



# LOCAL GOVERNMENT COUNCILS PERFORMANCE AND THE QUALITY OF SERVICE DELIVERY IN UGANDA

NTUNGAMO DISTRICT COUNCIL SCORE-CARD 2008/2009



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**ACODE Policy Research Paper Series No. 39, 2010**

Published by ACODE  
P.O Box 29836, Kampala  
Email: library@acode-u.org, acode@acode-u.org  
Website: <http://www.acode-u.org>

Citation:

Natamba, E., F., et.al. (2010). Local Government Councils Performance and the Quality of Service Delivery in Uganda: Ntungamo District Council Score Card 2008/09. ACODE Policy Research Series, No. 39, 2010. Kampala.

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## ABBREVIATIONS

ACODE	Advocates Coalition for Development and Environment
CAO	Chief Administrative Officer
CBO	Community Based Organization
CSO	Civil Society Organization
DCC	District Contract Committee
DDP	District Development Plan
DDP	Deepening Democracy Programme
DLB	District Land Board
DSC	District Service Commission
FAL	Functional Adult Literacy
FGD	Focus Group Discussion
FY	Financial Year
IGG	Inspector General of Government
LC	Local Council
LDG	Local Development Grant
LG	Local Government
LGCSC	Local Government Councils' Score-card
LGCSCI	Local Government Councils' Score-card Initiative
LGDP	Local Government Development Programme
LLG	Lower Local Government
MoLG	Ministry of Local Government
MOU	Memorandum of Understanding
MP	Member of Parliament
NAADS	National Agriculture Advisory Services
NGO	Non Governmental Organization
NPPA	National Priority Programmes Areas
PAC	Public Accounts Committee
PHC	Primary Health Care
PLE	Primary Leaving Examinations
PWD	People With Disabilities
SOWIPA	South Western Institute for Policy and Advocacy.
TC	Town Council
TPC	Technical Planning Committee
UBOS	Uganda Bureau of Statistics
ULGA	Uganda Local Government Association.
UNEB	Uganda National Examinations Board
UPE	Universal Primary Education

## ACKNOWLEDGEMENTS

The Local Government Councils' Score-card Initiative (LGCSCI) is a 10-year project implemented by ACODE with a goal of improving the quality of public service delivery by building the demand-side of governance and accountability. The initiative achieves this goal by undertaking and publishing Local Government Council score-cards and robust outreach programmes that target citizens and build the capacity of local government political leaders. The initiative was launched in 2009 by conducting an initial assessment of the performance of 10 local government councils, including Ntungamo, for FY2008/09. ACODE is indebted to the Deepening Democracy Programme and its contributing development partners for providing the initial funding that made the first assessment possible.

During the assessment process, ACODE's study team employed a wide range of participatory methods that involved structured and unstructured interviews, focus group discussions (FGDs), and regular interactions with key local government officials (such as the Ntungamo Clerk to Council, as well as staff within the Public Relations Office). The research team acknowledges the support and cooperation received from the councilors who cooperated with the assessment and citizens who participated in the focus group discussions that were organized as part of the assessment exercise. The research team also acknowledges the officials who participated in the assessment by providing information and clarifications on a wide range of issues.

ACODE is grateful to Mr. Mukotani Ruyendo and Ms. Elizabeth Allen who reviewed the final report and provided very useful guidance that enabled the timely completion of the report. The authors of this report also benefited from the wide-ranging discussions held with the ACODE study teams that were working with other districts. We benefited from the workshops and electronic mail discussions with other staff over the course of the assessment. We extend our special appreciation to all of them individually and collectively.

Finally, we are conscious that this Score-card for Ntungamo District Council is the first of its kind and the methodology used has not been tested elsewhere. In the process of conducting the assessment, we have encountered a number of challenges, particularly related to record-keeping and information retrieval. However, we have taken due care to ensure that the facts presented in this report are reasonably accurate and are a fairly objective representation of the performance of Ntungamo District and its constituent organs. We are confident that the findings and recommendations go a long way to improve the workings of the District Council, and hence contribute to improved service delivery and better governance.

# 1. INTRODUCTION

In 1992, Uganda adopted a decentralization policy that sought to establish a system of governance underpinned by strong local governments. Subsequent constitutional and legal reforms established districts and sub-counties as key pillars of local governments through which effective service delivery and local governance is to be attained. Although decentralization has been pursued over the last two decades, there is widespread consensus that the performance of local governments is less than desirable. The revenue base of local governments has diminished substantially, rendering them heavily dependent on central government disbursements, mainly through conditional grants. The quality of service provision is also below the citizens' expectations, with key services such as health care, water, sanitation, education, and agricultural advisory services remaining dismal. Yet, there is no evidence that the citizens who are the intended beneficiaries of the decentralization system are demanding accountability and better performance from their elected leaders.

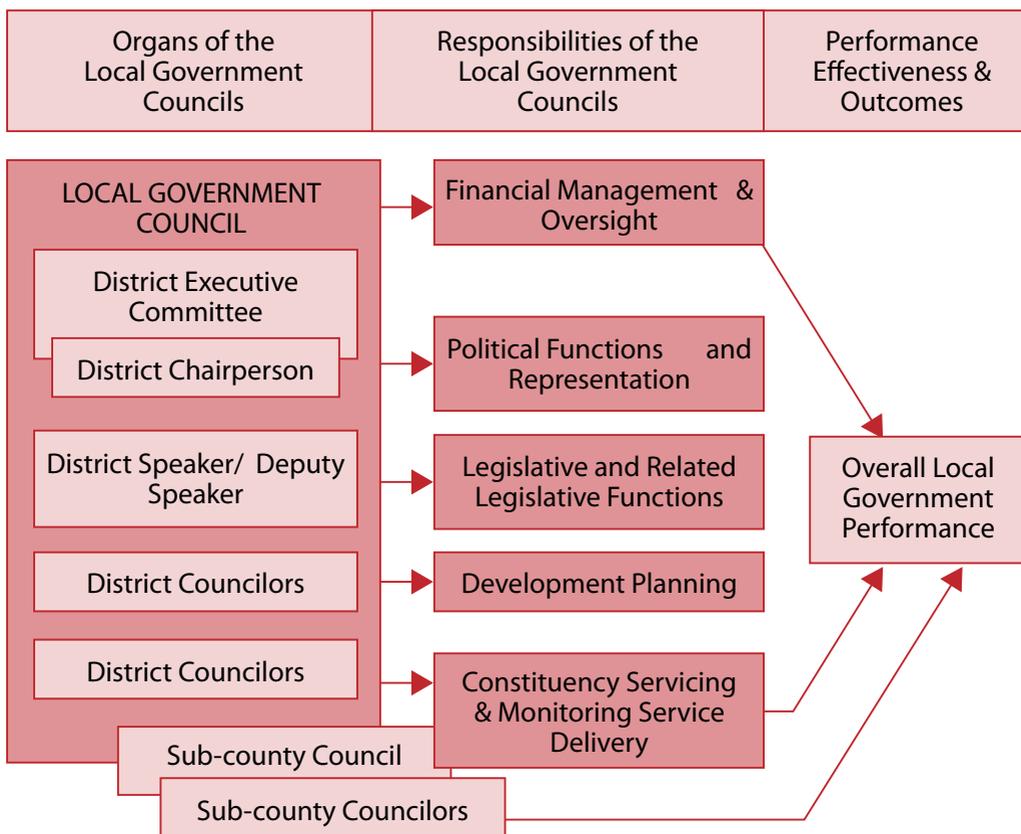
Over the years, the Ugandan government has sought to improve the functioning of local governments through regular monitoring and inspection processes. However, these processes have not adequately focused on the local government councils, as the mandated executive and legislative organs of the local governments. This report is a product of an ongoing assessment of the performance of local government councils in Uganda that commenced in 2009, focusing on the financial year 2008/09. The assessment was designed as part of an initiative to regularly monitor the performance of local government councils in Uganda, and to publish and disseminate a local councils' performance "score-card" as a means of increasing citizens' demand for improved service delivery and accountability on the part of elected leaders. For FY2008/09, similar assessments were undertaken in nine other districts including Amuria, Amuru, Hoima, Kampala, Kamuli, Luwero, Mbale, Moroto and Nebbi. The assessment focused on the local government councils and their respective organs as outlined in the Local Government Act 1997 and other legislation. The council being a corporate body; the chairperson, the speaker, and the councilors formed the units of analysis for the assessment.

The report is organized in eight sections. Section 2 after this introduction explains the methodology and score-card used in conducting the assessment. Section 3 provides general background information of Ntungamo District. Selected socio-economic indicators for Ntungamo District are discussed in Section 4 of this report. Section 5 analyses the budget and revenue architecture including the sectoral allocations of the district. Section 6 delves into the score-card findings, interpretation and analysis of the findings. The various scores of the political leaders are explained in this section. The quality of public services in relation to the scores is further discussed in Section 7, while the authors make concrete proposals, recommendations and general conclusions for reform in Section 8.

## 2. METHODOLOGY AND SCORE-CARD

This assessment was conducted using a methodology and score-card developed for the Local Government Councils’ Score-Card Initiative.<sup>1</sup> As shown in Figure 1 below, this methodology and score-card measures the performance of local government councils and councilors on five key themes that comprise the responsibilities of local government councils, their organs, and individual councilors.<sup>2</sup> These themes are: financial management and oversight; political functions and representation; legislation and related legislative functions; development planning; and constituency servicing and monitoring service delivery.<sup>3</sup> Consequently, scores were developed to measure the performance of councils with regard to their core statutory functions: political leadership and representation; legislation and related legislative functions’ development planning; financial management and oversight; constituency servicing; and participation in lower local government councils.

**Figure 1: Key Aspects of the Local Government Councils’ Performance**



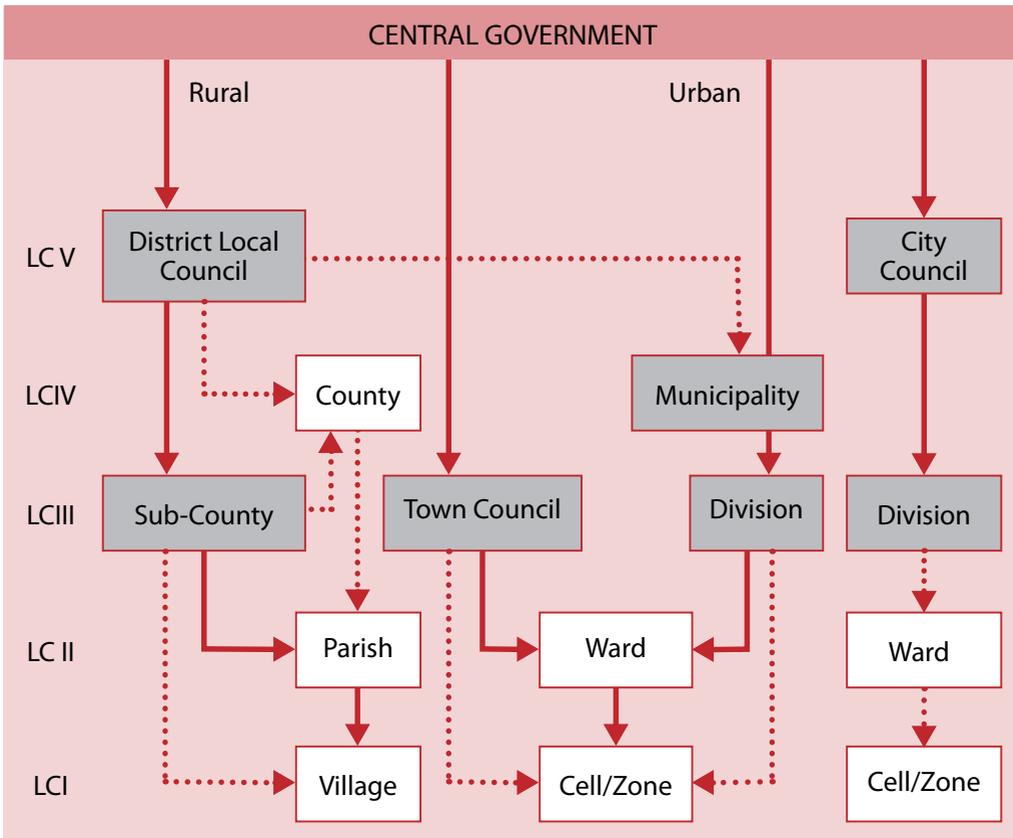
1 See Tumushabe, Godber, et al (2010). Monitoring and Assessing the Performance of Local Government Councils in Uganda: Background, Methodology and Indicators. ACODE Policy Research Series No. 31, ACODE. Kampala.

2 Ibid.

3 Ibid.

The research team derived monitoring indicators from each of the themes, with a specific focus on both governance and service delivery. The score-cards provide a basis for analyzing the factors that impinge on the performance of the council, while the service delivery indicators seek to assess individual leaders' contributions to central government priority sectors such as health, education, water and sanitation, and agriculture. While the methodology assesses the entire local government council, the respective organs of the local government council for both urban and rural local governments (as shown in Figure 2) are treated as independent units of analysis.

**Figure 2: The Structure of the Local Government System in Uganda**



The local government councils' score-card is premised on a theory of change, which is based on the idea that by providing data and information on the performance of local political leaders, citizens will demand accountability and effective service delivery, ideally triggering a vertical spiral of demand up to the national level. An empowered citizenry will help trigger the necessary reforms that are essential to creating a conducive environment in which the delivery of services is responsive to the needs of the majority of citizens. Consequently, beyond the scores of each organ of council, the assessment seeks to establish a cause-effect relationship between the performance record of local council political leaders on the one hand, and the quality of service delivery and accountability on the other.

## 3. BACKGROUND

Ntungamo District was created in 1993 and is located in South-Western Uganda. The district shares its borders with Kabale District in the south, Rukungiri District in the west, Bushenyi, Mbarara and Isingiro districts in the north, Mbarara district in the east and the Republics of Tanzania and Rwanda in the south-east.

### 3.1 District Population

The total population for Ntungamo District is 386,816 of which 201,307 are female as indicated in Table 1 below. The district registers a low population growth rate of 2.19% which is attributed to the mass return of the Rwandese after the 1994 genocide in Rwanda.

**Table 1: Population Statistics in Ntungamo District**

	Male	Female	Total
2002 (Actual)	185,779	201,307	386,816
2008/9 (Projection)	208,400	228,400	436,800
Children below 18 years			56%
Annual Popn Growth rate			2.19%

*Source: Ntungamo District Development Plan 2007/08 – 2009/10*

The district economy is dual in nature comprising crop and livestock farming. Cattle, goats, piggery and poultry make the bulk of the livestock, while bananas, coffee and other food crops constitute the crop component. The livestock rearing is, however, drastically affected by water scarcity during the dry season which forces some residents to migrate to neighbouring districts.

### 3.2 Political and administrative structure

Ntungamo District is composed of three counties of Ruhaama, Rushenyi and Kajara<sup>5</sup>. The district is further subdivided into 14 sub-counties of Ntungamo Sub-County, Ntungamo Town Council, Ruhaama, Nyakera, Rukoni, Rweikiniro, Itojo, Rubaare, Rugarama, Kayonza, Ngoma, Bwongyera Ihunga and Kibatsi. The district also has one town council with 6 wards, 6 town boards, 89 parishes and 973 villages. The district is headed by a chairperson who is supported by an executive committee. All the councilors in Ntungamo District subscribe to the ruling NRM party which implies that there is no opposition from other political parties within the political structure of the district.

<sup>4</sup> The sub-county was originally a part of Mbarara District

<sup>5</sup> The two sub-counties were originally part of Bushenyi District.

## 4. SELECTED SOCIO-ECONOMIC INDICATORS FOR NTUNGAMO DISTRICT LOCAL GOVERNMENT

### 4.1 Primary Education

Education services in Ntungamo District are provided by both government and the private sector. The district has a total of 335 primary schools of which 250 are government aided while the rest are managed privately. In terms of secondary education, of the 45 secondary schools, 24 are privately owned. The district also has one government-aided primary teachers' colleges with 8 vocational training institutions, 6 of which are privately owned.

The performance of the district at the primary level has been average compared to the national performance with a large percentage of the pupils in primary schools passing in Division 2 over the past five years, as indicated in Table 2.

**Figure 3: Key Education Statistics Ntungamo**

No. of UPE Schools	255		
No. of NONUPE Schools	80		
Total No. of Schools	335		
Enrolments in UPE schools Girls	58,350		
Enrolments in UPE schools Boys	52,263		
Enrolments in Non-UPE schools Girls	5,173		
Enrolments in Non-UPE schools Boys	4,899		
Total enrolment	120,685		
Total Number of Classrooms	2,235		
Pupil-Classroom Ratio	54		
No. of qualified teachers in UPE schools	Female 809	Male 1,073	
# of teachers required in UPE Schools	713		
Total No. of Latrine stances / toilets Functional	1569		
Total No. of Latrine stances / toilets Non Functional	20		
No. of Schools with safe water Functional	166		
Number of UPE Permanent Teachers' houses-Inhabitable	133		
Number of Non-UPE Permanent Teachers houses available	14		
Total Desks in UPE schools-in use	15742		

Source: Ntungamo District Development Plan 2007/08 – 2009/10

**Table 2: Ntungamo District PLE Performance 2004-2009**

Year	2004		2005		2006		2007		2008	
	Ntungamo	Uganda								
Div 1	7.7	5.3	5.7	3.7	11.1	5.9	10.7	5.5	4.6	2.5
Div 2	45.9	38.1	49.2	39.3	58.6	47.0	54.8	45.5	38.1	30.6
Div 3	20.9	19.2	28.4	26.7	18.7	22.3	20.7	22.9	33.0	31.5
Div 4	15.9	17.9	9.4	15.6	7.6	12.5	7.9	11.9	12.8	14.7
U	9.7	19.5	7.3	14.4	4.0	11.5	6.0	13.3	11.4	20.1

Source: *Uganda National Examinations Board 2004 - 2008*

The major challenges facing the education sector in the district include insufficient physical facilities especially classrooms, instructional materials, classroom furniture, toilet facilities staff accommodation and instructional materials. There is also a problem of delay of teachers' salaries.

## 4.2 Health

Ntungamo District has 36 health facilities, 33 of which are government-owned while two are NGO-owned and one privately-owned. The district has one referral hospital, three HC IVs, ten HC IIIs and 22 HC II. These facilities are meant to increase access to health services. Despite the presence of these facilities, the high demand for health services far surpasses the available physical facilities and human resources. Understaffing and under funding of the health department have continued to affect the quality of the health care due to heavy workload, inadequate equipment and frequent stock outs of essential medicines and supplies. There is limited access of health services, more especially in remote rural areas. Most patients contacted manifested a high level of



**Figure 4:**  
*Clients wait to register in the OPD at Rubare HC IV in Rushenya County*

skepticism concerning the quality of health services provided to them. In fact, there were overwhelming complaints from the community regarding the poor quality of the health services. The situation is compounded by the dysfunctional nature of these facilities, especially Health Centre IIs that are often lacking in staffing and the required drugs. The result is overcrowding at the health facilities (as indicated in Figure 4) and patients having to walk long distances to access these services. Even in instances where these facilities are available, there are no personnel to man them. A case in point is Kitwe HC IV6 where, despite the presence of a theatre, there is no doctor to man it. This theatre has been there for almost five years but not functional.

The disease burden in the district is mainly attributed to malaria as the leading cause of morbidity and mortality rates in the district, while HIV/AIDS has remained a big threat to the district despite the interventions to reduce its spread and effects. Figure 5 explains the disease burden for the ten top diseases reported in the year under review.

**Figure 5: Disease burden for ten top diseases reported in 2008/2009**

Diagnosis %age	0-4 years	5 and over
Malaria	41	37
No pneumonia-Cough Cold	25	20
Intestinal worms	6	4
Gastro Intestinal Diseases (Non-Infective)	1	3.9
Sexual Transmitted Infections	0.1	3.4
Skin Diseases	3.2	2
HIV/AIDS	0.4	3
Pneumonia	4.3	1
Diarrhea-Acute	4	1.5
Others	2.4	3.7

### 4.3 Road Network

Apart from the main road that connects the district to the capital and the districts of Mbarara, Rukungiri and Kabale, the district does not have tarmacked roads. The bulk of the road network in the district comprises 220 km of gravel trunk roads and 734 km of rural district/feeder roads that are fairly distributed throughout the district, making about 80% of its overall area accessible. The maintenance of these roads, however, is poor and they tend to become impassable during the rainy season. Notable roads that are affected by this include Kahunga-Nyakyera road, Rwashamire to Kayoonza and Ntungamo-Nyakyera road via Nyaburiza. The delay to repair such roads cuts off some areas of the district, resulting into difficulty in transporting agricultural produce.

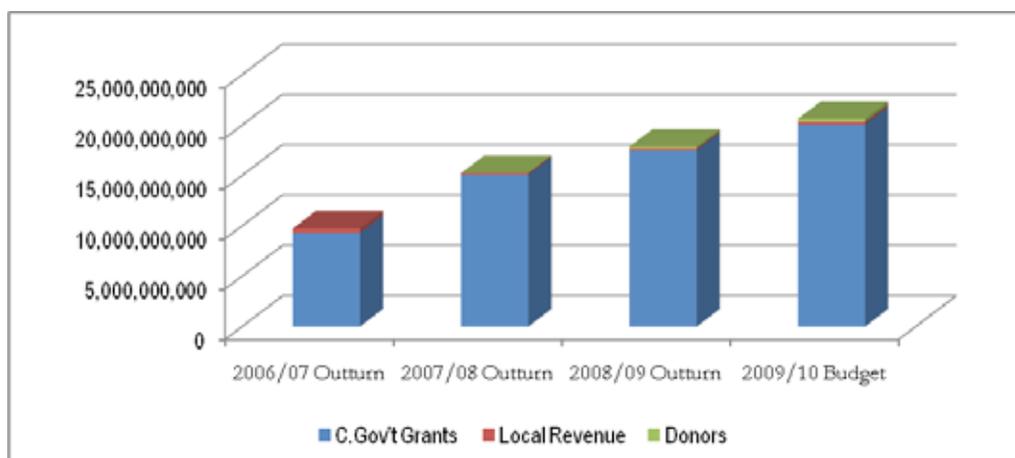
<sup>6</sup> An interview with two of the health workers at the facility established this fact.

## 5. BUDGET AND REVENUE ARCHITECTURE OF NTUNGAMO LOCAL GOVERNMENT

### 5.1 District Revenue Sources

The district revenue sources include local revenue, government grants and donor contributions. During the financial year under review, government transfers ranked highest, amounting to Shs 16,418,600,000, followed by donor funding amounting to Shs. 713,204,000, while only Shs 318,688,000 was collected as locally generated revenue. The majority of external funding for the district is disbursed directly to projects, leaving little council control over the flow of funds. Figure 6 indicates the sources of Ntungamo District revenue over four years.

**Figure 6: Ntungamo District Revenue Trends over Four Years**



As illustrated in Figure 6 above, the contribution and performance of locally-generated revenue has been dwindling over the years. This only serves to undermine the essence of the decentralization policy as the local government depends on the central government for funding and setting of priorities.

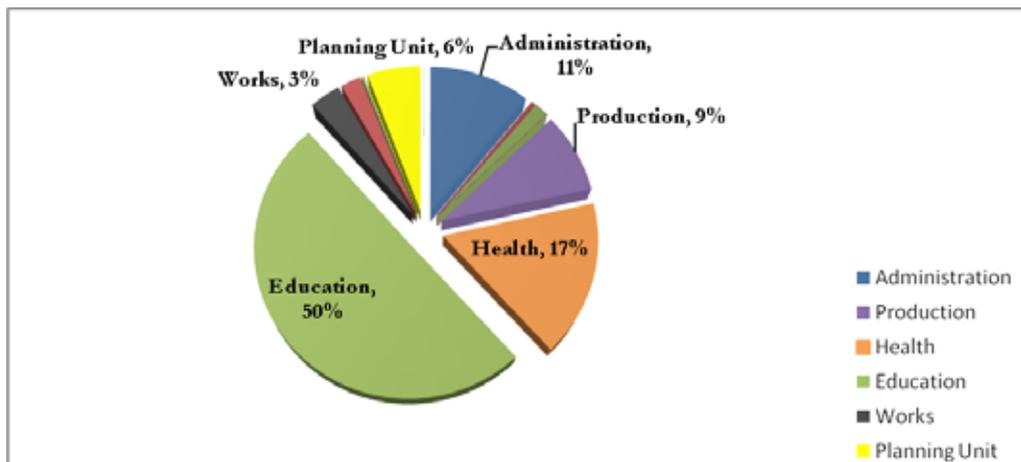
**Figure 7: Ntungamo District Sectoral Allocations**

Figure 7 gives an analysis of the sectoral allocations of the funds in the district. The analysis indicates that priority is, indeed, given to the key sectors of education and health. Yet, the quality of the services in these sectors is still poor as indicated in the previous section.

## 6. SCORECARD FINDINGS AND INTERPRETATION

### 6.1 Score-card Performance of Ntungamo District Council

The District Local Council and the Sub-county Council are established as corporate legal entities under the Local Government Act. At their respective levels, the councils are vested with powers and responsibilities to: (i) enact local laws necessary for the effective governance of the areas within their jurisdiction; (ii) ensure accountability and transparency in the conduct of council business and utilization of council funds; (iii) ensure effective planning and budgeting to spur development and the delivery of public services to the local population; and (iv) monitor the delivery of public service on priority national programmes. The score-card performance of Ntungamo District was assessed on these parameters.

Ntungamo District Council scored 69 out of 100 possible points. Findings from the assessment reveal excellent performance in the council's legislative role. Not only had the council adopted model rules of procedure, but it also presented evidence of motions and ordinances passed during the year under review. In addition, the council had held all the council meetings on time as required by law. Furthermore, good performance was registered in the council's accountability role where it has a functional Public Accounts Committee, as well as internal assessment that had been undertaken during the year under review. Poor performance was, however, registered in the area of monitoring the national priority programmes in the district.

### 6.2 District Chairperson

The Chairperson of Ntungamo District during the fiscal year under review was Mr. John Wycliffe Karazaarwe. He was the first chairman of the district at its inception. At the time of the assessment, he was serving his fourth term of office. According to the score-card indicators, the chairperson was assessed on the following five parameters: (i) political leadership; (ii) legislative role; (iii) contact with electorate; (iv) participation in communal and development activities; and (v) service delivery on national priority programme areas.

The district chairperson garnered a total score of 94 points. He scored the maximum points in his political leadership (20 out of 20), legislative role (20 out of 20) and his contact with electorate (15 out of 15). Excellent performance was still seen in his participation in communal and development activities (13 out of 15), as well as his monitoring of NPPAs (26 out of 30). The chairman was exceptionally meticulous in documenting his visits to the electorate. He is known in most parts of the district and has a written programme

on how he has been meeting the people in the district. During the assessment, the chairman presented all the necessary evidence, something that was confirmed by the people, schools, health centres and other groups in the district. Poor performance was, however, registered with his contribution to communal activities and monitoring in the education sector. Findings from the assessment indicated that the chairperson of Ntungamo District had not fully exploited his political power to influence debate on the radio and TV networks during the year under review.

### **6.3 District Speaker**

Mr. Denis Singahakye was the District Speaker during the year under review. Just like the district chairperson, Mr. Singahakye was the first to assume the speaker's office at its inception. At the time of the assessment, he was serving his fourth term of office as district speaker. The speaker's performance assessment focused on five key parameters, namely: i) presiding and preservation of order in the council; ii) contact with electorate; iii) participation in communal and development activities; iv) participation in lower local government; and v) monitoring of service delivery on national priority programme areas, all of which are stipulated roles and responsibilities in the Local Government Act of 1997.

The speaker scored 95 out of 100 possible points. His performance was excellent across the board: presiding and preserving the order in the council (23 out of 25); contact with the electorate (20 out of 20); participation in communal and development activities (13 out of 15); participation in sub-county meetings (10 out of 10); and monitoring NPPAs (29 out of 30).

### **6.4 District Councilors**

During the year under review, Ntungamo District Council had a total of 32 councilors in addition to the chairperson.<sup>7</sup>In line with the score-card indicators, each of the councilors was assessed in the following areas: i) legislative role; ii) contact with electorate; iii) participation in communal development activities; iv) participation in lower local government councils; and v) monitoring of service delivery on national priority programme areas.

Individual councilors' performance varied considerably, with the highest scoring 83 points while the lowest scored only 31 points. In terms of gender, while the bulk of the councilors are male (61%) both male and female councilors had an average score of 61%. Good performance was registered in councilors' legislative role as well as their contact with the electorate. On the other hand, councilors performed poorly in their contact at lower local governments as well as monitoring national priority programmes.

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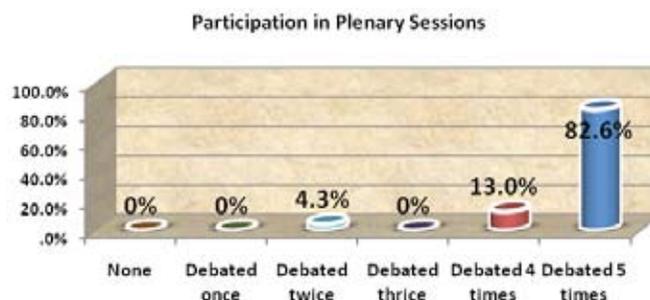
<sup>7</sup> This total included the speaker and deputy speaker.

**Table 3: Performance of Ntungamo District Councilors Diasgregated by Gender**

Name	Gender	Legislative Role	Contact with Electorate	Participation in communal activities	Participation in LLGs	Service delivery on NPPAs	Total
Mugenyi Wilberforce	Male	21	20	9	10	23	83
Jacob Kafureka	Male	17	13	10	10	20	70
Byaruhanga Anthony	Male	17	17	7	6	22	69
Hajj Jafari Kauki	Female	19	11	8	10	20	68
Mugabi Sam K	Male	18	12	11	6	20	67
Twinomugisha Grace	Male	18	17	7	6	17	65
Baturaki Urban	Male	18	5	10	10	20	63
Atuhaire Elijah	Male	20	7	10	6	20	63
Rutagonya Vicent	Male	17	12	12	2	18	61
Buteera Dan	Male	18	4	7	6	25	60
Kahangire Ismail	Male	17	13	7	5	16	58
Bashaija Baguma	Male	17	9	10	2	16	54
Eng. Emmy Habyara	Male	19	4	4	10	16	53
Twebuze Alex	Male	19	7	4	2	19	51
Muhwezi Obadia	Male	17	0	0	6	8	31
<b>Average Score Male</b>							<b>60.6</b>
Mbabazi Shakila	Female	16	17	10	10	19	72
Maria Goretti	Female	15	17	5	10	24	71
Hajjati Aisha Myheki	Female	15	17	6	10	19	67
Musiime Peace	Female	18	13	8	7	18	64
Tumusiime Jolly	Female	17	7	10	10	17	61
Ketty Kapasi	Female	17	8	10	6	16	57
Kembabazi Alice	Female	12	9	8	6	21	56
Kyofuna Justie	Female	12	1	3	5	13	34
<b>Average Score Female</b>							<b>61.1</b>

### 6.4.1 Legislative role

The majority of the councilors in Ntungamo District take participation and attendance of both plenary sessions and committees seriously. These councilors had not only attended but also debated during plenary and committee meetings as indicated in Figure 8. Analysis of the findings revealed that at least 82.6% of the total number of councilors participated and debated five times in plenary sessions, while 95.7% participated and debated five times during committee meetings.



**Figure 8: Participation in plenary sessions**

### 6.4.2 Contact with electorate

Findings from the assessment revealed that the majority of councilors (60.9 per cent) in Ntungamo District ensured regular contact with their electorate as indicated in Figure 9 below. However, while some councilors (30.4 per cent) claimed to have made written programmes, they did not have any evidence to this effect. In many cases, the contact made with the electorate was verbal. The research team established that there was a weakness of poor record-keeping where councilors failed to take responsibility and blamed the district for not providing them with sufficient allowances to undertake such ventures.

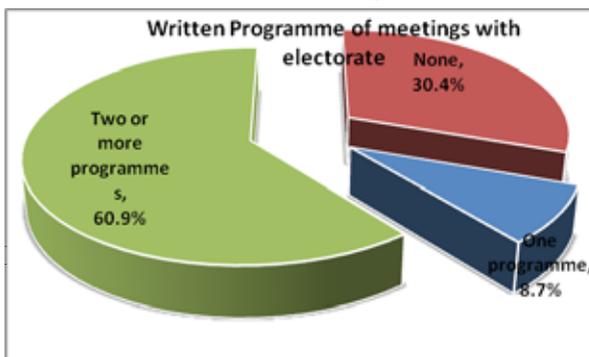


Figure 10: A grain milling projected initiated by the area councilor in Kitwe town.

### 6.4.3 Participation in communal and development activities

Councilors’ performance in participation in communal and development activities was good. Analysis of the district findings reveals that 56.5% of the councilors had initiated more than two projects; 26.1% had initiated at least one project; while 17.4% of councilors did not produce evidence regarding the projects they claimed to have initiated. The projects initiated included contributions to the construction of schools, tree planting, contributions to construction of health centers, fish ponds and farming.

These projects continue to benefit the communities in various ways. For example, the area councilor of Kitwe town<sup>8</sup> initiated a grain milling project that serves the community. It should be noted that the majority of councilors did not make any written contributions to community development projects in the district.



Figure 11: Councilors’ attendance of sub county committee meetings.

### 6.4.4 Participation in lower local government

Ntungamo District councilors exhibited excellent performance with regard to their participation during sub-county council meetings.

The majority of councilors (82.6 per cent) provided evidence of attendance at the sub-county meetings as indicated in Figure 11. Only 17.4% of councilors had presented

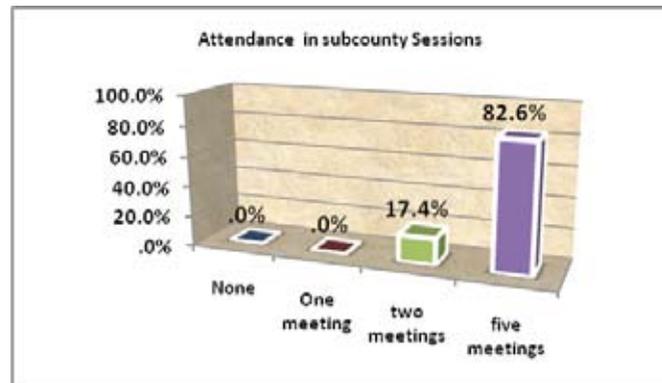
<sup>8</sup> Eng. Emmy Habyara was cited as a good example of a councilor who initiated a good number of projects in the sub-county. He is the area councilor of Rukoni Sub-county.

evidence of attendance of two meetings during the financial year under review. Various reasons were raised to explain the poor attendance. First, the councilors noted that the sub-county leadership did not invite them in time and, when they did, the invitation letters were received late. Second, some councilors claimed that some sub-county meetings coincided with the district council meetings making it impossible for them to attend.

#### 6.4.5 Score-card Performance of Special Interest Group Representatives

Representation on the district council leadership includes directly elected councilors as well as special interest groups of women, youth, and the Persons with Disability (PWDs). The rationale for electing representatives of special interest groups is that, in the process of council deliberations, such representatives would ideally pursue policies and operational agendas of concern to the members of their particular groups. Such agendas might include articulating and setting specific policy priorities and influencing local council budget priorities in favour of policy and service delivery agendas that are consistent with the interests of their constituencies.

In Ntungamo District, all the women councilors were elected on the affirmative action ticket as women representatives. The best-performing female councilor was Shakila Mbabazi (72 points), while the worst performing female councilor was Justine Kyofuna (34 points). Similarly, the performance of the male PWD councilor, Obadia Muhwezi was below average (31 points) In contrast, the male youth councilor, Wilberforce Mugenyi, scored 83 points, while the performance of his female counterpart, Cynthia Bindeba, was not assessed<sup>9</sup>. From this assessment, with the exception of the female representation and councilor Mugenyi's performance, it suffices to argue that besides the symbolic significance of these councilors, there is no evidence to suggest that the presence of representatives of special interest groups adds specific value to the work of the council or in shaping the policy and service delivery priorities biased towards the interests of special interest groups in Ntungamo District.



<sup>9</sup> Ms. Cynthia Bindeba's commitment to council work was found wanting as she spent the bulk of her work at another job in the President's Office in Kampala.

## 7. NTUNGAMO DISTRICT PERFORMANCE AND THE QUALITY OF PUBLIC SERVICES

The very good performance (with the council scoring 69 points, chairman 94 points and the speaker 95 points) does not explain the quality of service delivery in Ntungamo District. Despite the scores, the quality of service delivery in district still leaves a lot to be desired. In the education sector, for example, findings reveal a high dropout rate of pupils at primary level coupled with a low classroom-pupil ratio and

low pupil-teacher ratio. The quality of service delivery in the health sector is equally poor characterized by high levels of epidemics and malaria. Furthermore, the sector is bedeviled by drug shortages, dilapidated structures and gross understaffing of health workers. Similarly, the road sector in the district is still underdeveloped. Apart from the main entrances and exits from the district, Ntungamo District's road network is still poor. Apart from the tarmac road that connects the district to its neighbouring districts of Mbarara, Rukungiri and Kabale, the rest of the roads are murram feeder roads that become impassable during the rainy season. This situation is explained by both internal and external factors as discussed in this section.



*A ward in Rubare Health Centre IV in Rushenya County. The medical team is overwhelmed by the big numbers of patients. The toilet facility was found to be very poor.*

### 7.1 External Factors for Poor Performance and Poor Service Delivery

#### 7.1.1 High Dependence on the Central Government

Ntungamo District is highly dependent on central government transfers. During FY 2008/9, central government transfers accounted for 90.6 per cent, while donor contributions accounted for 8.6 per cent, and local revenues constituted only 0.8 per cent. This level of dependency affects the service delivery and overall performance of

the district. Most grants from the central government are conditional and therefore earmarked for specific services. Only a slight degree of flexibility is permissible, but even then with restrictions. The unconditional grant, which is the only grant that local governments may use as part of their revenue, is mainly used to pay staff salaries. In many instances, these funds are not adequate, creating a funding gap. This gap means that the district has to operate below the acceptable minimum personnel structures.

### **7.1.2 Absence of Strategic Development Planning and Implementation Targets**

Ntungamo District, like all other districts in Uganda, operates using the three-year rolling District Development Plan. The budgeting and implementation of the plan takes the form of an annual work plan with very short-term targets set for every financial year. There is no strategic long-term investment plan that can provide a framework for setting long-term development targets and budget allocations. For example, the Ntungamo District Council has no clearly defined targets for key sectors such as education, health, roads, or even local revenue collection over a number of years. Indeed, the absence of long-term strategic development targets denies the council the opportunity to operate in a more strategic manner and to measure their own performance on the basis of clearly-defined development and service delivery benchmarks.

### **7.1.3 Lack of Knowledge among the Electorate on the Civic Functions of the Council**

The assessment revealed wide civic ignorance manifested in a lack of basic knowledge by the electorate regarding the key roles of councilors and the basic functions of the local government system. The electorate in Ntungamo District had serious misconceptions on the roles and responsibilities of councilors, and hence some within the electorate saw their councilors as people who are supposed to bury the dead, attend local parties, and make contributions to individual and community problems. They lacked knowledge on the basic functions and duties of the council—from the planning cycle of local governments, to the rights and entitlements that the electorate can expect to get from their councils. This ignorance was identified as an inhibitor for the public's participation in planning, budgeting, and implementation of the local government's programmes.

### **7.1.4 Political Power without Authority over Planning and Budgeting**

Legally and politically, local government councils are responsible for all local government functions, including planning, financial accountability, and the delivery of public goods and services. However, Ntungamo political leadership holds no controlling or other appropriate authority to determine or direct how the funds allocated to the district are utilized. The Chief Administrative Officer (CAO) who is the accounting officer of the district is appointed by the central government. Additionally, the various ministries—including those responsible for local governments and finance—have developed a set of guidelines and procedures that limit the involvement of the local government councils

in the management of the district's financial resources, including the procurement process. The guidelines and procedures enjoin the council to oversee the use of funds by the technical agencies of the local government, but do not permit them to get involved in the governance of these resources. This is popularly referred to as the "eyes on, hands off" approach to the governance of the financial resources of local government councils.

## **7.2 Internal Factors for Poor Performance and Poor Service Delivery**

### **7.2.1 Quality of District Councilors and Other Capacity Issues**

The quality of councilors is mainly affected by their average level of education. At the moment, there is no minimum education requirement for anyone to hold the office of a district councilor in Ntungamo, as is the case in all of Uganda's other districts. In fact, councilors are not required to submit any academic papers as part of the eligibility requirements to contest for the office. There is widespread consensus that councilors with very low levels of education failed to express themselves during plenary sessions, while some could not make written contributions to any committee. The low levels of education undermine effective debate and interaction among councilors and the highly educated technical staff whom they are presumably supposed to supervise. Indeed, various councilors pointed out this as one of the major challenges that some of their colleagues faced in discharging their statutory and political functions as envisaged under the Local Government Act. Evidence from the assessment showed that councilors with higher levels of education (degrees, certificates, or their equivalent) debated and contributed more significantly and objectively during plenary and committee meetings.

At the same time, ACODE's researchers noted that the recorded district council proceedings did not include appropriate attribution that could facilitate a qualitative analysis of the contributions of individual councilors. Besides, the councilors themselves did not keep coherent records of their activities and contributions..

### **7.2.2 Poor Record-keeping**

As noted above, councilors in Ntungamo District exhibited poor record-keeping in relation to their activities as elected leaders. For example, although many councilors claimed to have made contributions during meetings and met with their electorate, there were no records to confirm this. Some councilors did not have diaries or note books, while others used loose record options and cell phones that could not be tendered as evidence of performance at the time of the assessment. At the council level, it was evident that while councilors claimed to have made contributions during plenary sessions, many such contributions were not recorded by the Clerk to Council due to errors.

### **7.2.3 Failure of councilors to provide link between electorate and the district**

It was established that many councilors were often absent from their constituencies and

left their constituencies unattended to. It was no surprise, therefore, that the indicators with the worst scores were 'contact with electorate' and 'attendance of lower local councils'. This left constituencies devoid of political direction and the much-needed oversight role that political leaders ought to provide. It was noted, for example, that some councilors were engaged in doing business in Southern Sudan and had little time for council activities.

#### **7.2.4 Corruption and public service delivery in the district**

Cases of corruption in the agricultural sector were unearthed in Ntungamo during the year under review. For example, over Shs 40 million meant for NAADS funds were reported missing<sup>10</sup>. During an assessment of the success of NAADs, it was established that this money had not been accounted for by the district. At least Shs. 20m was not yet accounted for in Bwongyera Sub-county, Shs.6m in Ihunga Sub-county, and Shs.14m in Nyakyera Sub-county, while more than Shs10m in the rest of the sub counties was also unaccounted for<sup>11</sup>. The report sighted influence peddling by politicians.<sup>12</sup> Similarly, cases of irregular procurement procedures were documented in Ntungamo during the year under review. The 2008 Auditor General's report<sup>13</sup> revealed irregular procurement where the district spent a total of Shs.11, 949,000 to purchase toner, an act that was in total disregard of the tendering process and in direct contravention of the PPDA procurement guidelines. In an attempt to defend this position; the district technical team claimed that the advertisement for prequalification of suppliers of general supplies for the 2008/2009 financial year did not attract any interested bidder.

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<sup>10</sup> *The Daily Monitor*, Tuesday, June 9<sup>th</sup>, 2009

<sup>11</sup> At the NAADS annual review meeting held in June 2009, the district chief administrative officer, Mr. George William Omuge, confirmed that there had been lack of transparency between sub-county chiefs and accountants in accounting for the funds and called for quick measures to safeguard the funds.

<sup>12</sup> At the same review meeting, the district vice chairman and secretary for production, Mr. Elijah Atuheire, noted that shoddy supplies were eminent in areas where politicians were involved in the procurement process as suppliers yet it violates the law. He went on to confirm that the procurement process was hijacked by councilors, sub-county accountants, sub-county chiefs, which made it impossible for the farmers to benefit from NAADS.

<sup>13</sup> Annual Report of the Auditor General for the Year Ended 30th June 2009.

## 8. RECOMMENDATIONS AND GENERAL CONCLUSION

The findings from the Ntungamo District Score-card (69 points) do not explain the quality of service delivery in Ntungamo District. A number of internal and external factors as well as structural, policy and operational factors that impinge on the quality of services have been identified to explain this disconnect. While some councilors may be aware of their duties, roles and obligations as stipulated in the Local Government Act, commitment to their implementation and realization was not forthcoming. In addition, there existed poor documentation and record-keeping on the part of the political leaders, and a discernable detachment from the electorate. The following are specific recommendations that the council can undertake to improve its performance and that of its councillors as a means of improving service delivery at the district level.

### 8.1 Advocacy for a Changed Budget Architecture

A critical analysis of the Ntungamo District budget reveals its high dependency on the central government. This dependency makes the district a mere agent of the central government rather than a fully-fledged local government as envisaged under Article 178 of the constitution. Ntungamo District should work with other local governments through the Uganda Local Government Association (ULGA) to advocate for a change in the current budget architecture. It is important that the national budget resources be equally shared between the central government and the local governments so that local governments do not have to depend on sectoral conditional grants.

### 8.2 Adopt Minimum Education Qualifications for Council Members

Although the current legal framework does not stipulate minimum academic qualifications for council members, Ntungamo District Council can make bylaws that require persons seeking to be members of the council to possess and present minimum qualifications of Advanced Level Education or its equivalent. Appropriate academic qualifications are essential in ensuring quality and robust debate in council and the supervision of council senior technical staff that are often educated up to degree level.

### 8.3 Formulate a Comprehensive and Integrated Long-Term Development Plan

Ntungamo District should be managed on the basis of a more long-term development plan of five or ten years. Such a plan should be able to outlive regimes and their leaders

The current three-year rolling plan, which is presented in form of work plans, does not address the strategic long-term development interests of the district. For Ntungamo District to develop, it will need a long-term strategic plan that transcends individual leaders and personalities. Such a plan will also enable the council to set long-term development targets and periodic performance benchmarks on the basis of which it can evaluate its performance and progress.

#### **8.4 Continuous Orientation and Training for Councillors**

The orientation and training offered to the council by the Ministry of Local Government should be done more systematically and regularly, ideally on an annual basis. Such orientation should cover (i) the roles and functions of the council in the delivery of public services; (ii) the mission and vision of the council; (iii) the mechanisms of accountability to the district residents; and (iv) other important development and planning related training. Councillors would then be reminded of their fundamental roles and responsibilities on a more regular basis.

#### **8.5 Contact with the Electorate**

Accessing detailed public information and the progress of project implementation in Ntungamo District is difficult, a situation that partly explains the low civic competence in the district. Deliberate effort by the district to establish more meaningful citizens' interface should be made. There is clearly no platform where the district chairman and other political leaders engage in a dialogue with district residents. A CODE recommends that a "District Town Hall Platform" be convened every quarter, during which the district political leaders and technical staff can engage with the electorate to discuss the concerns of the residents in a more informal but business-like manner. This will infuse more ideas into how the district is run and help build confidence and trust among the district leadership and the residents. Such a platform will also provide an opportunity to educate the communities about the roles and responsibilities of the councillors and the need to use such benchmarks to assess their leaders' performance.

## 9. CONCLUSION

Ntungamo District Council Score-card reveals a score of 69 points by the council as a whole. This performance does not necessarily translate into the quality of service delivery in the district. This assessment has attempted to provide some explanations for this performance and to offer potential solutions to address the current service delivery deficit in the district. The score-card administration process also raised key questions regarding the score-card methodology. The key question that will need to be addressed as part of the methodology development process is to include scores that clearly reflect the cause-effect relationship between score-card performance, the quality of service delivery, and voice and accountability. Finally, this assessment represents the most evidence-based performance assessment of the district council to date and, as such, presents an opportunity for investing in creating a more robust local government that is responsive to the service delivery needs of Ntungamo District's residents.

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## Annexes

### List of Assessed Political Leaders and Councilors in Ntungamo District

Name	Constituency
Karazaarwe John Wycliff	Chairman
Singahakye Denis	Speaker
Mugyenyi Wilberforce	Youth Councilor
Mbabazi Shakila	Rweikiniro/Ruhama
Maria Goretti	Bwongyera
Jacob Kafureka	Itojo
Byaruhanga Anthony	Rweikiniro
Hajj Jafari Kauki	Bwongera
Mugabi Sam K	Ntungamo
Hajjati Aisha Myheki	Kayonza and Ngoma
Twinomugisha Grace	Rukoni
Musiime Peace	Itojo
Baturaki Urban	Ntungamo Town Council
Atuhaire Elijah	Rugarama
Rutagonya Vicent	Kayonza
Tumusiime Jolly	Nyakyera
Buteera Dan	Ngoma
Kahangire Ismail	Nyabihoko
Ketty Kapasi	Ntungamo Town council
Kembabazi Alice	Nyabihoko
Bashaija Baguma	Kibatsi
Eng. Emmy Habyara	Rukoni
Twebuze Alex	Rubaare
Kyofuna Justine	Ruhaama
Muhwezi Obadia	PDWs

## Ntungamo District Council

**Score: 69**

	Ntungamo Local Government Council	Actual Score	Maximum Score
	<b>LEGISLATIVE ROLE</b>	<b>19</b>	<b>20</b>
a	Adopted model rules of Procedure with/without amendments	4	4
b	Ordinances	4	4
c	Passed motions for resolutions on policy	2	2
d	Evidence of legislative resources	4	4
e	Petitions & Focused Tours	3	4
f	Held council meetings on time	2	2
	<b>ACCOUNTABILITY ROLE</b>	<b>8</b>	<b>20</b>
a	Public Accounts Committee (PAC)	4	4
b	Public Funds	0	4
c	Internal Assessment	4	4
d	Public Hearings	0	4
e	Involvement of CSOs, CBOs, Citizens	0	4
	<b>PLANNING &amp; BUDGETING</b>	<b>11</b>	<b>12</b>
a	Existence of Plans & Vision	3	4
b	Existence of Local Government Budget Framework Paper	1	1
c	Prior approval of the Development Plan before the Budget approval	1	1
d	Approved budget within time according to the law	1	1
e	Active Technical Planning Committee	1	1
f	Monitoring and Evaluation	4	4
	<b>SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES</b>	<b>31</b>	<b>48</b>
a	Education	6	8
b	Health	7	8
c	Water and Sanitation	4	8
d	Roads	6	8
e	Agriculture and Extension	3	8
f	Functional Adult Literacy	3	3
g	Environment and Natural Resources	3	5
	<b>Total</b>	<b>69</b>	<b>100</b>

**Name: Karazaarwe John Wycliff**

**Designation: Chairperson**

**Score: 94**

		Actual Score	Maximum Score
	<b>CHAIRPERSON</b>		
	POLITICAL LEADERSHIP	20	20
a	Presiding at meetings of Executive Committee	3	3
b	Monitoring and administration	5	5
c	Evidence of a report made to council on the state of affairs of the District	2	2
d	Overseeing Performance of civil servants	5	5
e	Recommended to council persons to be appointed members of DSC and other boards/committees.	5	5
	<b>LEGISLATIVE ROLE</b>	<b>20</b>	<b>20</b>
a	Regular attendance of Plenary sessions, Committees	5	5
b	Motions/Bills presented by the Executive and passed	8	8
c	Initiated and formulated policies	7	7
	<b>CONTACT WITH ELECTORATE</b>	<b>15</b>	<b>15</b>
a	Evidence of a Programme of meetings with Electorate	5	5
b	Evidence of public notice of decisions of the Council to the electorate	5	5
c	Evidence of issues raised by the electorate to the Executive /Council	5	5
	<b>PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES</b>	<b>13</b>	<b>15</b>
a	Projects initiated	5	5
b	Contributions to communal Projects/activities	3	5
c	Linking the community to Development Partners/NGOs	5	5
	<b>SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMMES AREAS</b>	<b>26</b>	<b>30</b>
a	Monitoring and giving feedback to Council	5	5
b	Attended NAADS/PMA/other programs meetings	5	5
c	Attended functional Adult literacy session	5	5
d	Visited Health units in every Lower local government	5	5
e	Visited schools in every sub-county	2	5
f	Participated in a Radio/Television Talk show in any media	2	3
g	Environment and Natural Resources protection	2	2
	<b>Total</b>	<b>94</b>	<b>100</b>

**Name: Singahakye Denis**

**Designation: Speaker**

**Score: 95**

	<b>SPEAKER</b>	<b>Actual Score</b>	<b>Maximum Score</b>
	<b>PRESIDING AND PRESERVATION OF ORDER IN THE COUNCIL</b>	<b>23</b>	<b>25</b>
a	Chairing lawful council/ meetings	3	3
b	Rules of procedure	6	6
c	Business Committee	2	3
d	Delegated to the Deputy Speaker at least once	5	5
e	Evidence of a records book with Issues/ petitions presented to the office	2	2
f	Evidence of record of motions/bills presented in council	3	3
g	Provided special skills/knowledge to the Council or committees.	2	5
	<b>CONTACT WITH ELECTORATE</b>	<b>20</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	5	5
b	Office or coordinating centre in the constituency	5	5
c	Evidence of Reports of decisions of the Council taken to the electorate	5	5
d	Evidence of issues raised by the electorate	5	5
	<b>PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES</b>	<b>13</b>	<b>15</b>
a	Projects initiated	5	5
b	Contributions to communal Projects/activities	3	5
c	Linking the community to Development Partners/NGOs	5	5
	<b>PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>10</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	5	5
	<b>SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>29</b>	<b>30</b>
a	Monitoring and giving feedback to council	5	5
b	Attended NAADS/PMA/other related programs meetings	5	5
c	Attended functional Adult literacy session	5	5
d	Visited Health units in constituent sub-county	5	5
e	Visited schools in constituent sub-county	5	5
f	Participated in a Radio/Television Talk show in any media.	2	3
g	Participated in an activity that promotes sustainable environment & natural resource use	2	2
	<b>Total</b>	<b>95</b>	<b>100</b>

**Name: Mugyenzi Wilberforce**

**Gender: Male**

**Councillor Youth Councillor**

**Score: 83**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>21</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	2	2
d	Moved motion on notice	3	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	1	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>20</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	5	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	3	3
d	Evidence of Reports of decisions of the Council taken to the electorate	5	5
e	Issues raised by electorate taken to council	5	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>9</b>	<b>15</b>
a	Projects initiated	5	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	1	3
e	Implemented MoU	0	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>10</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	5	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>23</b>	<b>30</b>
a	Monitoring and giving feedback to council	5	5
b	Attended NAADS/PMA /other programs meetings	2	5
c	Attended functional Adult literacy session	2	5
d	Visited Health units in the constituent sub-county	5	5
e	Visited schools in every sub-county	5	5
f	Participated in a Radio Talk show in any media.	1	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	1	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>83</b>	<b>100</b>

**Name:** Mbabazi Shakila  
**Gender:** Female  
**Councilor:** Rweikiniro/Ruhama  
**Score:** 72

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>16</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	0	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	1	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>17</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	5	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	5	5
e	Issues raised by electorate taken to council	5	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>10</b>	<b>15</b>
a	Projects initiated	5	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	0	3
e	Implemented MoU	2	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>10</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	5	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>19</b>	<b>30</b>
a	Monitoring and giving feedback to council	5	5
b	Attended NAADS/PMA /other programs meetings	5	5
c	Attended functional Adult literacy session	0	5
d	Visited Health units in the constituent sub-county	2	5
e	Visited schools in every sub-county	5	5
f	Participated in a Radio Talk show in any media.	0	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>72</b>	<b>100</b>

**Name: Maria Goretti****Gender: Female****Councilor Bwongyera****Score: 71**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>15</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	0	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	0	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>17</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	5	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	5	5
e	Issues raised by electorate taken to council	5	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>5</b>	<b>15</b>
a	Projects initiated	1	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	1	3
e	Implemented MoU	0	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>10</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	5	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>24</b>	<b>30</b>
a	Monitoring and giving feedback to council	5	5
b	Attended NAADS/PMA /other programs meetings	5	5
c	Attended functional Adult literacy session	2	5
d	Visited Health units in the constituent sub-county	5	5
e	Visited schools in every sub-county	5	5
f	Participated in a Radio Talk show in any media.	0	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>71</b>	<b>100</b>

**Name: Jacob Kafureka**

**Gender: Male**

**Councilor Itojo**

**Score: 70**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>17</b>	<b>25</b>
a	Participation in plenary session	4	5
b	Participation in Committees	5	5
c	Moved motion without notice	2	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	1	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>18</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	5	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	5	5
e	Issues raised by electorate taken to council	1	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>10</b>	<b>15</b>
a	Projects initiated	5	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	0	3
e	Implemented MoU	2	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>10</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	5	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>20</b>	<b>30</b>
a	Monitoring and giving feedback to council	5	5
b	Attended NAADS/PMA /other programs meetings	2	5
c	Attended functional Adult literacy session	0	5
d	Visited Health units in the constituent sub-county	5	5
e	Visited schools in every sub-county	5	5
f	Participated in a Radio Talk show in any media.	1	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>70</b>	<b>100</b>

**Name: Byaruhanga Anthony**

**Gender: Male**

**Councilor Rweikiniro**

**Score: 69**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>17</b>	<b>25</b>
a	Participation in plenary session	4	5
b	Participation in Committees	5	5
c	Moved motion without notice	2	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	1	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>17</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	5	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	5	5
e	Issues raised by electorate taken to council	5	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>7</b>	<b>15</b>
a	Projects initiated	0	5
b	Provided Written advice as contributions to communal projects	2	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	0	3
e	Implemented MoU	2	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>6</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	1	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>22</b>	<b>30</b>
a	Monitoring and giving feedback to council	5	5
b	Attended NAADS/PMA /other programs meetings	5	5
c	Attended functional Adult literacy session	2	5
d	Visited Health units in the constituent sub-county	5	5
e	Visited schools in every sub-county	2	5
f	Participated in a Radio Talk show in any media.	0	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	1	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>69</b>	<b>100</b>

**Name: Hajj Jafari Kauki**

**Gender: Male**

**Councilor Bwongera**

**Score: 68**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>19</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	2	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	2	2
g	Special knowledge Explanation on issue	0	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>11</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	5	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	3	3
d	Evidence of Reports of decisions of the Council taken to the electorate	0	5
e	Issues raised by electorate taken to council	1	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>8</b>	<b>15</b>
a	Projects initiated	5	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	0	3
e	Implemented MoU	0	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>10</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	5	5
	<b>5.SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>21</b>	<b>30</b>
a	Monitoring and giving feedback to council	5	5
b	Attended NAADS/PMA /other programs meetings	5	5
c	Attended functional Adult literacy session	0	5
d	Visited Health units in the constituent sub-county	5	5
e	Visited schools in every sub-county	2	5
f	Participated in a Radio Talk show in any media.	1	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>68</b>	<b>100</b>

**Name: Mugabi Sam K**

**Gender: Male**

**Councilor Ntungamo**

**Score: 67**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>18</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	2	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	1	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>12</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	5	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	3	3
d	Evidence of Reports of decisions of the Council taken to the electorate	1	5
e	Issues raised by electorate taken to council	1	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>11</b>	<b>15</b>
a	Projects initiated	5	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	3	3
e	Implemented MoU	0	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>6</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	1	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>20</b>	<b>30</b>
a	Monitoring and giving feedback to council	0	5
b	Attended NAADS/PMA /other programs meetings	5	5
c	Attended functional Adult literacy session	5	5
d	Visited Health units in the constituent sub-county	2	5
e	Visited schools in every sub-county	5	5
f	Participated in a Radio Talk show in any media.	0	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	1	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>67</b>	<b>100</b>

**Name: Hajjati Aisha Myheki**

**Gender: Female**

**Councilor Kayonza and Ngoma**

**Score: 67**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>15</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	0	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	0	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>17</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	5	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	5	5
e	Issues raised by electorate taken to council	5	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>6</b>	<b>15</b>
a	Projects initiated	1	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	0	3
e	Implemented MoU	2	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>10</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	5	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>19</b>	<b>30</b>
a	Monitoring and giving feedback to council	5	5
b	Attended NAADS/PMA /other programs meetings	5	5
c	Attended functional Adult literacy session	0	5
d	Visited Health units in the constituent sub-county	5	5
e	Visited schools in every sub-county	2	5
f	Participated in a Radio Talk show in any media.	0	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>67</b>	<b>100</b>

**Name: Twinomugisha Grace**

**Gender: Female**

**Councilor Rukoni**

**Score: 65**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>18</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	2	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	1	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>17</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	2	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	3	3
d	Evidence of Reports of decisions of the Council taken to the electorate	5	5
e	Issues raised by electorate taken to council	5	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>7</b>	<b>15</b>
a	Projects initiated	1	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	1	3
e	Implemented MoU	2	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>6</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	1	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>17</b>	<b>30</b>
a	Monitoring and giving feedback to council	5	5
b	Attended NAADS/PMA /other programs meetings	5	5
c	Attended functional Adult literacy session	0	5
d	Visited Health units in the constituent sub-county	2	5
e	Visited schools in every sub-county	2	5
f	Participated in a Radio Talk show in any media.	1	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>65</b>	<b>100</b>

**Name: Musiime Peace**

**Gender: Female**

**Councilor Itojo**

**Score: 64**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>18</b>	<b>25</b>
a	Participation in plenary session	4	5
b	Participation in Committees	5	5
c	Moved motion without notice	0	2
d	Moved motion on notice	3	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	1	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>13</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	5	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	1	5
e	Issues raised by electorate taken to council	5	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>8</b>	<b>15</b>
a	Projects initiated	5	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	0	3
e	Implemented MoU	0	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>7</b>	<b>10</b>
a	Attendance in sub - county Council sessions	2	5
b	Evidence of giving feedback to the sub-county Council from District Council.	5	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>18</b>	<b>30</b>
a	Monitoring and giving feedback to council	0	5
b	Attended NAADS/PMA /other programs meetings	5	5
c	Attended functional Adult literacy session	0	5
d	Visited Health units in the constituent sub-county	5	5
e	Visited schools in every sub-county	5	5
f	Participated in a Radio Talk show in any media.	0	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	1	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>64</b>	<b>100</b>

**Name: Baturaki Urban**

**Gender: Female**

**Councilor Ntungamo Town Council**

**Score: 63**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>18</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	2	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	1	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>5</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	0	5
b	Existence of Office or coordinating office	0	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	5	5
e	Issues raised by electorate taken to council	0	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>10</b>	<b>15</b>
a	Projects initiated	5	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	0	3
e	Implemented MoU	2	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>10</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	5	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>20</b>	<b>30</b>
a	Monitoring and giving feedback to council	5	5
b	Attended NAADS/PMA /other programs meetings	2	5
c	Attended functional Adult literacy session	0	5
d	Visited Health units in the constituent sub-county	5	5
e	Visited schools in every sub-county	5	5
f	Participated in a Radio Talk show in any media.	1	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>63</b>	<b>100</b>

**Name: Atuhaire Elijah**

**Gender: Male**

**Councilor Rugarama**

**Score: 63**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>20</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	0	2
d	Moved motion on notice	3	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	2	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	0	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>7</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	5	5
b	Existence of Office or coordinating office	0	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	1	5
e	Issues raised by electorate taken to council	1	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>10</b>	<b>15</b>
a	Projects initiated	5	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	2	3
e	Implemented MoU	0	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>6</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	1	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>20</b>	<b>30</b>
a	Monitoring and giving feedback to council	5	5
b	Attended NAADS/PMA /other programs meetings	5	5
c	Attended functional Adult literacy session	0	5
d	Visited Health units in the constituent sub-county	2	5
e	Visited schools in every sub-county	5	5
f	Participated in a Radio Talk show in any media.	1	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>63</b>	<b>100</b>

**Name: Rutagonya Vicent**

**Gender: Male**

**Councilor Kayonza**

**Score: 61**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>17</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	2	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	0	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>12</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	2	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	3	3
d	Evidence of Reports of decisions of the Council taken to the electorate	5	5
e	Issues raised by electorate taken to council	0	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>12</b>	<b>15</b>
a	Projects initiated	5	5
b	Provided Written advice as contributions to communal projects	2	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	0	3
e	Implemented MoU	2	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>2</b>	<b>10</b>
a	Attendance in sub - county Council sessions	2	5
b	Evidence of giving feedback to the sub-county Council from District Council.	0	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>18</b>	<b>30</b>
a	Monitoring and giving feedback to council	0	5
b	Attended NAADS/PMA /other programs meetings	5	5
c	Attended functional Adult literacy session	0	5
d	Visited Health units in the constituent sub-county	5	5
e	Visited schools in every sub-county	5	5
f	Participated in a Radio Talk show in any media.	1	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>61</b>	<b>100</b>

**Name: Tumusiime Jolly**

**Gender: Female**  
**Councilor Nyakyera**  
**Score: 61**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>17</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	2	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	1	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	2	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	0	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>7</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	5	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	0	5
e	Issues raised by electorate taken to council	0	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>10</b>	<b>15</b>
a	Projects initiated	5	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	2	3
e	Implemented MoU	0	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>10</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	5	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>17</b>	<b>30</b>
a	Monitoring and giving feedback to council	5	5
b	Attended NAADS/PMA /other programs meetings	2	5
c	Attended functional Adult literacy session	0	5
d	Visited Health units in the constituent sub-county	5	5
e	Visited schools in every sub-county	2	5
f	Participated in a Radio Talk show in any media.	1	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>61</b>	<b>100</b>

**Name: Buteera Dan****Gender: Male****Councilor Ngoma****Score: 60**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>18</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	2	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	1	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>4</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	0	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	1	5
e	Issues raised by electorate taken to council	1	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>7</b>	<b>15</b>
a	Projects initiated	0	5
b	Provided Written advice as contributions to communal projects	2	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	0	3
e	Implemented MoU	2	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>6</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	1	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>25</b>	<b>30</b>
a	Monitoring and giving feedback to council	2	5
b	Attended NAADS/PMA /other programs meetings	5	5
c	Attended functional Adult literacy session	5	5
d	Visited Health units in the constituent sub-county	5	5
e	Visited schools in every sub-county	5	5
f	Participated in a Radio Talk show in any media.	1	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>60</b>	<b>100</b>

**Name: Kahangire Ismail**

**Gender: Male**

**Councilor Nyabihoko**

**Score: 58**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>17</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	2	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	0	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>13</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	5	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	5	5
e	Issues raised by electorate taken to council	1	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>7</b>	<b>15</b>
a	Projects initiated	1	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	3	3
e	Implemented MoU	0	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>5</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	0	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>16</b>	<b>30</b>
a	Monitoring and giving feedback to council	2	5
b	Attended NAADS/PMA /other programs meetings	5	5
c	Attended functional Adult literacy session	0	5
d	Visited Health units in the constituent sub-county	2	5
e	Visited schools in every sub-county	5	5
f	Participated in a Radio Talk show in any media.	0	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>58</b>	<b>100</b>

**Name: Ketty Kapasi**

**Gender: Female**

**Councilor Ntungamo Town council**

**Score: 57**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>17</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	2	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	0	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>8</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	0	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	1	5
e	Issues raised by electorate taken to council	5	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>10</b>	<b>15</b>
a	Projects initiated	5	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	0	3
e	Implemented MoU	2	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>6</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	1	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>16</b>	<b>30</b>
a	Monitoring and giving feedback to council	0	5
b	Attended NAADS/PMA /other programs meetings	2	5
c	Attended functional Adult literacy session	2	5
d	Visited Health units in the constituent sub-county	5	5
e	Visited schools in every sub-county	5	5
f	Participated in a Radio Talk show in any media.	0	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>57</b>	<b>100</b>

**Name: Kembabazi Alice**

**Gender: Female**

**Councilor Nyabihogo**

**Score: 56**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>12</b>	<b>25</b>
a	Participation in plenary session	2	5
b	Participation in Committees	5	5
c	Moved motion without notice	0	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	0	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>9</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	5	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	1	5
e	Issues raised by electorate taken to council	1	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>8</b>	<b>15</b>
a	Projects initiated	5	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	0	3
e	Implemented MoU	0	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>6</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	1	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>21</b>	<b>30</b>
a	Monitoring and giving feedback to council	5	5
b	Attended NAADS/PMA /other programs meetings	5	5
c	Attended functional Adult literacy session	2	5
d	Visited Health units in the constituent sub-county	5	5
e	Visited schools in every sub-county	2	5
f	Participated in a Radio Talk show in any media.	0	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>56</b>	<b>100</b>

**Name: Bashaija Baguma**

**Gender: Male**

**Councilor Kibatsi**

**Score: 54**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>17</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	2	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	0	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>9</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	5	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	1	5
e	Issues raised by electorate taken to council	1	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>10</b>	<b>15</b>
a	Projects initiated	5	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	0	3
e	Implemented MoU	2	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>2</b>	<b>10</b>
a	Attendance in sub - county Council sessions	2	5
b	Evidence of giving feedback to the sub-county Council from District Council.	0	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>16</b>	<b>30</b>
a	Monitoring and giving feedback to council	0	5
b	Attended NAADS/PMA /other programs meetings	2	5
c	Attended functional Adult literacy session	5	5
d	Visited Health units in the constituent sub-county	2	5
e	Visited schools in every sub-county	5	5
f	Participated in a Radio Talk show in any media.	0	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>54</b>	<b>100</b>

**Name: Eng. Emmy Habyara**

**Gender: Female**

**Councilor Rukoni**

**Score: 53**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>19</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	0	2
d	Moved motion on notice	3	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	1	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>4</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	0	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	1	5
e	Issues raised by electorate taken to council	1	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>4</b>	<b>15</b>
a	Projects initiated	1	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	0	3
e	Implemented MoU	0	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>10</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	5	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>16</b>	<b>30</b>
a	Monitoring and giving feedback to council	5	5
b	Attended NAADS/PMA /other programs meetings	5	5
c	Attended functional Adult literacy session	0	5
d	Visited Health units in the constituent sub-county	2	5
e	Visited schools in every sub-county	2	5
f	Participated in a Radio Talk show in any media.	0	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>53</b>	<b>100</b>

**Name: Twebuze Alex****Gender: Female****Councilor Rubaare****Score: 51**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>19</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	2	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	2	2
g	Special knowledge Explanation on issue	0	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>7</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	0	5
b	Existence of Office or coordinating office	2	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	5	5
e	Issues raised by electorate taken to council	0	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>4</b>	<b>15</b>
a	Projects initiated	1	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	0	3
e	Implemented MoU	0	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>2</b>	<b>10</b>
a	Attendance in sub - county Council sessions	2	5
b	Evidence of giving feedback to the sub-county Council from District Council.	0	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>19</b>	<b>30</b>
a	Monitoring and giving feedback to council	0	5
b	Attended NAADS/PMA /other programs meetings	2	5
c	Attended functional Adult literacy session	5	5
d	Visited Health units in the constituent sub-county	5	5
e	Visited schools in every sub-county	5	5
f	Participated in a Radio Talk show in any media.	0	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>51</b>	<b>100</b>

**Name: Kyofuna Justie**

**Gender: Female**

**Councilor Ruhaama**

**Score: 34**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>12</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	2	5
c	Moved motion without notice	0	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	0	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>1</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	0	5
b	Existence of Office or coordinating office	0	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	0	5
e	Issues raised by electorate taken to council	1	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>3</b>	<b>15</b>
a	Projects initiated	0	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	3	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	0	3
e	Implemented MoU	0	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>5</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	0	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>13</b>	<b>30</b>
a	Monitoring and giving feedback to council	5	5
b	Attended NAADS/PMA /other programs meetings	2	5
c	Attended functional Adult literacy session	0	5
d	Visited Health units in the constituent sub-county	2	5
e	Visited schools in every sub-county	2	5
f	Participated in a Radio Talk show in any media.	0	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>34</b>	<b>100</b>

**Name: Muhwezi Obadia**

**Gender: Female**

**Councilor PDWs**

**Score: 31**

	COUNCILOR	Actual Score	Maximum Score
	<b>1. LEGISLATIVE ROLE</b>	<b>17</b>	<b>25</b>
a	Participation in plenary session	5	5
b	Participation in Committees	5	5
c	Moved motion without notice	2	2
d	Moved motion on notice	0	3
e	Regular attendance of plenary	3	3
f	Regular attendance of committee	2	2
g	Special knowledge to council	0	2
h	Special knowledge to committee	0	2
g	Special knowledge Explanation on issue	0	1
	<b>2. CONTACT WITH ELECTORATE</b>	<b>0</b>	<b>20</b>
a	Evidence of a written Programme of meetings with Electorate	0	5
b	Existence of Office or coordinating office	0	2
c	Functional Office or coordinating office	0	3
d	Evidence of Reports of decisions of the Council taken to the electorate	0	5
e	Issues raised by electorate taken to council	0	5
	<b>3. PARTICIPATION IN COMMUNAL AND DEVELOPMENT ACTIVITIES IN HIS/HER ELECTORAL AREA</b>	<b>0</b>	<b>15</b>
a	Projects initiated	0	5
b	Provided Written advice as contributions to communal projects	0	2
c	Material Contributions to communal projects	0	3
d	Signed one Memorandum of Understanding (MoU) / evidence of Lobbying a development partner	0	3
e	Implemented MoU	0	2
	<b>4. PARTICIPATION IN LOWER LOCAL GOVERNMENT</b>	<b>6</b>	<b>10</b>
a	Attendance in sub - county Council sessions	5	5
b	Evidence of giving feedback to the sub-county Council from District Council.	1	5
	<b>5. SERVICE DELIVERY ON NATIONAL PRIORITY PROGRAMME AREAS</b>	<b>8</b>	<b>30</b>
a	Monitoring and giving feedback to council	0	5
b	Attended NAADS/PMA /other programs meetings	2	5
c	Attended functional Adult literacy session	0	5
d	Visited Health units in the constituent sub-county	2	5
e	Visited schools in every sub-county	2	5
f	Participated in a Radio Talk show in any media.	0	1
g	Participated in a Television Talk show in any media.	0	1
h	Written an article in a News Paper	0	1
i	Participated in an activity that promotes Sustainable Environment and Natural Resource Use	2	2
	<b>TOTAL</b>	<b>31</b>	<b>100</b>

## PUBLICATIONS IN THIS SERIES

**Tumushabe, G.W., Bainomugisha, A., and Muhwezi, W., (2000).** Towards Strategic Engagement: Government NGO Relations and the Quest for NGO Law Reform in Uganda. ACODE Policy Research Series, No. 1, 2000. Kampala.

**Kameri-Mbote, P., (2000).** The Operation Environment and Constraints for NGOs in Kenya: Strategies for Good Policy and Practice. ACODE Policy Research Series, No. 2, 2000. Kampala.

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