRM	Katikamu	M	1	45	37	-18	8	8	5	0	21	0	9	9	0	4	1	0	1	1	0	0	7

Identifiers				Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs								
Name	Political	Constituency	Gender	2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores				100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Christine Nakabugo	IND	Kikyusa/Kamira	F	37	35	-5	8	8	0	0	16	10	2	12	0	1	1	1	1	1	1	1	7
Samuel Mulwana	NRM	Workers	M		29		3	8	5	0	16	4	9	13	0	0	0	0	0	0	0	0	0
Christine Nakamanya	NRM	Workers	F		26		1	8	0	0	9	0	6	6	0	5	0	0	0	5	1	0	11
Hadjiah Nakazzi Lulika*	NRM	Makulubita	F	15	23	53	1	8	5	0	14	0	9	9	0	0	0	0	0	0	0	0	0
Average				52	54	13	6	7	2	0	16	9	7	16	3	4	4	2	4	3	0	2	19

Lwengo

Name		Political		Identifiers		Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs										
								Plenary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office		Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total	
Maximum Scores						2016/17	2018/2019	% Change	8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	1	4	22
Anthony Luwega	Benedict	DP	Lwengo TC	M	2	24	55	129	3	8	0	0	11	11	9	20	2	1	5	5	5	1	1	4	22	
Christopher Ssensalire	Lwengo	NRM	Lwengo	M	1	44	53	20	1	8	5	0	14	8	9	17	0	5	5	1	5	1	1	0	22	
AbdulRahman Kabugo	Ndagwe	IND	Ndagwe	M	2	27	48	78	1	8	0	0	9	8	9	17	0	5	5	1	5	1	1	4	22	
Alice Nakayondo	Kyazanga SC/TC	NRM	Kyazanga SC/TC	F	1	37	47	27	8	8	5	0	21	8	9	17	2	1	1	1	1	1	1	1	7	
Peregrino Ssenozi	PWD	NRM	PWD	M	2	34	47	38	3	8	0	0	11	8	9	17	2	5	5	1	1	1	0	4	17	
Sarah Nakanwagi Mpuga	Lwengo SC/TC	NRM	Lwengo SC/TC	F	1	17	40	135	8	8	2	0	18	8	9	17	0	1	0	1	1	1	0	1	5	
Joram Tugume	Malongo	NRM	Malongo	M	1	39	40	3	8	0	0	0	8	11	9	20	0	7	0	1	1	1	1	1	12	
Mac Turyejjuka	Kyazanga TC	NRM	Kyazanga TC	M	2	42	38	-10	8	8	0	0	16	8	9	17	0	1	1	0	1	1	0	1	5	
Aggrey Tumuhimbise	Workers	NRM	Workers	M	1		37		8	8	0	0	16	4	9	13	2	1	1	1	1	1	0	1	6	
Maureen Nakakeeto	Youth	NRM	Youth	F	2	25	37	48	3	8	0	0	11	4	9	13	2	5	1	1	1	1	1	1	11	
Sarah Namutebi Katerega	Kkingo	NRM	Kkingo	F	2	38	25	-34	1	0	2	0	3	4	9	13	0	1	1	1	1	1	0	4	9	
Jane Nantume	Older Persons	NRM	Older Persons	F	1	16	25	56	1	8	0	0	9	0	9	9	0	1	1	1	1	4	0	0	7	
Sarah Nansereko Wasswa	Workers	NRM	Workers	F	1		25		1	8	0	0	9	1	9	10	0	1	1	1	1	1	0	1	6	
Robert Tuwangye	Kyazanga	NRM	Kyazanga	M	2	24	24	0	1	0	0	0	1	8	9	17	0	0	1	1	1	1	1	1	6	
Edith Mukankaka	Kisekka	NRM	Kisekka	F	1	15	23	53	1	8	0	0	9	8	2	10	0	1	1	0	0	1	0	1	4	
Vincent Birimuye	Youth	NRM	Youth	M	1	18	23	28	1	1	0	0	2	8	9	17	0	1	1	0	1	0	0	1	4	
Steven Mukasa	Older Persons	IND	Older Persons	M	1	17	20	18	1	0	0	1	2	4	5	9	0	1	1	0	1	1	0	5	9	
Emily Nassuuna	PWD	NRM	PWD	F	1	17	16	-6	1	1	0	0	2	4	0	4	0	1	1	1	1	1	5	0	10	
Costa Zaiwango*	Ndagwe	NRM	Ndagwe	F	1	48	9	-81	1	8	0	0	9	0	0	0	0	0	0	0	0	0	0	0	0	
Alice Ahimbise*	Malongo	NRM	Malongo	F	1	41	8	-80	0	8	0	0	8	0	0	0	0	0	0	0	0	0	0	0	0	
Ronald Ssaku*	Kkingo	NRM	Kkingo	M	1	33	3	-91	0	3	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	
Average						29	31	17	3	6	1	0	9	5	7	12	0	2	2	1	2	1	1	0	9	

*Assessed Using Secondary Data

Masindi

Name	Identifiers		Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs											
	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills		Sub Total	Meeting Electorate	Office	Sub Total	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	5	5	5	45
Julian Ayesiga Sarah	NRM	Miirya	F	3	66	71	8	8	8	5	0	21	11	9	20	0	7	7	3	7	5	0	1	30
Julius Kahira	NRM	Bwijanga	M	3	84	70	-17	8	8	2	0	18	7	9	16	0	0	6	7	6	7	5	5	36
Kassim Kabagonza	NRM	Kimengo	M	3	63	65	3	8	0	5	0	13	11	9	20	0	3	4	7	6	7	0	5	32
William Mwambu	NRM	PWD	M	1	36	65	81	8	8	5	0	21	8	9	17	0	7	7	3	0	3	5	2	27
Badru Mugabi	NRM	Central Div	M	2	83	64	-23	8	8	5	0	21	1	9	10	0	7	0	7	7	7	5	0	33
Pascal Businge	NRM	Kigulya Div	M	1	21	62	195	3	8	5	0	16	7	6	13	0	0	7	7	7	7	0	5	33
Joseph Ogatino	NRM	Youth	M	1	32	61	91	8	8	5	1	22	4	9	13	0	3	3	3	7	3	2	5	26
Grace Olive Kunihiira	NRM	Karujubu Div	M	2	68	60	-12	8	8	5	0	21	7	9	16	0	1	3	3	5	5	1	5	23
Mary Klihiika Mujumura	NRM	Bwijanga S/C	F	5	64	59	-8	8	8	5	0	21	11	9	20	0	3	0	3	5	7	0	0	18
Salama Kugonza	NRM	Youth	F	1	68	58	-15	8	8	5	0	21	4	9	13	0	7	6	0	2	7	0	2	24
Zebby Kageye Baitwaki	NRM	Older Persons	F	1	45	55	22	3	8	0	0	11	11	9	20	0	6	6	3	2	0	5	2	24
Merekisedeki Kanaginagi	NRM	Pakanyi	M	5	64	54	-16	8	8	5	0	21	4	9	13	0	5	5	1	4	4	0	1	20
Denis Tumwine	NRM	Workers	M	1		51		8	8	0	0	16	7	9	16	0	7	3	3	0	2	2	2	19
Robinah Katusiime	NRM	PWD	F	5	31	50	61	3	3	0	1	7	11	9	20	0	2	2	7	6	6	0	0	23
Bonny Kiirya	NRM	Nyangahya Div	M	1	54	49	-9	3	3	2	1	9	7	9	16	0	3	7	3	7	1	2	1	24
Afisa Karungi	NRM	Nyangahya Div	F	1	33	47	42	8	0	5	0	13	11	9	20	0	2	2	3	2	5	0	0	14
Titus Ariyo	NRM	Budongo	M	2	64	45	-30	3	1	5	1	10	7	9	16	0	6	2	3	3	5	0	0	19
Glady's Matwara	NRM	Pakanyi	F	3	18	41	128	3	3	0	0	6	7	9	16	0	4	2	3	4	2	2	2	19
Monica Asimwe Mwegonze	NRM	Kigulya Div	F	1	24	34	42	3	3	0	0	6	4	9	13	0	4	7	0	4	0	0	0	15
Beatrice Bigirwenkya	IND	Budongo	F	1	28	31	11	3	3	5	0	11	4	9	13	0	0	6	0	0	1	0	0	7
Glady's Namande Katongole	NRM	Workers	F	1		31		1	8	0	0	9	1	9	10	0	2	6	0	0	0	2	2	12
Average					50	53	29	6	6	3	0	15	7	9	16	0	4	4	3	4	4	1	2	23

*Assessed Using Secondary Data

Mbale

Name	Political	Constituency	Gender	Terms Served	Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs								
					2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub total	Meeting	Office		Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR
Maximum Scores					100	100	8	8	5	4	25	11	9	20	10	7	7	7	7	7	7	5	5	45
Michael Kisolo	IND	Nakaloke TC	M	3	71	89	25	8	8	5	1	22	11	9	20	10	7	7	3	3	5	5	5	37
Joram Mayatsa	NRM	Older Persons	M	1	83	87	5	8	8	5	1	22	11	9	20	10	7	3	7	7	2	2	35	35
Michael Mabonga	NRM	Wanale	M	1		57		3	8	0	1	12	7	9	16	10	3	3	5	3	2	0	19	19
Jessica Wanna	NRM	Namanyonyi	F	1	64	55	-14	1	8	5	0	14	6	9	15	6	3	7	3	1	1	0	5	20
Joseph T. Wanzala	NRM	Bukiende	M	1	45	54	20	1	8	0	1	10	3	9	12	10	7	7	1	0	7	0	0	22
Milly Nabalayo	NRM	Bumasikye/Busiu TC	F	1	62	54	-13	1	8	5	0	14	0	9	9	6	7	7	3	1	3	2	2	25
Henry Manana	NRM	Northern Div	M	2	54	53	-2	8	8	5	1	22	0	9	9	10	1	0	5	5	0	1	12	12
Hussein Magomu Kahandi	NRM	Bukonde	M	1		52		1	8	2	0	11	8	9	17	10	3	3	3	0	0	2	14	14
Emmanuel Naiseli	IND	Mutoto	M	2	45	51	13	1	1	5	0	7	4	9	13	10	5	5	1	5	5	0	0	21
Ayyubu Mugooli	NRM	Youth	M	1	46	51	11	8	8	5	1	22	6	6	12	0	3	3	1	1	7	2	0	17
Michael Matabi	NRM	Butumbo	M	3	56	50	-11	1	8	0	0	9	4	9	13	10	5	5	1	1	1	1	4	18
Baturu Mwambu	NRM	Butumbo/Bubyangu	F	1	57	49	-14	1	8	5	0	14	1	9	10	10	1	3	3	3	0	2	15	15
Khisa Kulusumu	NRM	Wanale/Budwale	F	3	49	49	0	3	8	2	0	13	4	9	13	6	3	7	3	3	1	0	0	17
Aisha Mutonyi Mugoya	NRM	Bukonde/L waso	F	1	35	48	37	1	8	0	0	9	4	9	13	10	5	7	0	1	1	0	2	16
Teddy Khaenza Wayira	NRM	Bungokho/Bumbobi	F	2	44	48	9	3	8	2	0	13	3	9	12	10	1	3	3	1	3	0	2	13
Edith Mary Wakumire	NRM	Older Persons	F	1	21	48	129	1	3	0	0	4	11	9	20	2	3	3	3	1	7	0	5	22
Moses Nabende	NRM	Bungokho S/C	M	1	26	47	81	1	8	5	0	14	1	9	10	6	5	5	1	1	5	0	0	17
Shiama Wabulo Hajat	NRM	Northern Div	F	1	39	43	10	1	8	0	1	10	1	9	10	0	5	5	5	1	5	1	1	23
Rose Nafuna	FDC	Industrial Div	F	1	50	42	-16	8	8	5	0	21	3	9	12	2	1	1	1	1	1	1	1	7
Khainza Lukaya Masaba	NRM	Mutoto/Nauyo/Bukasa	F	1	45	41	-9	1	8	0	0	9	0	9	9	10	1	5	1	3	1	2	0	13
Abdul Mubajje Zak	NRM	Wanale Div	M	3	40	41	3	1	8	2	0	11	0	9	9	0	5	5	7	1	1	0	2	21
Josephine Lunyolo	NRM	Busano S/C	F	2	41	40	-2	1	1	0	0	2	3	9	12	4	5	5	1	5	5	0	1	22
Aisha Mwanakaro	FDC	Nakaloke TC/ Namabasa	F	2		40		1	8	0	0	9	1	9	10	6	0	3	7	3	0	2	0	15
Emmanuel Shimiyu	NRM	Lukhonje	M	1	38	35	-8	1	8	0	0	9	4	9	13	6	1	1	1	1	1	1	1	7
Rogers Odoi	IND	Bukasakya	M	1	24	34	42	1	8	0	1	10	3	9	12	10	1	1	0	0	0	0	0	2

Name	Identifiers		Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs											
	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills		Sub total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Ahmed Bisigwa	NRM	Lwaso	M	1	37	34	-8	1	8	0	0	9	11	9	20	0	1	1	1	1	1	0	0	5
Barbara Lumonya Kooba	NRM	Nyondo/Nabumali TC	F	2		32		1	0	0	0	1	8	9	17	0	1	5	3	3	0	0	2	14
Martin Walela	IND	Workers	M	2		32		8	8	5	0	21	0	9	9	0	1	1	0	0	0	0	0	2
Sam Mubajje	IND	Budwale S/C	M	1	43	31	-28	1	8	0	0	9	0	9	9	0	1	5	1	1	5	0	0	13
Alice Nandutu	NRM	PWD	F	1	10	31	210	1	1	0	0	2	0	9	9	0	7	7	3	0	3	0	0	20
Eric Nangosya	FDC	Bumasikye S/C	M	1	50	30	-40	1	1	0	0	2	4	9	13	10	5	0	0	0	0	0	0	5
Aaron Siu*	NRM	Busoba S/C	M	2	49	28	-43	8	8	5	0	21	0	0	0	6	0	1	0	0	0	0	0	1
Issa Hussein Mutuba	NRM	Industrial Div	M	1	52	28	-46	1	8	2	0	11	0	9	9	6	1	1	0	0	0	0	0	2
Asina Matuko	FDC	Wanale Div	F	1	24	28	17	1	8	0	0	9	4	9	13	0	5	1	0	0	0	0	0	6
Sylvia Khainza	NRM	Bukiende/Lukhonje	F	1	42	25	-40	1	1	0	0	2	0	9	9	10	1	0	3	0	0	0	0	4
Godfrey Khaukha*	NRM	Nakaloke S/C	M	1	51	25	-51	1	8	0	0	9	0	9	9	0	0	5	0	1	1	0	0	7
Azida Nambozo	NRM	Nakaloke S/C	F	1	28	25	-11	1	8	0	0	9	0	6	6	6	1	1	1	0	1	0	0	4
William Masai	NRM	Namabasa S/C	M	1		25		1	8	0	0	9	1	9	10	6	0	0	0	0	0	0	0	0
Rose Wandiyete Khakasa	NRM	Busoba/Nyondo	F	2	47	24	-49	1	8	0	0	9	4	9	13	2	0	0	0	0	0	0	0	0
Francis Musaka	NRM	Nyondo	M	1	19	24	26	1	8	2	0	11	0	9	9	0	1	1	1	1	0	0	0	4
Paul Sam Wakalawo	NRM	Busano S/C	M	1		23		1	8	0	0	9	3	6	9	0	1	4	0	0	0	0	0	5
Isaac Kiragule	NRM	Nauyo/Bugema TC	M	1		23		1	0	0	0	1	3	9	12	10	0	0	0	0	0	0	0	0
Absolom Nabende	NRM	PWD	M	3	44	23	-48	1	8	0	0	9	4	9	13	0	0	0	0	0	0	1	0	1
Geoffrey Charles Mubakye	NRM	Nabumali S/C	M	1		22		1	0	0	0	1	3	9	12	6	1	1	1	0	0	0	0	3
Nasuru Mabanja*	FDC	Namanyonyi S/C	M	3	65	22	-66	3	8	2	0	13	0	9	9	0	0	0	0	0	0	0	0	0
Judith Wemesa	NRM	Youth	F	1	31	18	-42	1	8	0	0	9	0	9	9	0	0	0	0	0	0	0	0	0
Aidah Nafuna	NRM	Workers	F	1		11		1	1	0	0	2	0	9	9	0	0	0	0	0	0	0	0	0
Peter Mweru*	NRM	Bumbobi S/C	M	1	8	9	13	1	8	0	0	9	0	0	0	0	0	0	0	0	0	0	0	0
Stephen Shimanya*	NRM	Busiu S/C	M	1		9		1	8	0	0	9	0	0	0	0	0	0	0	0	0	0	0	0
Alfred Namasa*	FDC	Busiu TC	M	2	45	7	-84	1	0	0	0	1	0	5	5	0	1	0	0	0	0	0	0	1
Average					43	37	0	2	6	1	0	10	3	8	11	5	2	3	2	1	2	0	1	11

*Assessed Using Secondary Data

Mbarara

Name	Political	Constituency	Gender	Terms Served	Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs													
					2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub total	Meeting Electorate	Office		Sub Total	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total					
Maximum Scores					100	100	83	93	8	8	5	4	25	11	9	20	10	7	7	7	7	7	7	7	5	5	4	43	
Basil Bataringaya Rwankwera	NRM	Rubindi	M	1	43	83	93	8	8	5	0	21	10	5	15	4	7	7	7	7	4	4	4	4	5	5	0	5	30
Patrick Tumuhimbise	NRM	Rwanyamahembe	M	1	45	81	80	8	8	5	1	22	10	9	19	10	5	5	5	5	5	0	5	0	5	4	4	4	33
Asaph Muhangi	NRM	Ndeija	M	2	43	78	81	8	8	5	1	22	10	9	19	4	5	5	5	5	4	4	4	4	5	5	0	5	34
Godfrey Baryomunsi	NRM	Kakiika	M	2	46	75	63	8	8	5	1	22	10	9	19	0	3	7	5	7	0	5	7	0	5	5	0	5	34
Jordan Musinguzi	NRM	Mwizi	M	1	51	74	45	8	8	5	0	21	10	9	19	0	5	7	3	7	0	5	7	0	5	5	0	5	38
Tom Karuhanga	NRM	Bukiro	M	4	33	71	115	1	8	5	0	14	10	9	19	0	7	5	7	7	0	5	7	0	5	5	0	5	38
Juliet Atuhaire Kamushana	NRM	Kamukuzi	F	3	34	70	106	8	8	5	1	22	10	9	19	4	1	5	5	5	0	4	5	5	0	4	25	25	
Venance Munamkye	NRM	Kagongi	M	2	53	69	30	8	8	5	0	21	10	9	19	0	5	5	5	5	0	4	5	5	0	4	29	29	
Loy Mpumwire	NRM	Kagongi / Kashara	F	2	29	69	138	1	8	2	0	11	10	9	19	10	5	5	5	5	0	4	5	5	0	4	29	29	
Steven Barebire Natakunda	NRM	Rubaya	M	2	63	68	8	8	8	5	2	23	10	9	19	8	5	5	1	1	1	1	1	1	1	1	4	18	
Alice Nakuya Mugisha	NRM	Ndeija/ Rugando	F	1	25	66	164	8	8	5	0	21	10	9	19	2	5	1	5	5	1	2	5	1	2	5	24	24	
Prisca Rwakishaija Mulongo Muganzi	NRM	Nyakayojo	F	2	35	62	77	1	8	5	0	14	10	9	19	0	5	5	5	5	0	4	5	5	0	4	29	29	
Jeninah Kyomuhendo	NRM	Youth	F	1	35	61	74	1	8	2	0	11	10	9	19	6	0	4	5	4	4	4	4	4	4	4	25	25	
Donah Kyomugisha	NRM	Kakoba	F	1	43	60	40	8	0	5	0	13	10	9	19	0	5	5	5	4	5	0	4	5	0	4	28	28	
Michael Mukizi	NRM	PWD	M	1	32	60	88	1	8	2	0	11	10	9	19	0	5	5	5	5	0	5	5	0	5	0	30	30	
Jolly Kabwizi	NRM	PWD	F		23	60	161	3	0	2	0	5	10	9	19	10	5	5	5	0	6	0	5	5	0	5	26	26	
Justine Kakyara	NRM	Bugamba	F	3	25	59	136	1	8	2	0	11	10	9	19	0	5	5	5	5	0	4	5	5	0	4	29	29	
Joseline Kemirembe	NRM	Kakiika / Biharwe	F	2	31	58	87	1	8	5	0	14	6	9	15	4	5	5	0	5	0	5	5	0	5	0	25	25	
Immaculate Muhangi	NRM	Rwanyamahembe/ Bubaare	F	1	43	58	35	1	8	2	0	11	10	9	19	0	4	4	5	5	0	5	5	0	5	0	28	28	
Mark Mugisha	NRM	Kashare	M	1	51	55	8	8	8	5	0	21	3	9	12	4	1	1	1	5	5	4	1	5	4	1	18	18	
Annet Arinaitwe Bwonyenwa	NRM	Rubindi	F	3	62	55	-11	1	8	5	0	14	4	9	13	0	5	5	1	5	5	2	5	5	2	5	28	28	
Annah Tirwakunda	NRM	Kamukuzi/ Nyamitanga	F	2	63	54	-14	1	8	2	0	11	10	9	19	10	5	5	1	0	1	1	1	1	1	1	14	14	

Name	Identifiers			Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs										
	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Robert Bikiye Arinanye	NRM	Bugamba	M		64	50	-22	8	8	5	0	21	7	5	12	0	5	5	5	0	1	0	1	17
Annah Kansime	NRM	Rugando	F		48	49	2	1	8	5	0	14	0	9	9	0	5	5	5	1	5	4	1	26
Phery Natugumya Rutabanzibwa	NRM	Bubaare	M		25	47	88	1	8	0	0	9	8	9	17	0	5	5	1	4	4	0	2	21
Jennifer Bajja	NRM	Rubaya	F			43		1	8	0	0	9	7	5	12	4	5	5	1	1	5	0	1	18
Merian Mutashwera	NRM	Older Persons	F		11	41	273	1	8	0	0	9	3	9	12	0	5	5	0	5	1	0	4	20
Erimiya Jumba	NRM	Nyamitanga	M		48	40	-17	1	1	2	0	4	0	9	9	0	5	5	5	5	5	0	2	27
Deogratius Rukundo	NRM	Nyakayajo	M		65	39	-40	8	0	2	0	10	7	5	12	4	4	5	1	1	1	0	1	13
Julius Bwekwaso	NRM	Kakoba	M		56	38	-32	1	0	2	0	3	10	9	19	4	1	1	5	1	0	0	4	12
Ahmed Mulindwa	NRM	Biharwe	M		32	38	19	1	8	0	0	9	0	9	9	0	5	5	0	1	5	0	4	20
David Kaniga Muhanguzi	NRM	Workers	M			36		1	1	2	0	4	7	5	12	0	4	4	5	1	5	0	1	20
Patience Tugumisirize	NRM	Mwizi	F		53	35	-34	1	1	2	0	4	7	5	12	4	1	5	5	1	1	1	1	15
Jesca Mwijuka	NRM	Workers	F			34		1	8	2	0	11	10	9	19	0	0	4	0	0	0	0	0	4
Twaha Bakawonga	NRM	Older Persons	M		11	6	-45	1	0	0	0	1	0	5	5	0	0	0	0	0	0	0	0	0
Average					41	55	56	4	6	3	0	13	8	8	16	3	4	5	4	3	4	1	3	24

*Assessed Using Secondary Data

Moroto

Name	Identifiers		Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs											
	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Hellen Kiyai	NRM	Youth	F	1	67	68	9	1	8	0	2	11	11	9	20	10	6	6	3	7	0	0	5	27
John Baptist Lotee	NRM	Katikekile	M	2	45	50	16	1	8	0	0	9	11	9	20	2	5	5	1	5	1	1	1	19
Abdallah Lomongin	NRM	PWD	M	2	51	39	-24	1	8	0	0	9	8	9	17	0	1	5	1	1	5	0	0	13
Charles Topoth	NRM	Workers	M	1		37		1	8	0	0	9	11	9	20	0	5	1	0	1	0	0	1	8
Christine Akot	NRM	South Div	F	1	22	35	114	1	8	0	0	9	11	9	20	0	1	1	1	1	1	0	1	6
Clementina Lochoro*	NRM	Rupa	F	2	59	20	-66	1	8	0	0	9	0	9	9	0	1	1	0	0	0	0	0	2
Margaret Lotee*	NRM	Katikekile	F	2	53	19	-64	1	8	0	0	9	0	9	9	0	1	0	0	0	0	0	0	1
Christine Onyang Smith	NRM	Older Persons	F	1	30	19	-37	1	8	0	0	9	1	9	10	0	0	0	0	0	0	0	0	0
Joseph Lomilo	NRM	Older Persons	M	1	21	18	43	1	8	0	0	9	0	9	9	0	0	0	0	0	0	0	0	0
Andrew Pulko Lochigai*	NRM	Nadunget	M	4	55	18	-64	1	8	0	0	9	0	9	9	0	0	0	0	0	0	0	0	0
Callisto Iriama	NRM	North Div	M	4	62	18	-68	1	8	0	0	9	0	9	9	0	0	0	0	0	0	0	0	0
Joseph Otita*	IND	Rupa	M	2	49	18	-59	1	8	0	0	9	0	9	9	0	0	0	0	0	0	0	0	0
Stephanie Adupa*	NRM	Tapac	F	1	67	18	-70	1	8	0	0	9	0	9	9	0	0	0	0	0	0	0	0	0
Emmanuel Lokii*	FDC	Youth	M		50	18	-60	1	8	0	0	9	0	9	9	0	0	0	0	0	0	0	0	0
Cosmas Ayepa*	NRM	Northern Div	M	2	32	18	-44	1	8	0	0	9	0	9	9	0	0	0	0	0	0	0	0	0
Betty Akuu*	NRM	PWD	F	2	19	18	-5	1	8	0	0	9	0	9	9	0	0	0	0	0	0	0	0	0
Margaret Awas Lokii	NRM	Workers	F	1		18		1	8	0	0	9	0	9	9	0	0	0	0	0	0	0	0	0
Average					45	26	-25	1	8	0	0	9	3	9	12	1	1	1	0	1	0	0	0	4

*Assessed Using Secondary Data

Moyo

Identifiers		Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs												
		2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office		Sub Total	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total				
Maximum Scores		100	100		8	8	5	4	25	11	9	20	10	7	7	7	5	5	5	45					
Name	Political	Constituency	Gender	Terms Served																					
Terry Sifton Anyanzo	NRM	Dufile	M	5	79	87	10	8	8	5	0	21	11	9	20	10	7	3	7	7	0	5	36		
Martin Izaruku	IND	Lefori	M	2	69	83	20	8	8	5	0	21	11	9	20	4	7	7	7	3	2	5	38		
Paul Drami Gia	NRM	Itula	M	2	56	80	43	8	8	5	0	21	11	9	20	6	5	5	7	5	7	2	2	33	
Martina Azireo	NRM	Moyo	F	2	67	59	-12	8	8	0	0	16	7	9	16	10	5	1	5	0	5	0	1	17	
Margaret Asienzo	NRM	Moyo TC	F	2	40	57	43	8	8	5	0	21	3	9	12	6	5	5	1	1	5	0	1	18	
Sam Asusi	NRM	Metu	M	1	55	56	2	8	8	2	0	18	7	9	16	4	4	4	5	0	5	0	0	18	
Emmanuel Bada	NRM	Youth	M	1	36	49	36	8	8	5	0	21	7	6	13	2	0	0	1	1	5	1	5	13	
Emmanuel Amoko	NRM	Moyo TC	M	1	43	47	9	8	8	5	0	21	3	9	12	6	1	1	1	0	5	0	0	8	
Agatha Bakole	IND	Workers	F	1		46		8	8	5	0	21	4	9	13	0	1	7	0	0	0	0	4	12	
Joseph C.Opeli	NRM	Older Persons	M	1	49	44	-10	8	8	5	0	21	3	6	9	2	5	5	0	1	1	0	0	12	
Zumura Maneno	NRM	Youth	F	2	32	43	34	8	8	0	0	16	4	9	13	0	1	0	1	5	5	1	1	14	
Charles Baru Azuba	NRM	Laropi	M	1	41	41	0	1	3	0	1	5	0	5	5	4	5	4	5	4	5	0	4	27	
Nusura Odea	NRM	Lefori	M	2	31	41	32	8	8	5	0	21	0	9	9	2	0	1	1	5	1	0	1	9	
Beatrice Eleo	NRM	PWD	F	1	44	34	-23	6	8	2	2	18	0	9	9	6	1	0	0	0	0	0	0	1	
Lilian Lizzy Masia*	FDC	Laropi & Dufile	F	1	22	31	41	8	8	2	0	18	3	2	5	0	1	0	1	0	5	0	1	8	
Kanta Lulua	NRM	Metu	F	3	18	30	67	8	8	5	0	21	0	9	9	0	0	0	0	0	0	0	0	0	
Paul Maiku Didi	NRM	PWD	M	2	47	30	-36	8	8	5	0	21	0	9	9	0	0	0	0	0	0	0	0	0	
Christine Dramaya	NRM	Older Persons	F	1	23	23	0	8	0	5	0	13	0	9	9	0	1	0	0	0	0	0	0	1	
Scovia Aletiru*	FDC	Aliba	F	1	38	18	-53	1	1	0	0	2	0	9	9	0	1	1	1	1	1	1	1	7	
Lilian Kareo Duku	NRM	Itula	F	2	36	17	-53	1	1	0	0	2	0	9	9	0	1	1	1	1	1	1	0	1	6
Faida Vicent*	NRM	Gimara	F	3	23	9	-61	0	0	0	0	0	0	9	9	0	0	0	0	0	0	0	0	0	
Average					42	44	4	7	6	3	0	16	4	8	12	3	2	2	2	2	3	0	2	13	

*Assessed Using Secondary Data

Mpigi

Name		Political		Constituency		Gender		Terms Served		Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs										
										2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total		
Maximum Scores										100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	5	5	4	5	45	
Harriet Namuyomba Matovu	NRM	Buwama	F	1	54	81	50	8	8	5	1	22	10	6	16	10	6	16	10	6	16	10	5	5	5	5	4	4	4	33	
Juliet Jemba Wamala	NRM	Muduuma/Kiringente	F	3	79	80	1	8	8	5	0	21	11	9	20	10	9	20	10	9	20	5	5	5	5	0	4	29		26	
Phiona Nabadda	NRM	Nkozi	F	2		76		8	8	5	0	21	10	9	19	10	5	5	5	5	5	5	5	5	5	0	1	27		24	
Joseph Kasule Mugatte	NRM	Kammengo	M	1	29	70	141	3	8	5	0	16	8	9	17	10	5	5	5	5	5	5	5	5	5	1	1	1	19		
Faisal Mpanga	NRM	Muduuma	M	1	52	67	29	8	8	5	1	22	11	6	17	4	5	5	5	5	5	5	5	5	5	0	4	24		18	
Joseph Sempijja	NRM	Buwama	M	1	73	64	-12	8	8	5	1	22	10	9	19	4	5	5	5	5	5	5	5	5	5	1	1	1	1	19	
Fatinah Namuli	NRM	Mpigi TC	F	1	24	59	146	8	8	5	0	21	7	9	16	4	4	0	5	0	1	4	4	0	5	0	4	4	18		24
Godfrey Nalima	IND	Kituntu	M	2	38	57	50	8	8	0	1	17	10	2	12	4	5	5	5	5	5	5	5	5	5	0	4	4	24		23
Christine Nakajjugo	IND	Kammengo	F	1	51	55	8	1	1	2	1	5	8	9	17	10	5	5	5	5	5	5	5	5	5	1	1	1	23		23
Betty Kinene	NRM	PWD	F	5	69	55	-20	1	8	0	0	9	10	9	19	4	5	0	7	5	5	0	1	23	5	0	0	1	23		25
Prossy Namwala Lukwago	NRM	Kituntu	F	1	24	53	121	1	8	2	0	11	7	6	13	4	5	5	5	5	5	5	5	5	5	0	0	25		25	
Edith Namubiru Ssempala	NRM	Older Persons	F	1	41	53	29	1	8	0	0	9	6	9	15	4	5	5	5	5	5	5	5	5	5	0	0	25		10	
Benedicto Ssozi*	NRM	Mpigi TC	M	1	36	49	36	8	8	5	0	21	3	9	12	6	5	1	0	1	1	1	1	1	1	1	1	1	14		19
Fred Ssekayi Makumbi	NRM	Youth	M	1	44	47	7	8	8	0	0	16	11	2	13	4	5	5	5	5	5	5	5	5	5	0	4	4	19		12
Haruna Mukibi Nasser	NRM	Older Persons	M	1	32	40	25	1	8	0	0	9	3	9	12	0	5	0	0	1	5	5	0	0	0	0	0	4	19		20
Cyrus Sempijja Baker*	IND	PWD	M	1	45	38	-16	8	8	5	0	21	3	2	5	0	1	5	5	5	5	5	5	5	5	0	0	12		21	
Godfrey Ssematimba Kasasa	IND	Kiringente	M	1	33	37	12	0	0	0	1	1	3	9	12	4	5	5	5	5	5	5	5	5	5	0	0	20		8	
Syvia Nakayiza	NRM	Youth	F	1	36	34	-6	1	1	2	0	4	3	2	5	4	5	1	5	5	5	5	5	5	5	0	0	21		5	
Patrick Katende*	NRM	Workers	M	1		28		1	8	2	0	11	3	2	5	4	5	1	1	0	0	0	1	8	5	1	0	1	8		5
Jackline Namuddu*	NRM	Workers	F	1		21		1	8	0	0	9	3	0	3	4	0	0	0	0	0	0	0	5	0	0	0	5		20	
Average					45	52	35	5	7	3	0	14	7	6	13	5	5	4	3	3	4	3	3	4	1	2	20		20		

*Assessed Using Secondary Data

Mukono

Name	Identifiers		Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs										
	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total		Meeting Electorate	Office	Sub Total	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	5	5	45	
Stephen Mufuwa	NRM	Nakisunga S/C	M	1	62	75	21	8	8	5	0	21	11	9	20	6	3	7	3	7	0	1	28	
Sylvia Kyobe	NRM	Nome/Kyampisi	F	1	38	68	79	8	8	5	4	25	11	9	20	2	7	4	5	0	1	0	4	21
Abbas Kabenge	NRM	Nabbale S/C	M	1	52	61	17	3	8	0	0	11	11	9	20	6	7	6	5	0	1	0	5	24
Lukeman Ssegayi	DP	Goma Div	M	2	32	57	78	3	8	5	0	16	11	9	20	6	1	1	1	0	7	1	4	15
Lawrence Semakula	NRM	Mpunge S/C	M	2	41	55	34	8	8	5	0	21	11	2	13	0	5	1	1	5	5	0	4	21
Faisal Kigongo Luggya	NRM	Youth	M	1	42	54	29	8	8	5	0	21	0	9	9	6	3	3	3	1	0	5	18	
Anna Lubulwa*	NRM	Nagojje/Ntunda S/C	F	1	48	53	10	3	8	2	1	14	7	2	9	4	5	4	5	4	1	3	4	26
Francis Lukyamuzi	DP	Ntenjeru S/C	M	1	55	50	-9	1	8	5	0	14	7	9	16	6	1	3	3	5	1	0	1	14
Asuman L. Muwumuza	NRM	Koome S/C	M	5	32	47	47	3	8	5	0	16	7	2	9	10	1	1	1	1	7	0	1	12
Specioza Nassolo	DP	Goma Div	F	1	33	45	36	8	8	0	0	16	11	9	20	0	1	1	0	5	1	0	1	9
Ronald Kayanja	NRM	Seeta Namuganga	M	1	42	44	5	8	8	0	0	16	11	0	11	8	1	2	1	1	3	0	1	9
Edward Mutebi Kiwanuka	NRM	Kimenyedde S/C	M	1	25	43	72	8	8	0	0	16	4	2	6	2	7	7	3	1	1	0	0	19
Fred Musonge Nkajja	NRM	Nama S/C	M	1	62	41	-34	1	8	5	0	14	4	5	9	0	1	1	3	3	3	2	5	18
Betty Nakasi	DP	Central Div	F	1	33	40	21	8	8	5	0	21	1	9	10	0	1	1	0	1	1	0	5	9
Timothy Kisakye	IND	Ntunda S/C	M	1	34	38	12	1	1	0	0	2	11	9	20	0	5	1	1	0	5	0	4	16
Julius D. Ssemakula	DP	Central Div	M	2	49	36	-27	8	3	0	0	11	11	9	20	0	1	1	1	1	0	1	5	9
Betty Nansubuga*	NRM	Nabbaale/Kimenyedde	F	1	34	36	6	1	0	0	0	1	10	5	15	0	1	5	4	1	0	4	20	
Sarah Kayaga	NRM	Seeta Namuganga	F	1	53	36	-32	8	8	5	0	21	7	2	9	0	1	1	1	1	1	0	1	6
Afuwa Kiiza	NRM	Koome/Mpunge S/C	F	1	32	34	6	1	3	0	0	4	10	2	12	0	5	1	1	5	5	0	1	18
Claudia Kamywa	NRM	Older Persons	F	1	38	30	-21	3	1	0	0	4	11	9	20	2	0	0	1	1	1	0	1	4
Annet Nakanwagi	NRM	PWD	F	3	29	28	-3	1	3	0	0	4	11	9	20	0	1	1	1	0	0	1	4	
Ronald Kikomoko*	DP	Kyampisi S/C	M	1	11	21	91	1	0	0	0	1	7	2	9	0	5	5	1	0	0	0	11	
Joseph Mukasa Ssozi	NRM	Older Persons	M	1	35	20	-43	1	8	0	1	10	3	2	5	0	0	0	0	1	0	0	4	5
Mariam Mirembe	NRM	Workers	F	1	19	19		1	0	0	0	1	4	9	13	0	1	1	1	1	0	0	1	5

Identifiers			Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs									
Name	Political	Constituency	2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total	
Maximum Scores			100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	5	45
Abdul Nsubuga*	NRM	PWD	20	14	-30	1	0	0	1	2	10	2	12	0	0	0	0	0	0	0	0	0	0
Gonzaga Ssensamba	IND	Workers		12		8	0	0	0	8	0	2	2	0	1	0	0	0	0	1	0	2	2
Samalie Musenero*	NRM	Kasawo S/C	56	8	-86	1	0	5	0	6	0	2	2	0	0	0	0	0	0	0	0	0	0
Jeanita Nalweyiso*	NRM	Youth	17	4	-76	1	0	0	1	2	0	2	2	0	0	0	0	0	0	0	0	0	0
Sabijiti Ssekisambu*	NRM	Kasawo S/C	25	3	-88	1	0	0	0	1	0	2	2	0	0	0	0	0	0	0	0	0	0
Davis Lukyamuzi*	NRM	Nagolije S/C	43	3	-93	1	0	0	0	1	0	2	2	0	0	0	0	0	0	0	0	0	0
Average			38	36	1	4	5	2	0	11	7	5	12	2	2	2	2	2	2	0	2	2	11

*Assessed Using Secondary Data

Nakapiripirit

Identifiers		Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs												
Name	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
John Lonye	NRM	Moruia	M	4	87	87	0	8	8	5	1	22	11	9	20	10	5	7	7	7	5	2	2	35
Richard Edou Arukol	NRM	Namalu	M	1	34	77	124	8	8	5	0	21	11	9	20	10	3	5	5	3	5	2	2	26
Jotham Loyor	NRM	Kakongole	M	5	58	74	28	8	8	5	0	21	11	9	20	10	5	5	5	1	5	0	2	23
Lucy Lopuwa	NRM	Older Persons	F	6	72	72		8	8	5	1	22	10	9	19	6	5	7	1	5	7	0	0	25
Aaron Joseph Yoyo	NRM	Older Persons	M	1	67	48	-25	8	8	5	0	21	3	9	12	0	5	5	1	1	1	0	2	15
Agnes Lokure	NRM	Moruia	F	3	25	38	52	8	8	5	0	21	0	6	6	0	5	1	1	0	4	0	0	11
Christine Longok	NRM	Kakomongole/ Nakapiripirit Tow	F	4	65	37	-43	8	8	0	0	16	11	6	17	0	1	1	1	1	0	0	0	4
Agnes Losike	NRM	Youth	F	1	41	25	-39	7	8	0	0	15	3	5	8	0	1	0	0	1	0	0	0	2
Betty Lochoro	NRM	Namalu	F	1	29	22	-24	3	8	0	0	11	0	7	7	0	1	1	1	1	0	0	0	4
Raphael Amadeo Lobwal*	IND	Nakapiripirit TC	M	2	47	21	-55	8	8	0	0	16	0	5	5	0	0	0	0	0	0	0	0	0
Moses Akol Mopu*	NRM	Loregae	M	1	57	20	-65	8	8	0	0	16	0	2	2	0	1	1	0	0	0	0	0	2
Erina Longole	NRM	Loregae	F	2	44	19	-57	1	8	0	0	9	0	9	9	0	1	0	0	0	0	0	0	1
William Sagal	NRM	PWD	M	3	43	17	-60	8	8	0	0	16	0	0	0	0	0	0	0	1	0	0	0	1
Lucy Aluka*	NRM	PWD	F	2	28	15	-46	1	8	0	0	9	0	5	5	0	1	0	0	0	0	0	0	1
Average					48	41	-15	7	8	2	0	17	4	6	11	3	2	2	2	2	2	1	1	11

* Assessed Using Secondary Data

Nebbi

Name	Political	Constituency	Gender	Terms Served	Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs									
					2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting		Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	7	5	45
Morris Kwach	NRM	Kuwiny S/C	M	1	39	77	97	8	8	5	0	21	11	9	20	6	7	7	7	0	5	0	4	30
Gabriel Ocibre	NRM	Nebbi S/C	M	4	20	64	220	8	8	5	0	21	8	9	17	6	7	7	3	1	1	0	1	20
Grace Owonda	FDC	Erussi S/C	F	2	77	63	-18	8	8	0	0	16	7	9	16	10	1	3	0	3	7	2	5	21
Berocan Moses Angecan	NRM	Abindu Div	M	1		54		8	3	0	0	11	11	5	16	6	1	7	1	3	7	0	2	21
Focus Warom	FDC	Parombo S/C	M	2	67	54	-19	8	8	0	0	16	4	9	13	6	3	3	3	3	3	2	2	19
Molly Giramia Kerpou	NRM	Nyaravuri/Ategu	F	1	61	52	-15	8	8	0	0	16	8	9	17	10	1	3	1	1	1	0	2	9
Geoffrey Thorwinyowa	IND	Thatha Div	M	1		52		8	8	0	0	16	7	9	16	6	7	3	1	1	1	0	1	14
John Bosco Odongkara	NRM	Older Persons	M	1	28	51	82	8	8	0	0	16	7	9	16	0	0	0	7	0	7	0	5	19
Glady's Kayeny	FDC	Ndhew S/C	F	2		48		1	8	0	0	9	7	9	16	6	5	1	3	0	7	1	0	17
Remelda Martha Bitoi*	NRM	Parombo/Akworo S/C	F	2	52	48	-8	3	8	0	0	11	8	9	17	6	1	1	3	1	3	0	5	14
Geoffrey Okello Anecho	NRM	Ndhew S/C	M	2	81	47	-42	8	8	2	0	18	7	9	16	6	5	0	1	0	1	0	0	7
Grace Owiny	NRM	Nebbi	F	4	30	47	57	8	8	5	0	21	5	9	14	6	0	1	1	1	1	1	1	6
Teddy Mandhawun	NRM	Workers	F	1		47		1	8	0	0	9	11	9	20	0	5	7	1	0	3	1	1	18
Doreen Odongtho*	NRM	Older Persons	F	1	49	46	-6	8	8	0	0	16	8	9	17	0	5	3	3	1	1	0	0	13
Brown Coothum	UPC	Erussi	M	1	71	45	-37	8	8	0	0	16	0	9	9	6	0	0	3	0	5	1	5	14
Dorine Clare Nimungu*	NRM	PWD	F	4	10	43	330	8	8	5	0	21	8	9	17	0	1	0	1	1	0	0	2	5
Ronald Ocangili	NRM	Atego S/C	M	2	61	42	-31	8	8	0	0	16	0	9	9	6	1	1	3	0	5	1	0	11
Dorothy Awachango	NRM	Kuwiny S/C	F	1	30	42	40	8	8	0	0	16	7	9	16	6	0	0	3	0	0	1	0	4
Ronnie Otimber	NRM	Youth	M	1	52	41	-21	8	8	0	0	16	7	9	16	6	0	0	3	0	0	0	0	3
Doreen Aacen	IND	Thatha Central Div	F	1		38		1	8	0	0	9	8	9	17	6	1	1	1	1	1	0	1	6
Stanley Oucha	NRM	Workers	M	1		38		1	8	0	0	9	7	9	16	0	0	0	7	1	0	0	5	13
Saulo Rwothomio	NRM	Abindu Div	M	1		36		1	8	0	0	9	7	9	16	6	5	0	0	0	0	0	0	5
Lawrence Wathum*	NRM	PWD	M	4	41	36	-12	8	8	0	0	16	8	5	13	0	1	1	3	1	1	0	0	7
Jimmy Operi*	NRM	Akworo S/C	M	1	75	29	-61	3	8	5	0	16	0	2	2	6	1	1	1	1	0	1	0	5
Average					50	48	33	6	8	1	0	15	7	8	15	5	2	2	3	1	3	0	2	13

* Assessed Using Secondary Data

Ntungamo

Name	Political	Identifiers		Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs										
		Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate		Office	Sub Total	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total	
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45	
Phoebe Asimwe	NRM	Ngoma, Kayonza & Rwentobo T/C	F	1	28	72	157	3	8	2	0	13	10	9	19	10	5	7	7	1	1	4	5	30	
Denis Savimbi Muhumuza	NRM	Itojo	M	2	34	67	97	8	8	5	0	21	7	9	16	4	2	3	5	6	5	0	5	26	
Ashel Mupenzi	NRM	Rwikiriro	M	1	49	63	29	8	8	5	0	21	10	9	19	6	5	1	5	1	1	0	4	17	
Dan Buteera	NRM	Ngoma	M	6	50	61	22	8	8	2	0	18	3	9	12	10	1	5	1	5	5	0	4	21	
Dinah Nabasa Nuwabeine	NRM	Kibatsi/ Ihunga	F	2	45	54	20	8	8	5	0	21	7	9	16	6	1	1	1	1	1	1	1	5	11
Patrick Rwakabare	NRM	PWD	M	2	51	51	0	1	3	0	0	4	10	9	19	6	5	4	1	5	5	1	1	22	
Ainea Asasinwe	NRM	Ruhama East	M	1		51		3	8	2	0	13	7	9	16	0	1	5	5	5	0	1	22		
Aida Nturanabo Sanyu	NRM	Itojo & Nyamukana T/C	F	2	55	48	-13	3	8	2	0	13	6	5	11	4	5	0	1	5	5	0	4	20	
Ambrose Kyenjoga Nuwahereza	NRM	Rubaare	M	1	24	48	100	8	8	2	0	18	0	9	9	0	5	5	1	1	0	4	21		
John Kamanyire Rutsigazi	IND	Ihunga	M	1	28	47	68	1	8	0	0	9	7	0	7	6	5	5	5	5	0	0	25		
Julius Rwenzigye	FDC	Rubaare	M	1		47		3	8	5	0	16	6	9	15	0	1	5	5	0	1	0	16		
Naboth Mpirirwe	NRM	Ntungamo S/C	M	1	47	46	-2	3	8	5	0	16	3	9	12	4	1	1	1	1	5	1	4	14	
Danson Twinomujuni	NRM	Nyamunuka T/C	M	1		46		3	8	0	0	11	6	9	15	0	5	5	1	4	1	0	4	20	
Edson Turyasingura	NRM	Rwentobo/Rwahi T/C	M	1		45		8	8	0	0	16	6	0	6	0	5	5	5	1	1	1	1	23	
Vincent Tugume	IND	Kayonza	M	1		43		1	8	5	0	14	3	9	12	6	0	5	1	4	0	0	1	11	
Canon Ketty Kapasi	NRM	Older Persons	F	3	29	43	48	3	8	0	0	11	10	9	19	0	0	0	1	4	0	4	4	13	
Peace Kaconco Natukunda	NRM	Rubare T/C & Rubare S/C	F	2	51	43	-16	8	8	5	0	21	3	9	12	2	2	1	0	1	1	0	4	8	
Nathan Tusiime	NRM	Kitwe T/C	M	1	47	42	-11	8	8	5	0	21	3	9	12	0	3	3	1	1	0	0	1	9	
Saidat Tushabe	NRM	Rugarama	F	1	8	41	413	3	8	5	0	16	3	9	12	0	3	3	1	1	3	0	2	13	
Goliath Karuru	IND	Rwashamire	M	1	43	41	-5	3	8	5	0	16	6	9	15	4	1	0	0	4	1	0	0	6	
Alex Safari Musinguzi	NRM	Katunju Mirama TC	M	1		40		3	8	5	0	16	6	9	15	0	4	2	1	0	2	0	0	9	
Christine Turyamazara	NRM	Nyabihoko, Nyabushenyi, Rwahamei	F	1	32	40	25	3	8	0	0	11	6	9	15	0	5	1	1	5	1	0	1	14	
Anthony Byaruhanga	NRM	Older Persons	M	4	38	40	5	1	0	5	0	6	7	9	16	4	0	1	3	1	5	0	4	14	
Ronald Bukenya	NRM	Eastern Div	M	1	35	39	11	1	8	2	0	11	7	5	12	6	1	5	1	1	1	0	1	10	

Name	Identifiers		Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs												
	Political	Constituency	Terms Served	Gender	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills		Sub Total	Meeting Electorate	Office	Sub Total	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total	
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	5	5	5	45	
Sakina Ampaire	NRM	Bwongyera S/C & Nyamanuka TC	F	F	73	38	-48	3	0	0	0	3	6	9	15	4	1	4	1	4	1	1	1	16	
Florence Kyomuhendo	NRM	Rukoni East	F	F		38		3	8	0	0	11	7	9	16	0	5	1	1	1	1	1	1	11	
Rovinah Arinaitwe*	NRM	Rukoni West/Kitwe T/C	F	F		38		1	8	5	0	14	6	9	15	0	5	1	1	1	0	0	1	9	
Benjamin Turyatunga	NRM	Rwisho T/C	M	M		38		3	8	0	0	11	3	9	12	0	1	5	5	1	1	1	1	15	
Emily Aduhaire Nuwagaba	NRM	Youth	F	F	23	38	65	8	8	5	0	21	0	9	9	0	1	0	1	1	1	0	4	8	
Lawrence Baitwababo	NRM	Bwongyera	M	M		37		1	8	5	0	14	3	9	12	4	1	1	1	1	1	0	2	7	
Benard Ahabwe Mukasa	NRM	Ruhaama	M	M	51	37	-27	8	8	5	0	21	0	9	9	2	1	1	1	1	1	0	0	5	
Esther Twinomugisha	NRM	Rweikiriro	F	F		37		3	8	2	0	13	0	9	9	0	4	0	1	4	1	0	5	15	
Justine Kyofuna	NRM	Ruhaama	F	F		36		3	8	5	0	16	3	5	8	0	1	5	5	0	0	0	1	12	
Stephen Seagull Bamusiime	NRM	Rukoni West	M	M		36		1	8	0	0	9	4	9	13	2	0	1	5	1	1	0	4	12	
Juliet Turyashaba Mpamize	NRM	Ntungamo Municipality	F	F	58	35	-40	0	0	0	0	1	0	3	9	12	6	1	1	5	4	5	0	17	
Emmanuel Binyerere	NRM	Western Div	M	M	16	35	119	1	0	0	0	1	0	9	9	0	1	5	5	5	0	4	25		
Wilberforce Kakiiga Nuwandinda	NRM	Nyabihoko	M	M	50	34	-32	1	8	2	0	11	7	9	16	0	0	5	1	0	0	0	1	7	
Nicholas Twikirize	NRM	Youth	M	M	40	34	-15	3	8	2	0	13	0	9	9	6	1	1	1	1	1	0	1	6	
William Mugumya Kanahe	NRM	Central Div	M	M	34	33	-3	3	8	0	0	11	0	9	9	0	1	1	1	5	5	0	0	13	
Shakilah Karyeja Mbabazi	NRM	Katunjo Mirama	F	F		31		1	8	0	1	10	6	9	15	0	0	4	1	0	0	0	1	6	
Nicholas Nuwagaba	NRM	Rukoni East	M	M	60	31	-48	3	8	2	0	13	3	9	12	0	1	1	1	1	1	0	1	6	
Ezekiel Nagaba	NRM	Kibatsi Rwamabondo	M	M	23	30	30	1	8	2	0	11	0	9	9	0	1	1	1	1	5	0	1	10	
Rosette Turwikirize	NRM	Workers	F	F		26		1	0	0	0	1	0	9	9	0	5	5	1	0	5	0	0	16	
Plaxeder Hamanya	NRM	Ntungamo	F	F	24	25	4	3	3	5	0	11	0	9	9	0	0	0	1	0	0	0	4	5	
Augustine Kashajja	NRM	Nyakyera SC/TC	M	M	48	23	-52	1	8	5	0	14	0	9	9	0	0	0	0	0	0	0	0	0	
Wilberforce Kamukama	NRM	Kagarama	M	M		22		1	0	0	0	1	4	9	13	0	1	1	1	1	1	0	0	4	8
Peace Tusiime	NRM	Nyakyera	F	F	29	21	-28	1	8	2	0	11	0	5	5	2	0	0	1	0	0	1	1	3	
Everest Mubangizi*	NRM	Workers	M	M		20		1	0	5	0	6	3	9	12	0	0	0	0	0	0	1	1	2	
Deborah Kobusingye	NRM	PWD	F	F	41	18	-56	1	8	0	0	9	0	0	0	0	1	1	1	0	5	0	1	9	
Average					40	40	26	3	7	3	0	12	4	8	12	2	2	2	2	2	2	0	2	13	

*Assessed Using Secondary Data

Nwoya

Name		Political		Identifiers		Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs										
						2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office		Sub Total	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total		
Maximum Scores						100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45		
Fredrick Okecha		IND			Purongo S/C	M	2	31	72	132	8	8	5	0	21	11	9	20	4	0	7	3	7	3	2	5	27
Everlyn Anena Ocan		DP			Koch Goma S/C	F	1	27	69	156	8	8	0	0	16	11	9	20	4	7	1	0	7	7	5	2	29
Daniel Opiyo Okumu		NRM			Anaka T/C	M	1	40	65	63	8	8	5	0	21	11	9	20	4	5	3	0	5	5	2	0	20
Milly Lamaro Otim		DP			Alero S/C	F	2	46	64	39	8	8	5	0	21	11	9	20	0	7	7	0	0	7	0	2	23
Alfred Okello Okot		IND			Koch-Goma S/C	M	1	31	59	90	8	8	5	0	21	8	9	17	0	3	2	3	3	3	2	5	21
Christine Auma		NRM			Lungulu S/C	F	1	50	54	8	8	3	0	0	11	11	9	20	0	7	3	3	3	3	2	2	23
David Okello		IND			Youth	M	1	38	49	29	8	8	5	0	21	4	9	13	0	0	4	3	3	5	0	0	15
Grace Akidi		IND			Got Apwoyo and Purongo S/C	F	2	55	40	-27	8	0	2	1	11	4	9	13	0	0	3	7	3	3	0	0	16
Michael Odong		NRM			Older Persons	M	1	28	39	39	8	8	0	0	16	1	9	10	0	0	0	3	0	0	5	5	13
Charles Odong Akena		NRM			PWD	M	2	23	37	61	3	8	0	0	11	8	9	17	0	0	0	7	0	0	2	0	9
Betty Kibwota		IND			Anaka S/C and Anaka TC	F	1	54	35	-35	8	0	5	0	13	0	9	9	0	1	2	3	0	7	0	0	13
Fred Ocitti Lugacha		DP			Alero S/C	M	2	47	32	-32	8	8	5	0	21	0	9	9	0	1	1	0	0	0	0	0	2
Betty Atim		FDC			Lii S/C	F	2	36	32	-11	8	8	5	0	21	0	9	9	0	1	1	0	0	0	0	0	2
Denish Odong		FDC			Lungulu S/C	M	1	41	32	-22	8	8	0	0	16	0	9	9	0	0	0	0	0	7	0	0	7
Paul Nimrod Kisuki		IND			Workers	M	1		32		8	8	0	0	16	1	9	10	0	0	3	3	0	0	0	0	6
Prossy Pamela Ajok		IND			Workers	F	1		32		8	8	0	0	16	4	9	13	0	0	0	3	0	0	0	0	3
Geoffrey M. Ojok		IND			Anaka S/C	M	2	54	31	-43	8	8	0	0	16	4	9	13	0	1	1	0	0	0	0	0	2
Jennifer Apiyo Lagweno		NRM			PWD	F	1	36	27	-25	3	8	0	0	11	1	9	10	0	0	0	0	3	0	2	1	6
Florence Ajok		NRM			Youth	F	1	34	22	-35	3	8	0	0	11	0	9	9	0	1	1	0	0	0	0	0	2
Kelemerinta Acayo		NRM			Older Persons	F	1	12	20	67	1	8	0	0	9	0	9	9	0	1	1	0	0	0	0	0	2
Average								38	42	25	7	7	2	0	16	5	9	14	1	2	2	2	2	3	1	1	12

Rukungiri

Name	Identifiers		Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs											
	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total		Meeting	Electorate	Office	Sub Total	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	5	45
Peter Tuhairwe	FDC	Western Div/Rukungiri Municipal	M	2	80	92	15	8	8	5	0	21	11	9	20	6	7	7	7	7	5	5	5	45	
Hellen Kabajungu	NRM	Ruhinda/Buhunga S/C	F	3	86	90	5	8	8	5	0	21	11	9	20	6	7	5	7	7	5	5	5	43	
Macklean Sabiti	NRM	Kebisoni/Buyanja S/C	F	2	72	87	21	3	8	2	0	13	11	9	20	10	6	7	7	7	5	5	5	44	
Benon Kyarisima	IND	Buhunga S/C	M	1	75	84	12	8	8	5	0	21	11	9	20	10	7	7	3	3	5	5	5	33	
Agnes Kenyangi	NRM	PWD	F	4	60	79	32	1	8	5	0	14	11	9	20	0	7	7	7	7	5	5	5	45	
Alfred Katto	NRM	Bugangari S/C	M	1	51	77	51	1	3	2	0	6	11	9	20	6	7	7	7	7	5	5	5	45	
Wednesday Twinomujuni	NRM	Nyakishenyi S/C	M	1	72	76	6	8	0	0	0	8	11	9	20	10	7	7	7	0	7	5	5	38	
Tomoth Musimenta	FDC	Ruhinda S/C	M	1	64	76	19	3	8	5	0	16	4	9	13	10	7	7	3	3	5	5	5	37	
Gideon Ntungura	NRM	Bwambara S/C	M	1	27	75	178	8	8	2	0	18	11	9	20	10	5	5	5	5	1	1	1	27	
Caroline Komugisha	NRM	Kebisoni TC	F	1		72		8	3	0	0	11	8	9	17	2	7	7	7	2	2	5	5	42	
Phyllis Ariho	FDC	Youth	F	2	53	70	32	8	8	2	0	18	7	9	16	0	7	6	7	2	2	5	5	36	
Phionah Nankundah	FDC	Nyakagyeme/Fwerere T/C	F	2	74	67	-9	1	8	0	0	9	6	9	15	6	7	7	3	6	7	5	2	37	
Simon Mwebesa	FDC	Buyanja TC	M	1		65		3	8	0	0	11	11	9	20	2	3	3	7	7	0	5	5	32	
Francis Ndazarwe	NRM	Older Persons	M	1	14	65	364	1	8	2	0	11	0	9	9	0	7	7	7	7	0	5	5	45	
Frank Karenzi	NRM	Nyakagyeme S/C	M	1	71	62	-13	1	8	5	0	14	1	9	10	0	7	7	7	3	7	2	5	38	
Amos Byabagambi	FDC	Eastern Div	M	1		60		8	8	2	0	18	8	9	17	0	1	7	7	1	0	2	2	25	
Beatrice Rutaremwa	NRM	Nyakishenyi	F	2	43	60	40	8	8	5	2	23	7	9	16	0	2	7	0	0	7	5	0	21	
Goreth Niwagaba	NRM	Nyarushanje S/C	F	1	52	58	12	8	8	5	0	21	1	9	10	6	3	7	3	3	0	0	5	21	
Benon Tumusiime	FDC	Buyanja S/C	M	1	49	57	16	1	8	2	0	11	4	9	13	2	1	7	7	4	7	0	5	31	
Emily Kyogabirwe	FDC	Buyanja TC	F	1		55		1	8	0	0	9	11	9	20	2	3	3	7	7	3	0	1	24	
Warren Kajuna	NRM	Bikurungu TC	M	1		54		1	8	5	0	14	6	6	12	0	7	7	3	3	0	5	5	28	
Victoria Kiconco	FDC	Southern & Eastern Div	F	1	55	52	-5	1	8	2	0	11	6	5	11	2	3	7	0	6	7	0	5	28	
Denis Ainebe	FDC	Rwerere TC	M	1		51		1	8	0	0	9	4	9	13	2	3	7	3	7	0	0	0	27	
Jennifer Kiconco	FDC	Western Div	F	2	57	51	-11	1	8	0	0	9	4	9	13	6	3	3	3	3	7	2	2	23	

Identifiers			Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs									
Name	Political	Constituency	2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total	
Maximum Scores			100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	5	45
Fidel Begumisa	NRM	Nyarushanje S/C	36	48	33	1	1	5	0	7	3	9	12	6	3	2	6	7	3	0	2	2	23
Justus Mbabazi	IND	Youth	18	44	144	1	8	0	0	9	1	9	10	0	5	0	5	5	0	5	0	5	25
Jovia Milly Mbabazi	NRM	Older Persons	31	42	35	8	8	5	0	21	7	9	16	0	0	1	3	0	0	1	0	0	5
Frank Bwesigwa	FDC	Southern Div	58	42	-28	1	8	2	0	11	0	2	2	0	5	5	5	5	5	0	4	4	29
Medius Mpirinwe	NRM	Bwambara/Bikurungu TC/Bunganga	54	41	-24	1	1	0	0	2	1	2	3	10	3	3	3	7	3	2	5	5	26
Can. David Matsiko	NRM	PWD	69	38	-45	8	8	2	0	18	11	9	20	0	0	0	0	0	0	0	0	0	0
Caledonia Clare Musimenta	NRM	Workers		29		1	8	0	0	9	1	9	10	0	0	7	3	0	0	0	0	10	10
John Eric Magara	NRM	Workers		15		1	3	2	0	6	0	2	2	0	5	0	0	0	1	0	1	7	7
Leonard Muhunguzi	NRM	Kebisoni TC	29	12	-59	1	8	0	0	9	0	2	2	0	1	0	0	0	0	0	0	0	1
Average			54	59	33	4	7	2	0	13	6	8	14	3	4	5	5	4	5	2	3	3	29

Sheema

Name	Political	Identifiers		Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs										
		Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total		Meeting Electorate	Office	Sub Total	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Titus Tindamanyire	NRM	Sheema TC	M	1	50	61	22	8	8	0	0	16	8	9	17	6	5	5	5	5	1	0	1	22
Olivia Ssemanda	NRM	Bugongi & Rugarama	F	1	51	58	14	1	0	2	0	3	8	9	17	6	5	5	4	5	4	4	4	32
Emmy Kasikizi Niweinebyona	NRM	Kigarama	M	1	50	56	12	8	8	5	0	21	11	9	20	0	0	5	1	4	1	0	4	15
Jane Natwajuka	NRM	Kabwohe	F	1		52		1	8	0	0	9	11	9	20	2	5	1	1	5	5	0	4	21
Ronald Nkwasiabwe	IND	Kiigata	M	1	45	52	16	8	8	0	0	16	11	9	20	0	1	5	0	4	5	0	1	16
Ham Kanyongorowa	NRM	Kashozi	M	1	54	51	-6	8	8	0	0	16	7	9	16	2	5	5	1	1	1	0	4	17
Robert Nkwemereire	NRM	Masheruka	M	2	63	48	-24	8	0	0	0	8	8	9	17	6	5	5	1	1	0	1	4	17
Nantale Mwane Mwarumura	NRM	Kagango/ Sheema TC	F	1	50	47	-6	1	8	0	0	9	4	9	13	0	5	5	1	5	1	4	4	25
Simplex Byaruhanga	NRM	Kiigata	M	2	27	47	74	1	8	5	0	14	11	9	20	0	1	5	1	1	0	1	4	13
Simon Abaho	NRM	Kyangyenye	M	1		42		8	0	0	0	8	11	5	16	0	1	1	5	5	0	1	18	
Kadri Kafureeka	NRM	Kabwohe	M	2	32	41	28	1	0	0	0	1	8	9	17	2	5	1	0	5	5	1	4	21
Yokoyada Gumananye	NRM	Musheruka TC	M	1		40		8	0	0	0	8	8	9	17	0	4	1	1	0	5	0	4	15
Juliet Nagaba Nabaasa	NRM	Workers	F	1		40		8	0	0	0	8	4	9	13	0	5	5	1	1	5	1	1	19
Jackson Musinguzi	NRM	PWD	M	2	43	39	-9	3	0	0	0	3	11	9	20	6	1	1	5	1	1	0	1	10
Dinavence Kasande	NRM	PWD	F	2	31	39	26	1	0	0	0	1	8	9	17	0	5	1	5	1	1	4	4	21
Fred Kamugisha	NRM	Rugarama	M	2	46	39	-15	1	8	0	0	9	11	9	20	0	1	1	1	5	1	0	1	10
Denis Kiiza	NRM	Bugongi	M	1	28	38	36	1	0	0	0	1	11	9	20	0	5	5	1	1	1	0	4	17
Lauben Byanyima	NRM	Kiigata T/C	M	1		38		3	0	0	0	3	11	9	20	2	1	5	0	1	5	0	1	13
Eldard Mwesigye	NRM	Kasaana	M	2	37	37	0	8	0	5	0	13	1	9	10	0	5	5	0	1	1	1	1	14
Grace Tumusinguze	NRM	Kasaana	F	2	33	36	9	3	1	0	0	4	7	9	16	0	5	5	0	1	5	0	0	16
Justine Tuhumwire	NRM	Masheruka T/C	F	1		35		1	0	0	0	1	7	9	16	0	5	5	1	1	0	1	1	18
Edinah Aineomugisha	NRM	Shuuku & Kashozi	F		59	35	-41	1	0	2	0	3	11	9	20	0	1	5	1	0	4	0	1	12
Editth Kabagambe	NRM	Kyangyenye	F	1	29	31	7	1	1	0	1	3	0	9	9	0	5	5	0	0	5	0	4	19
James Mbabazi	IND	Older Persons	M	1	1	31	300	1	8	0	0	9	8	9	17	0	1	0	1	1	1	0	1	5

Identifiers			Performance			Legislation				Contact Electorate			LLG	Monitoring NPPAs									
Name	Political	Constituency	2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total	
Maximum Scores			100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	5	45
Patience Ayesiga	NRM	Youths		25		1	0	2	0	3	11	9	20	0	1	0	0	0	0	1	0	0	2
Bens Nuwasasira Kamukuha	NRM	Shuuku TC	37	25	-32	1	8	0	0	9	4	9	13	0	1	1	0	0	0	0	0	1	3
Grace Mwebesa	NRM	Older Persons	18	19	6	3	0	0	0	3	0	9	9	0	1	1	1	1	1	1	1	1	7
David Kamukama*	NRM	Kagango	51	11	-78	1	8	2	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0
Emmanuel Mukama*	NRM	Workers		8		8	0	0	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0
Winfred Kabarokole Nkuba*	NRM	Maheruka& Kigarama	40	6	-85	1	0	5	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0
Vianney Muhwezi*	NRM	Kyangyenyi	58	3	-95	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Average			41	36	7	4	3	1	0	7	7	8	15	1	3	3	1	2	2	1	2	2	13

*Assessed Using Secondary Data

Soroti

Name	Political	Constituency	Gender	Terms Served	Performance			Legislation				Contact Electorate			LLG Meetings	Monitoring NPPAs									
					2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total	Meeting	Electorate		Office	Sub Total	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	7	5	5	45
Michael Akol Okole	FDC	Arapai S/C	M	1	76	93	11	8	8	5	0	21	11	9	20	10	7	7	7	7	7	2	5	42	
Bob Owiny	NRM	Youth	M	1	66	92	39	8	8	5	0	21	11	9	20	10	7	7	3	7	5	5	5	41	
John Enomu	FDC	Katine S/C	M	1	61	85	39	8	8	2	0	18	11	9	20	6	7	7	3	7	5	5	5	41	
Jorem Opian Obicho	IND	Gweri S/C	M	1	75	81	8	8	8	5	0	21	11	9	20	10	5	5	5	5	5	1	4	30	
Rose Tino	NRM	Tubur/Katine S/C	F	1	56	79	41	8	8	5	0	21	8	9	17	10	7	7	1	3	3	5	5	31	
Simon Peter Etoru Ekuu	NRM	Tubur	M	1	65	78	20	8	8	5	0	21	11	9	20	4	5	5	5	5	4	4	4	33	
Susan AgnesApolot	NRM	Asuret/Soroti S/C	F	1	66	76	15	1	8	5	0	14	8	9	17	0	7	7	7	7	5	5	5	45	
John Bosco Okwii	FDC	Western Div	M	1	66	76	15	8	8	0	0	16	11	9	20	0	7	7	3	7	4	5	5	40	
Francis Arimu	NRM	Soroti S/C	M	1	55	71	29	8	8	5	0	21	11	9	20	10	3	5	3	3	2	1	20		
John Brown Eileru	NRM	Older Persons	M	1	37	70	89	8	8	5	0	21	11	9	20	0	5	5	5	5	0	4	29		
Vicky Iruo	NRM	Youth	F	1		64		8	8	2	0	18	11	9	20	4	5	5	5	5	1	0	1	22	
Jane Alum	NRM	PWD	F	1	31	62	100	0	8	2	0	10	8	9	17	6	7	7	3	7	1	0	4	29	
John Calvin Elenyu	FDC	Asuret S/C	M	1	40	56	40	1	8	0	2	11	3	9	12	4	5	5	5	5	0	4	29		
Margaret Amongin	NRM	Eastern/Western Div	F	3	47	55	17	1	8	0	0	9	11	9	20	0	1	5	5	5	0	5	26		
Elizabeth Alungo	FDC	Kamuda	F	1	26	55	112	1	8	5	0	14	10	9	19	4	5	5	0	7	1	0	0	18	
Peter Oringo	IND	Kamuda	M	3		55		8	8	5	0	21	7	6	13	10	0	5	1	0	1	0	4	11	
Fred Akol	NRM	Workers	M	1		52		8	8	2	0	18	8	9	17	0	5	5	0	5	1	1	0	17	
Jennifer Agumo*	NRM	Arapai S/C	F	1	52	37	-29	8	8	5	0	21	0	9	9	4	1	1	0	0	1	0	0	3	
Mohammed Nasur	FDC	Eastern Div	M	3	53	33	-38	1	8	5	0	14	0	9	9	0	1	1	1	1	5	0	1	10	
Rhoda Apeduno*	NRM	Gweri	F	2	34	32	-6	8	8	0	0	16	0	9	9	2	1	1	1	1	1	0	0	5	
Betty Anyakoit*	FDC	Northern Div	F	3	26	28	8	8	8	0	0	16	0	9	9	0	0	0	1	1	1	0	0	3	
Patrick Anatu*	FDC	Northern Div	M	1	35	27	-23	8	8	5	0	21	1	2	3	0	0	0	1	1	1	0	0	3	
Recho Akol	NRM	Workers	F	1		26		1	8	0	0	9	0	9	9	0	0	5	1	1	1	0	0	8	
Jane Abiro	NRM	Older Persons	F	1	8	21	163	1	8	0	0	9	0	9	9	0	0	0	1	1	1	1	0	0	3
Average					49	59	34	6	8	3	0	17	7	9	15	4	4	4	3	4	3	1	3	22	

*Assessed Using Secondary Data

Tororo

Name	Identifiers			Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs										
	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub Total		Meeting Electorate	Office	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Jimmy Alla Apumeri	NRM	Kwapa	M	2	75	68	-9	8	8	0	0	16	7	9	16	0	7	7	7	5	5	1	4	36
Betty Andera Chieria	NRM	Iyolwa/ Magola	F	1	28	65	132	8	8	0	0	16	11	9	20	0	5	5	5	5	0	4	4	29
Noah Okumu	IND	Western Div	M	1	75	63	-16	1	8	0	0	9	8	9	17	10	5	7	5	5	0	0	0	27
Sarah Achieng	IND	Easern Div	F	1	33	52	58	1	8	0	0	9	11	5	16	6	5	5	1	5	5	0	0	21
Rose Christine Adikin	NRM	PWD	F	4	70	52	-26	1	8	0	0	9	4	9	13	6	5	5	5	0	0	4	4	24
Jox Jabwana Owor	NRM	Kisoko	M	1	40	51	28	8	8	2	0	18	4	9	13	10	5	0	0	5	0	0	0	10
Beatrice Adikin	NRM	Mukujju	F	1	37	42	14	8	8	0	0	16	0	2	2	6	5	5	1	5	0	1	1	18
John Martin Odongo	NRM	Iyolwa	M	2	62	41	-34	3	8	2	0	13	1	9	10	2	1	1	1	4	5	0	4	16
Eunice Oliver Awora	NRM	Kirewa	F	1	20	36	80	3	8	0	0	11	6	2	8	0	5	5	0	1	5	0	1	17
Julius Oketcho	NRM	Nabuyoga	M	1		35		1	0	0	0	1	3	9	12	6	5	5	0	1	5	0	0	16
Peter O. Langalanga*	NRM	Mukujju	M	1	43	31	-28	3	8	0	0	11	11	0	11	4	0	0	0	5	0	0	0	5
Stephen Odwar	NRM	Nagongera	M	2	62	30	-52	1	3	2	0	6	0	9	9	2	5	5	0	0	0	0	3	13
Samuel Odongo*	NRM	Magola	M	1	27	28	4	3	8	0	0	11	8	9	17	0	0	0	0	0	0	0	0	0
Opio Simon Peter	NRM	Rubongi	M	5	39	27	-31	8	8	2	0	18	0	9	9	0	0	0	0	0	0	0	0	0
Charles Okello Athego*	NRM	Merikit	M	1	2	22	1000	8	0	0	0	8	0	5	5	0	1	5	1	1	1	0	0	9
Patrick Okello	NRM	Nagongera	M	1	9	21	133	8	8	0	0	16	0	5	5	0	0	0	0	0	0	0	0	0
Damai Nekesa Waka*	NRM	Rubongi	F	1	21	21	0	8	8	5	0	21	0	0	0	0	0	0	0	0	0	0	0	0
Moses Otwono Ojaso	NRM	Sop-Sop	M	1	20	21	5	1	8	0	0	9	7	5	12	0	0	0	0	0	0	0	0	0
Jacob Opio*	NRM	Mulanda	M	1	64	19	-70	1	8	0	0	9	0	5	5	0	1	1	1	1	1	0	0	5
Annie Beatrice Okumu*	NRM	Nagongera	F	1	45	19	-58	1	8	0	0	9	0	5	5	2	1	1	0	0	1	0	0	3
Edward Knoph Okware	NRM	Older Persons	M	1	68	19	-72	0	0	0	0	0	0	9	9	4	1	1	1	1	1	1	0	6
Yerusa Ochwo*	NRM	Payal/ Sop-Sop	F		49	19	-61	1	8	2	0	11	0	2	2	0	5	1	0	0	0	0	0	6
Stephen Othieno Opongi*	FDC	Mulanda	M	1		18		1	8	0	0	9	0	5	5	0	1	0	0	1	0	0	1	4
Molly Cheria Anyieko*	FDC	Petta/Kisoko	F	1	20	18	-10	8	8	0	0	16	0	0	0	0	1	1	0	0	0	0	0	2

Name	Identifiers			Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs										
	Political	Constituency	Gender	2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills	Sub Total	Meeting Electorate		Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores				100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	7	5	5	45
Harriet Awino*	NRM	Youth	F	20	16	-20	8	8	0	0	16	0	0	0	0	0	0	0	0	0	0	0	0	0
Mijasy Michael*	NRM	Nabuyoga	M	76	14	-82	1	8	0	0	9	0	2	2	2	1	0	0	0	0	0	0	0	1
Susan Nyaburu Othieno*	NRM	Pajwenda	F		14		1	8	0	0	9	0	5	5	0	0	0	0	0	0	0	0	0	0
Stella Echiria Imukutet*	IND	Osukuru	F		14		0	0	0	0	0	5	5	10	0	1	0	1	0	1	0	0	0	4
Jennifer Okoth Ogola Loy	NRM	Older Persons	F	18	12	-33	1	8	0	0	9	0	2	2	0	0	0	1	0	0	0	0	0	1
Fatuma Amali*	NRM	Nabuyoga	F	23	11	-52	1	8	0	0	9	0	0	0	2	0	0	0	0	0	0	0	0	0
Denis Olupot*	NRM	Osukuru	M	42	9	-79	1	8	0	0	9	0	0	0	0	0	0	0	0	0	0	0	0	0
Michael Oburu Omala*	NRM	Paya	M	11	9	-18	1	8	0	0	9	0	0	0	0	0	0	0	0	0	0	0	0	0
Christine Achieng Okujuwa*	NRM	Merikit	F	46	8	-83	0	8	0	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0
Remina Okoth Akware*	NRM	Kwapa/Mella	F	61	3	-95	0	0	0	0	0	0	2	2	0	1	0	0	0	0	0	0	0	1
Deogratius Osiu*	IND	Mella	F	42	2	-95	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	0
John Francis Olwenyi*	NRM	Mukujju	M	69	2	-97	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	0
Irene Rutayisire*	IND	Western Div	F	61	2	-97	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	2
Paul Eredet*	NRM	Eastern Div	M	39	0	-100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Andrew Okoth*	NRM	Kirewa	M	37	0	-100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Peter Rogers Imailuk*	NRM	Malaba T/C	F	55	0	-100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Isaac Orono*	NRM	Youth	M	37	0	-100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average				42	23	-4	3	6	0	0	9	2	4	6	2	2	1	1	1	1	0	1	0	7

*Assessed Using Secondary Data

Wakiso

Name		Identifiers		Performance			Legislation				Contact Electorate			Monitoring NPPAs											
		Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Plenary	Committee	Motion	Special Skills	Sub total	Meeting	Office	Sub Total	LLG	Health	Education	Agriculture	Water	Roads	FAL	ENR	Sub Total
Maximum Scores						100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	5	5	5	45
	Ethel Betty Naluyima	DP	Bweyogerere	F	1	64	83	30	8	8	5	2	23	11	9	20	10	7	7	1	7	0	1	30	
	Sarah Kasule Namugga	IND	Namayumba S/C & T/C	F	2	87	81	-7	8	8	5	1	22	11	9	20	10	7	5	5	5	1	1	29	
	Deogratius Kirumira Musisi	DP	Wakiso S/C	M	1	73	79	8	8	8	2	2	20	7	9	16	10	5	7	0	7	4	5	33	
	Immaculate Nakimbugwe	NRM	Kakiri S/C and TC	F	2	82	79	-4	1	8	0	0	9	11	9	20	10	5	7	0	7	4	5	40	
	Albashir Kayondo Ndaawula	DP	Kajjansi TC	M	2	83	76	-8	6	8	3	0	17	10	9	19	8	5	5	4	5	4	4	32	
	Farouk Ssebandeke	DP	Kakiri TC	M	1	69	71	3	8	8	0	0	16	8	9	17	6	4	5	5	5	4	4	32	
	Fred Mpanga Kigongo	NRM	Masuliita S/C	M	1	55	69	25	1	8	0	0	9	7	9	16	4	7	7	7	7	0	5	40	
	Nuruh Namuli	NRM	Mende S/C	F	3	78	69	-12	1	8	0	0	9	11	9	20	10	5	5	5	5	1	4	30	
	Godfrey Bogere	NRM	Namayumba T/C	M	1	67	67	0	1	8	0	0	9	11	9	20	6	5	4	5	5	4	4	32	
	Ronald Nsubuga Mubiru	NRM	Masuliita TC	M	1	64	66	3	1	8	2	0	11	8	9	17	4	4	5	5	5	5	5	34	
	Annet Nakyanja Maweje	DP	Wakiso T/C, S/C and Mende S/C	F	1	61	65	7	1	8	0	0	9	8	9	17	10	5	5	4	5	4	1	29	
	Vicent Kirumira	IND	Namayumba S/C	M	1	76	64	-16	1	8	0	0	9	11	9	20	4	5	4	5	3	4	31		
	Hassan Sembalirwa	NRM	Youth	M	2	57	64	12	1	8	0	1	10	11	9	20	10	4	5	0	5	1	4	24	
	Norman Semwanga Kabogozza	NRM	Workers	M	2		63		1	8	0	0	9	8	9	17	6	5	4	5	4	4	4	31	
	Tom Muwonge	DP	Kasangati TC	M	1	69	62	-10	8	8	5	0	21	8	9	17	2	7	5	1	0	5	0	22	
	Abdul Kaggwa	NRM	Older Persons	M	1	50	62	24	1	1	0	0	2	11	9	20	6	6	6	5	4	4	4	34	
	Christine Edwards Nabukenya	NRM	Masuliita S/C & T/C	F	1	53	61	15	1	1	2	0	4	7	9	16	4	6	7	4	5	4	4	37	
	Lincoln Luwagga	NRM	Kakiri S/C	M	1	58	60	3	1	8	0	0	9	8	9	17	6	5	4	5	5	0	4	28	
	Rose Kyakuwa	NRM	Kasanje/Bussi/Kajjansi TC	F	2	50	60	20	8	8	0	0	16	7	9	16	4	5	5	0	4	4	1	24	
	Stanley Ssemnambya Kaggwa	DP	Kira Div	M	1	55	60	9	3	8	2	0	13	7	9	16	6	5	5	0	5	0	5	25	
	Ferdinand Baikuddembe Bbaale Ddembe	DP	Bunamwaya Div	M	1	64	58	-9	1	8	0	0	9	10	9	19	6	5	7	5	0	0	2	24	
	John Masayi Namutaali	FDC	Bweyogerere Div	M	1	43	56	30	1	8	0	0	9	8	9	17	6	5	5	0	5	0	4	24	
	Proscovia Namazi	DP	Gombe Division and Busukuma S/C	F	1	48	56	17	1	8	0	0	9	8	9	17	10	5	1	0	5	4	4	20	
	Hussein Lubega Kasozi	FDC	Namugongo Div	M	1	67	55	-18	3	8	2	0	13	8	9	17	6	1	5	0	0	5	4	19	

Name	Identifiers		Performance		Legislation				Contact Electorate			LLG	Monitoring NPPAs											
	Political	Constituency	Gender	Terms Served	2016/17	2018/2019	% Change	Penary	Committee	Motion	Special Skills		Sub total	Meeting Electorate	Office	Sub Total	Sub county Meetings	Health	Education	Agriculture	Water	Roads	FAL	ENR
Maximum Scores					100	100		8	8	5	4	25	11	9	20	10	7	7	7	7	7	5	5	45
Rosette Elizabeth Nakigudde	NRM	Older Persons	F	1	48	54	13	1	8	0	0	9	8	9	17	10	5	7	0	0	0	0	1	18
Moses Mugerwa Kalemeera	NRM	Katabi TC	M	1	50	52	4	1	8	0	1	10	8	9	17	0	5	5	0	5	1	4	4	25
Flavia Nakafeero	NRM	Nansana Div	F	1	47	52	11	1	8	0	0	9	8	9	17	6	1	5	0	4	0	5	20	20
Cate Namuddu	DP	Ndejje/Bunamwaya S/C	F	1	63	52	-17	1	8	2	0	11	8	9	17	6	1	5	1	1	5	1	4	18
Abdul Gamal	NRM	Busukuuma Div	M	3	59	51	-14	1	1	0	0	2	7	9	16	4	5	5	1	5	5	4	4	29
Joseph Lwanga Lukyamuzi	NRM	Entebbe B	M	1	64	51	-20	3	8	0	0	11	8	9	17	0	5	0	4	5	0	4	23	
Abbey Kitanda	DP	Masajja Div	M	1	39	51	31	1	8	2	0	11	8	9	17	6	1	5	1	0	5	0	5	17
Margaret Gasanyula Nakitende	DP	Kyengera TC	F	9	64	49	-23	1	1	0	0	2	11	9	20	10	7	1	1	1	1	5	1	17
Zam Kyeyune	DP	Nabweru Div	F	1	31	49	58	1	1	0	0	2	8	9	17	6	5	5	0	5	0	4	4	24
Rebecca Talikaza Lukwago	DP	Kirir/ Namugongo Div	F	1	55	48	-13	1	1	0	0	2	8	9	17	6	5	4	5	0	5	0	4	23
Aminah Nalugya	NRM	Workers	F	1		48		1	1	0	0	2	8	9	17	0	4	4	5	4	4	4	4	29
Deborah Mazzi	NRM	PWD	F	1	64	47	-27	1	8	0	0	9	10	9	19	2	0	4	5	4	4	0	0	17
Richard Lule Wamala	NRM	Entebbe A	M	1	60	45	-25	1	1	0	0	2	7	9	16	4	5	5	4	0	0	4	4	23
Annet Nagitta	DP	Katabi TC	F	1	52	45	-13	1	8	0	0	9	8	9	17	10	1	1	1	0	4	1	1	9
Brian Kaweesa	DP	Nabweru Div	M	1	46	45	-2	1	1	0	0	2	8	9	17	2	5	5	0	5	4	0	4	24
Hood Golooba Kaweesa	NRM	Bussi S/C	M	4	50	44	-12	1	8	5	0	14	8	9	17	4	1	1	1	1	1	0	4	9
Ronald Kasirivu	DP	Gombe Div	M	1	47	44	-6	1	8	0	0	9	8	9	17	10	1	1	1	3	1	0	1	8
Khadjia Kawooya	DP	Masajja Div	F	1	22	43	95	1	8	0	0	9	8	9	17	0	5	1	5	0	5	0	1	17
Deo Nkangi Bakulumpagi	DP	Ndejje Div	M	1	66	41	-38	1	8	0	0	9	8	9	17	6	1	1	1	1	1	3	1	9
Samuel Ssaava Buyondo	NRM	PWD	M	1	50	39	-22	1	8	0	0	9	8	9	17	6	0	0	1	1	3	1	1	7
Vincent Mulindwa	DP	Nansana Div	M	1	58	38	-34	1	1	0	0	2	8	9	17	6	5	1	1	0	5	0	1	13
Faridah Namale	IND	Youth	F	2	51	38	-25	1	1	0	0	2	8	9	17	0	0	4	5	4	4	1	1	19
Christopher Ddamulira Sserunjogi	NRM	Kasanje TC	M	2	54	35	-35	1	1	2	0	4	7	9	16	6	1	3	1	1	1	1	1	9
Viola Nampija Seesanga*	DP	Entebbe A & B	F	2	62	28	-55	8	8	5	0	21	0	5	5	2	0	0	0	0	0	0	0	0
Peter Jumba Balikudembe*	DP	Kyengera TC	M	2	30	21	-30	1	8	0	0	9	0	2	2	0	0	0	0	5	5	0	0	10
Vennie Estradah Naluyiga*	FDC	Kasangati TC	F	2	27	10	-63	0	0	0	0	0	0	2	2	2	0	0	5	0	0	0	1	6
Average				57	54	-3		2	6	1	0	9	8	9	17	6	4	4	4	2	4	2	3	23

*Assessed Using Secondary Data

THE AUTHORS



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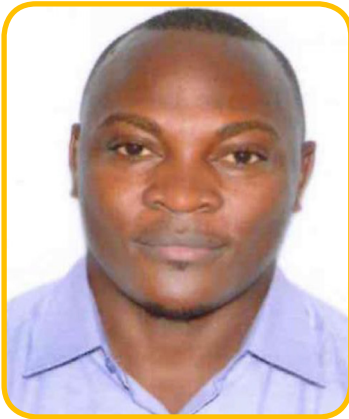
George Bogere is a Research Fellow. He is also a Project Manager for the Center for Budget and Economic Governance (CBEG). He holds an MA Economics Degree from Makerere University. Before joining ACODE in January 2011, George was a Researcher at Makerere Institute of Social Research (MISR)-Makerere University for over five years. His areas of interest include Economic Growth and Development, Decentralization, Governance and Service Delivery as well as Natural Resources Management particularly land.



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Fred Kasalirwe is an Economist with over 9 years' experience in social and economic development research, training and project management, with great research experience in Economic Policy Analysis and Social Research. Undertaken research projects at co-leader, coordination, supervisory and analysis levels. He holds an MA (Economics) from University of Dar Es Salaam and a BA (Development Economics) from Makerere University. He has undertaken teaching at the school of Economics, Makerere University undertaking modules such as Governance and Development, Environmental Economics, Agricultural Economics and Health Economics. Fred has worked on research projects in Uganda, Tanzania, Kenya, Burundi, Rwanda and South Sudan. He is currently a Research Fellow at ACODE working under the Local Government Council Scorecard Initiative.



Oscord Mark Otile is a Research Officer at ACODE. He is an expert on Uganda's Decentralisation Policy with over nine years' experience working under ACODE's Local Government Councils' Scorecard Initiative (LGCSCI). He has been a trainer on the implementation of ACODE's CEAP methodology which was introduced in 2015 especially in the 35 districts where the scorecard assessments of district councils have been implemented. Otile is a public policy analyst and a social critic. He has published policy briefs and opinion articles on topics around decentralization and local governance in Uganda. Otile holds a Bachelors Degree of Development Studies of Makerere University, Kampala.



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Rebecca N. Mukwaya is currently a Research Assistant under the Local Government Councils Scorecard Initiative (LGCSCI). She is a Community development practitioner and Adult Education expert with over 10 years' experience in community engagement, cooperative development, public health and governance. She has worked on a number of development projects empowering communities in order to bring about social and community change. She holds a Master's degree in Adult and Community Education from Makerere University Kampala. Her research interests include; education, public health, governance, gender, rural development and cooperative development.



Walter Akena is currently a Project Officer under Local Government Council Scorecard Initiative (LGCSCI). He has 10 year experience in Local Government Research. Walter was part of the 10 researchers across the country that pioneered the Local Government Council Scorecard Assessment in 2009. He previously worked at Choice FM in Gulu as a Programme Manager, a news editor and a news anchor. Walter holds a Bachelor of Arts Degree in Public Administration and Management obtained from Gulu University with a further training in Conflict Management and Peace Studies at the Institute of Peace and Strategic Studies.

Decentralization has come a long way in Uganda and other Africa countries, and social accountability efforts such as The Local Government Councils Scorecard Initiative (LGCSCI) can claim some of the credit for that. Moving the administration and provision of service delivery closer to the people through the establishment of district-level local governments allows citizens to hold their government leaders accountable for carrying out their mandated responsibilities. *The Local Government Councils Scorecard Initiative FY 2018/19* report titled *The Next Big Steps: Consolidating Gains of Decentralisation and Repositioning the Local Government Sector in Uganda* takes stock of where Uganda is on the road to full realization of the vision of decentralization and recommends a broad array of steps that would take the country much closer to that destination.

The Local Government Councils Scorecard methodology is unique in that it combines capacity-building and evidence-based assessment of elected local government leaders in a way that both strengthens local government institutions and holds leaders accountable for delivering the public services to which citizens are entitled. The methodology, described in this book, also incorporates an innovative civic engagement action planning process that builds capacity among citizens to use the tools of civic engagement to demand that public services are delivered.

The Next Big Steps: Consolidating Gains of Decentralisation and Repositioning the Local Government Sector in Uganda uses data from the FY2018/19 assessment process and from seven years of previous assessments to analyze the decentralization project in Uganda. The authors document significant improvements in the performance of elected leaders at the local government level and notable positive outcomes in service delivery. Their analysis also shows the myriad ways that policies and practices at the central government level constrain the ability of local governments to do they work they are mandated – and desire – to do. This book is relevant far beyond Uganda as it speaks to the critical role that local play as the interface between national policy and citizens' lives. Moreover, it presents innovative tools and recommendations for strengthening that interface and calls on academics, government leaders, civil society organizations, and ordinary citizens to use them to consolidate the foundations of durable democracies everywhere.

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